

# BUDGET 2011 *Ottawa*



2010126042

## Finance and Economic Development Committee

### Tax Supported Programs

Tabled January, 2011



***Finance and Economic Development Committee***

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**City of Ottawa**  
**Finance and Economic Development - Net Operating Requirement**

In Thousands (\$000)

Net of Revenues, Recoveries and After Inter-departmental Allocations

Net Operating Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>By Department</b>						
Elected Officials	9,739	10,846	10,346	10,312	(34.00)	573.00
Office of the Auditor General	1,946	1,765	1,765	1,567	(198)	(379)
City Manager's Office	3,546	3,794	3,694	3,768	74	222
Real Estate Partnerships & Develop.	4,982	6,154	6,174	5,701	(473)	719
Financial Services	23,264	24,396	24,441	25,124	683	1,860
City Clerk & Solicitor	18,002	19,189	19,189	18,701	(488)	699
City Operations Deputy City Manager's Office	827	889	889	859	(30)	32
Organizational Develop. & Perform.	11,315	12,105	12,115	11,896	(219)	581
Human Resources	13,523	14,636	14,166	14,133	(33)	610
Information Technology	39,253	40,479	39,939	42,347	2,408	3,094
Corporate Communications	4,609	4,625	3,955	4,031	76	(578)
ISCS Deputy City Manager's Office	1,238	1,139	1,139	1,137	(2)	(101)
Community Sustainability	3,560	3,585	3,660	5,538	1,878	1,978
Rail Implementation	-	-	-	-	-	-
Non-Departmental	(1,180,442)	(1,262,825)	(1,260,966)	(1,278,629)	(17,663)	(98,187)
<b>Net Requirement</b>	<b>(1,044,638)</b>	<b>(1,119,223)</b>	<b>(1,119,494)</b>	<b>(1,133,515)</b>	<b>(14,021)</b>	<b>(88,877)</b>
<b>Percentage Change over 2010 Budget</b>					<b>1.3%</b>	
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	134,959	138,265	137,919	142,696	4,777	7,737
Overtime	657	962	1,113	808	(305)	151
Material & Services	95,637	58,603	58,966	58,609	(357)	(37,028)
Transfers/Grants/Financial Charges	215,109	230,054	226,249	239,397	13,148	24,288
Fleet Costs	126	89	89	89	-	(37)
Program Facility Costs	100	408	408	408	-	308
Other Internal Costs	44,301	(6,752)	(8,770)	(12,811)	(4,041)	(57,112)
Service Innovation & Efficiency Prog	-	(586)	(1,400)	(3,594)	(2,194)	(3,594)
<b>Gross Expenditures</b>	<b>490,889</b>	<b>421,043</b>	<b>414,574</b>	<b>425,602</b>	11,028	(65,287)
Recoveries & Allocations	(85,474)	(37,908)	(37,535)	(38,064)	(529)	47,410
<b>Net Expenditure</b>	<b>405,415</b>	<b>383,135</b>	<b>377,039</b>	<b>387,538</b>	<b>10,499</b>	<b>(17,877)</b>
<b>By Revenue Type</b>						
Federal	(4,337)	(7,664)	(7,664)	(7,664)	-	(3,327)
Provincial	(8,662)	(8,400)	(8,400)	(8,400)	-	262
Municipal	-	-	-	-	-	-
Own Funds	(61,967)	(23,680)	(19,680)	(21,410)	(1,730)	40,557
Fees and Services	(8,988)	(10,672)	(9,470)	(9,555)	(85)	(567)
Fines	(22,132)	(25,530)	(25,535)	(25,780)	(245)	(3,648)
Other	(1,343,967)	(1,426,412)	(1,425,784)	(1,448,244)	(22,460)	(104,277)
<b>Total Revenue</b>	<b>(1,450,053)</b>	<b>(1,502,358)</b>	<b>(1,496,533)</b>	<b>(1,521,053)</b>	<b>(24,520)</b>	<b>(71,000)</b>
<b>Net Requirement</b>	<b>(1,044,638)</b>	<b>(1,119,223)</b>	<b>(1,119,494)</b>	<b>(1,133,515)</b>	<b>(14,021)</b>	<b>(88,877)</b>

**City of Ottawa**  
**Finance and Economic Development Committee**

In Thousands (\$000)

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
<b>Expenditures by Program</b>												
Elected Officials	10,846	10,346	-	290	-	-	-	-	-	(324)	10,312	(34)
Office of the Auditor General	1,765	1,765	2	80	-	-	-	-	-	(280)	1,567	(198)
City Manager's Office	4,113	4,013	16	70	-	-	-	(12)	-	-	4,087	74
Real Estate Partnerships & Develop.	6,699	6,684	(569)	305	-	-	-	(18)	-	(116)	6,286	(398)
Financial Services	30,831	30,681	(434)	1,080	-	400	65	(313)	-	(115)	31,364	683
City Clerk & Solicitor	23,785	23,685	(3,011)	690	-	-	-	(182)	-	(220)	20,962	(2,723)
City Operations DCM's Office	889	889	(13)	30	-	-	-	(3)	-	(44)	859	(30)
Organizational Develop. & Perform.	12,286	12,306	(9)	150	-	150	-	(70)	-	(440)	12,087	(219)
Human Resources	14,636	14,166	(174)	465	-	-	-	(324)	-	-	14,133	(33)
Information Technology	40,485	39,970	(743)	1,240	-	345	200	1,341	-	-	42,353	2,383
Corporate Communications	4,625	3,955	(5)	165	-	-	-	(28)	-	(56)	4,031	76
ISCS Deputy City Manager's Office	1,139	1,139	-	45	-	-	-	(3)	-	(44)	1,137	(2)
Community Sustainability	3,585	3,660	(150)	35	-	-	2,000	(7)	-	-	5,538	1,878
Rail Implementation	4,391	6,548	-	178	-	-	-	-	-	-	6,726	178
Non-Departmental	223,060	217,232	4,660	8,067	28	-	2,036	(851)	-	(5,076)	226,096	8,864
<b>Net Expenditure</b>	<b>383,135</b>	<b>377,039</b>	<b>(430)</b>	<b>12,890</b>	<b>28</b>	<b>895</b>	<b>4,301</b>	<b>(470)</b>	<b>-</b>	<b>(6,715)</b>	<b>387,538</b>	<b>10,499</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>-0.1%</b>	<b>3.4%</b>	<b>0.0%</b>	<b>0.2%</b>	<b>1.1%</b>	<b>-0.1%</b>	<b>0.0%</b>	<b>-1.8%</b>	<b>2.8%</b>	
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	138,265	137,919	(1,769)	5,278	-	1,035	65	730	-	(562)	142,696	4,777
Overtime	962	1,113	(305)	-	-	-	-	-	-	-	808	(305)
Material & Services	58,603	58,966	(3,328)	90	-	(140)	2,200	1,845	-	(1,024)	58,609	(357)
Transfers/Grants/Financial Charges	230,054	226,249	5,032	7,321	-	-	2,036	-	-	(1,241)	239,397	13,148
Fleet Costs	89	89	-	-	-	-	-	-	-	-	89	-
Program Facility Costs	408	408	-	-	-	-	-	-	-	-	408	-
Other Internal Costs	(6,752)	(8,770)	(147)	50	-	-	-	-	-	(3,944)	(12,811)	(4,041)
Service Innovation & Efficiency Prog	(586)	(1,400)	-	-	-	-	-	(2,194)	-	-	(3,594)	(2,194)
<b>Gross Expenditures</b>	<b>421,043</b>	<b>414,574</b>	<b>(517)</b>	<b>12,739</b>	<b>-</b>	<b>895</b>	<b>4,301</b>	<b>381</b>	<b>-</b>	<b>(6,771)</b>	<b>425,602</b>	<b>11,028</b>
Recoveries & Allocations	(37,908)	(37,535)	87	151	28	-	-	(851)	-	56	(38,064)	(529)
<b>Net Expenditure</b>	<b>383,135</b>	<b>377,039</b>	<b>(430)</b>	<b>12,890</b>	<b>28</b>	<b>895</b>	<b>4,301</b>	<b>(470)</b>	<b>-</b>	<b>(6,715)</b>	<b>387,538</b>	<b>10,499</b>
<b>Revenues By Type</b>												
Federal	(7,664)	(7,664)	-	-	-	-	-	-	-	-	(7,664)	-
Provincial	(8,400)	(8,400)	-	-	-	-	-	-	-	-	(8,400)	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	(23,680)	(19,680)	2,270	(4,000)	-	-	-	-	-	-	(21,410)	(1,730)
Fees and Services	(10,672)	(9,470)	25	(75)	-	-	-	-	(35)	-	(9,555)	(85)
Fines	(25,530)	(25,535)	-	(245)	-	-	-	-	-	-	(25,780)	(245)
Other	(1,426,412)	(1,425,784)	(260)	4,302	-	(26,502)	-	-	-	-	(1,448,244)	(22,460)
<b>Total Revenue</b>	<b>(1,502,358)</b>	<b>(1,496,533)</b>	<b>2,035</b>	<b>(18)</b>	<b>-</b>	<b>(26,502)</b>	<b>-</b>	<b>-</b>	<b>(35)</b>	<b>-</b>	<b>(1,521,053)</b>	<b>(24,520)</b>
<b>Percent of 2010 Revenue Budget</b>			<b>-0.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.6%</b>	
<b>Net Requirement</b>	<b>(1,119,223)</b>	<b>(1,119,494)</b>	<b>1,605</b>	<b>12,872</b>	<b>28</b>	<b>(25,607)</b>	<b>4,301</b>	<b>(470)</b>	<b>(35)</b>	<b>(6,715)</b>	<b>(1,133,515)</b>	<b>(14,021)</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>-0.1%</b>	<b>-1.1%</b>	<b>0.0%</b>	<b>2.3%</b>	<b>-0.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.6%</b>	<b>1.3%</b>	
<b>Full Time Equivalents (FTE's)</b>	1,257.38	1,257.38	4.00	5.00	-	13.00	2.00	8.00	-	(5.00)	<b>1,284.38</b>	<b>27.00</b>
<b>Percent of 2010 FTE's</b>			<b>0.3%</b>	<b>0.4%</b>	<b>0.0%</b>	<b>1.0%</b>	<b>0.2%</b>	<b>0.6%</b>	<b>0.0%</b>	<b>-0.4%</b>	<b>2.1%</b>	

**City of Ottawa**  
**Finance and Economic Development - Full Time Equivalents**

Full Time Equivalents	2009	2010		2011	Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>By Department</b>						
Elected Officials	-	-	-	-	-	-
Office of the Auditor General	8.00	8.00	8.00	8.00	-	-
City Manager's Office	20.00	19.00	19.00	19.00	-	(1.00)
Real Estate Partnerships & Develop.	42.50	43.50	43.50	43.50	-	1.00
Financial Services	449.31	454.31	454.31	459.31	5.00	10.00
City Clerk & Solicitor	196.84	198.84	198.84	204.84	6.00	8.00
City Operations Deputy City Manager's Office	7.00	7.00	7.00	7.00	-	-
Organizational Develop. & Perform.	126.23	126.23	126.23	126.23	-	-
Human Resources	136.00	136.00	136.00	136.00	-	-
Information Technology	336.00	339.00	339.00	347.00	8.00	11.00
Corporate Communications	52.00	52.00	52.00	55.00	3.00	3.00
ISCS Deputy City Manager's Office	9.49	9.49	9.49	9.49	-	-
Community Sustainability	6.00	6.00	6.00	6.00	-	-
Rail Implementation	-	28.00	28.00	28.00	-	28.00
Non-Departmental	(230.00)	(169.99)	(169.99)	(164.99)	5.00	65.01
<b>Total Full Time Equivalents (FTE's)</b>	<b>1,159.37</b>	<b>1,257.38</b>	<b>1,257.38</b>	<b>1,284.38</b>	<b>27.00</b>	<b>125.01</b>
<b>Percentage Change over 2010 Budget</b>					<b>2.1%</b>	

**City of Ottawa  
Finance & Economic Development Committee  
Capital Program  
In Thousands (\$000)**

**2011 Draft Budget**

<b>Service Area</b>	<b>Revenues</b>	<b>Tax Supported/ Dedicated Reserves</b>	<b>Development Charges</b>	<b>Rate Supported</b>	<b>Debt</b>	<b>Gas Tax</b>	<b>Grand Total</b>
City Manager's Office		1,501					1,501
Communications		9,217					9,217
General Government		1,172					1,172
Information Technology		12,250		1,100			13,350
Real Estate Partnerships & Development		2,000					2,000
Transit Services	67,853		26,687		33,328	21,123	148,991
<b>Grand Total</b>	<b>67,853</b>	<b>26,140</b>	<b>26,687</b>	<b>1,100</b>	<b>33,328</b>	<b>21,123</b>	<b>176,231</b>

**City of Ottawa  
Finance & Economic Development Committee  
Capital Program  
In Thousands (\$000)**

**2011 Draft Budget**

Project	2011
<b>General Government</b>	
905657 Buildings-Heritage - General Gov	467
905669 Accessibility - General Gov	405
906031 Buildings-Heritage- Condition Assessment	300
	<b>1,172</b>
<b>Information Technology</b>	
905989 IT Business Systems:Renewal Program 2011	2,500
906019 IT Business Systems: Class 2011	95
906009 IT Enterprise Systems: Content Mgmt 2011	340
906014 IT Enterprise Systems: SAP 2011	2,020
906015 IT Enterprise Systems: GIS 2011	260
906007 IT Enterprise Systems: Info Mgmt 2011	625
906010 IT DesktopComputer ,Laptop&Peripheral2011	2,390
906011 IT EnterpriseSystem:Database Mgt&BI 2011	340
906012 IT Enterprise Systems: Web Services 2011	340
906016 IT Enterprise Systems: IT Svc Mgmt 2011	345
906013 IT Enterprise Systems:Sec Services 2011	470
906018 IT Network Email Anti-Spam Firewall 2011	475
906008 IT Network Infrastructure 2011	2,400
905732 SIEP TECH RM (Roadmap)	750
	<b>13,350</b>

**City of Ottawa  
 Finance & Economic Development Committee  
 Capital Program  
 In Thousands (\$000)**

**2011 Draft Budget**

<b>Project</b>	<b>2011</b>
<b>Real Estate Partnerships &amp; Development</b>	
905963 Environmental Remediation 2011	2,000
	<b>2,000</b>
<b>Transit Services</b>	
905176 LRT (Tunney's to Blair)	148,991
	<b>148,991</b>
<b>City Manager's Office</b>	
905717 SIEP CBMW Community Based Mobile WF	1,501
	<b>1,501</b>
<b>Communications &amp; Customer Services</b>	
905716 SIEP 311 Citizen Centric Services	9,217
	<b>9,217</b>
<b>Grand Total</b>	<b>176,231</b>

# Elected Officials – 2011 Budget Briefing Note

## Description

### Budget Overview

- All 23 City Councilors and the Mayor are given a global budget with which to run their offices.
- The adjusted global budget for 2010 is \$233,880 for Councilors and \$ 844,387 for the Mayor.
- The global budget is used for things such as advertising, cell phones, office supplies and parking for office staff.
- The global budget is also used to pay employees and consultants who provide professional assistance to the office.

## Programs / Services Offered

### Mandate

Support Statutory Role of Council

- Represent the public and to consider the well-being and interests of the municipality
- Develop and evaluate policies and programs and determine which services the municipality provides
- Maintain the financial integrity of the municipality
- Administrative and controllership policies to implement decisions of Council [s.224(d)]
- **Accountability and transparency of City's operations including the activities of senior management [s.224 (d.1)]**

Support Statutory Role of Mayor

- Preside over Council meeting so business is carried out efficiently and effectively
- Provide information and recommendations to the Council with respect to the role of Council described in clauses 224 (d) and (d.1)
- To uphold and promote purposes of municipality as a representative of municipality locally, nationally & internationally

## Elected Officials – 2011 Budget Briefing Note

### **2011 Budget Risks / Other Considerations**

The administrative support provided to Standing Committee Chairs will be reduced from ½ FTE to ¼ FTE, which will result in additional workload for the existing staff in the offices of Standing Committee Chairs.



**City of Ottawa**  
**Elected Officials - Operating Resource Requirement**  
**In Thousands (\$000)**

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b><u>Expenditures by Program</u></b>						
Mayor's Office	685	845	845	778	(67)	93
Councillors	9,160	10,001	10,001	10,034	33	874
Provision for Surplus	-	-	(500)	(500)	-	(500)
Service Innovation & Efficiency Prog	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>9,845</b>	<b>10,846</b>	<b>10,346</b>	<b>10,312</b>	(34)	467
Recoveries & Allocations	(106)	-	-	-	-	106
Revenue	-	-	-	-	-	-
<b>Net Requirement</b>	<b>9,739</b>	<b>10,846</b>	<b>10,346</b>	<b>10,312</b>	<b>(34)</b>	<b>573</b>
<b><u>Expenditures by Type</u></b>						
Salaries, Wages & Benefits	7,799	9,171	8,671	8,717	46	918
Overtime	6	-	-	-	-	(6)
Material & Services	1,624	1,473	1,473	1,393	(80)	(231)
Transfers/Grants/Financial Charges	151	8	8	8	-	(143)
Fleet Costs	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-
Other Internal Costs	265	194	194	194	-	(71)
Service Innovation & Efficiency Prog	-	-	-	-	-	-
<b>Gross Expenditures</b>	<b>9,845</b>	<b>10,846</b>	<b>10,346</b>	<b>10,312</b>	<b>(34)</b>	<b>467</b>
Recoveries & Allocations	<b>(106)</b>	-	-	-	-	106
<b>Net Expenditure</b>	<b>9,739</b>	<b>10,846</b>	<b>10,346</b>	<b>10,312</b>	<b>(34)</b>	<b>573</b>
<b><u>Revenues By Type</u></b>						
Federal	-	-	-	-	-	-
Provincial	-	-	-	-	-	-
Municipal	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	-	-	-	-	-	-
<b>Net Requirement</b>	<b>9,739</b>	<b>10,846</b>	<b>10,346</b>	<b>10,312</b>	<b>(34)</b>	<b>573</b>
<b>Full Time Equivalents</b>	-	-	-	-	-	-

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
<b>Expenditures by Program</b>												
Mayor's Office	845	845	-	13	-	-	-	-	-	(80)	778	(67)
Councillors	10,001	10,001	-	277	-	-	-	-	-	(244)	10,034	33
Provision for Surplus	-	(500)	-	-	-	-	-	-	-	-	(500)	-
Service Innovation & Efficiency Prog	-	-	-	-	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>10,846</b>	<b>10,346</b>	<b>-</b>	<b>290</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(324)</b>	<b>10,312</b>	<b>(34)</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Requirement</b>	<b>10,846</b>	<b>10,346</b>	<b>-</b>	<b>290</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(324)</b>	<b>10,312</b>	<b>(34)</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	9,171	8,671	-	290	-	-	-	-	-	(244)	8,717	46
Overtime	-	-	-	-	-	-	-	-	-	-	-	-
Material & Services	1,473	1,473	-	-	-	-	-	-	-	(80)	1,393	(80)
Transfers/Grants/Financial Charges	8	8	-	-	-	-	-	-	-	-	8	-
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	194	194	-	-	-	-	-	-	-	-	194	-
Service Innovation & Efficiency Prog	-	-	-	-	-	-	-	-	-	-	-	-
<b>Gross Expenditures</b>	<b>10,846</b>	<b>10,346</b>	<b>-</b>	<b>290</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(324)</b>	<b>10,312</b>	<b>(34)</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>10,846</b>	<b>10,346</b>	<b>-</b>	<b>290</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(324)</b>	<b>10,312</b>	<b>(34)</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>0.0%</b>	<b>2.8%</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>-3.1%</b>	<b>-0.3%</b>
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent of 2010 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Net Requirement</b>	<b>10,846</b>	<b>10,346</b>	<b>-</b>	<b>290</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(324)</b>	<b>10,312</b>	<b>(34)</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-3.1%</b>	<b>-0.3%</b>	
<b>Full Time Equivalents (FTE's)</b>												
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>

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

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Forecast vs. Budget Variance Explanation</b> Severance payments due to the municipal election will result in Elected Officials incurring an overall deficit.	(500)	-	(500)
<b>Total Surplus / (Deficit)</b>	<b>(500)</b>	<b>-</b>	<b>(500)</b>

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Maintain Services</b> All programs include an adjustment for contract settlement, increments and benefits adjustments.	290	-	290	-
<b>Total Maintain Services</b>	<b>290</b>	<b>-</b>	<b>290</b>	<b>-</b>
<b>Proposed Budget Changes</b> See following Proposed Budget Changes schedule for details	(324)	-	(324)	-
<b>Total Proposed Budget Changes</b>	<b>(324)</b>	<b>-</b>	<b>(324)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>(34)</b>	<b>-</b>	<b>(34)</b>	<b>-</b>

**City of Ottawa**  
**Elected Officials - Proposed Budget Changes**  
 In Thousands (\$000)

Strategy Category	Program / Service Adjustment	2011 Proposed Budget Change			
		Exp	Rev	Net Impact	FTE Impact
4	<b>Proposed Budget Change</b> Mayor's Office Base Reduction (10%)	(80)	-	(80)	-
	<b>Proposed Budget Change</b> 2.75% COLA Council Ward Office Staff	(244)	-	(244)	-
<b>Total Proposed Budget Changes</b>		<b>(324)</b>	<b>-</b>	<b>(324)</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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# Office of the Auditor General – 2011 Budget Briefing Note

## Description

### Mandate of the Office of the Auditor General

- To carry out audits of City of Ottawa operations and to provide City Council with independent information, advice and assurance to help hold the City to account for its stewardship of public funds.

## Programs / Services Offered

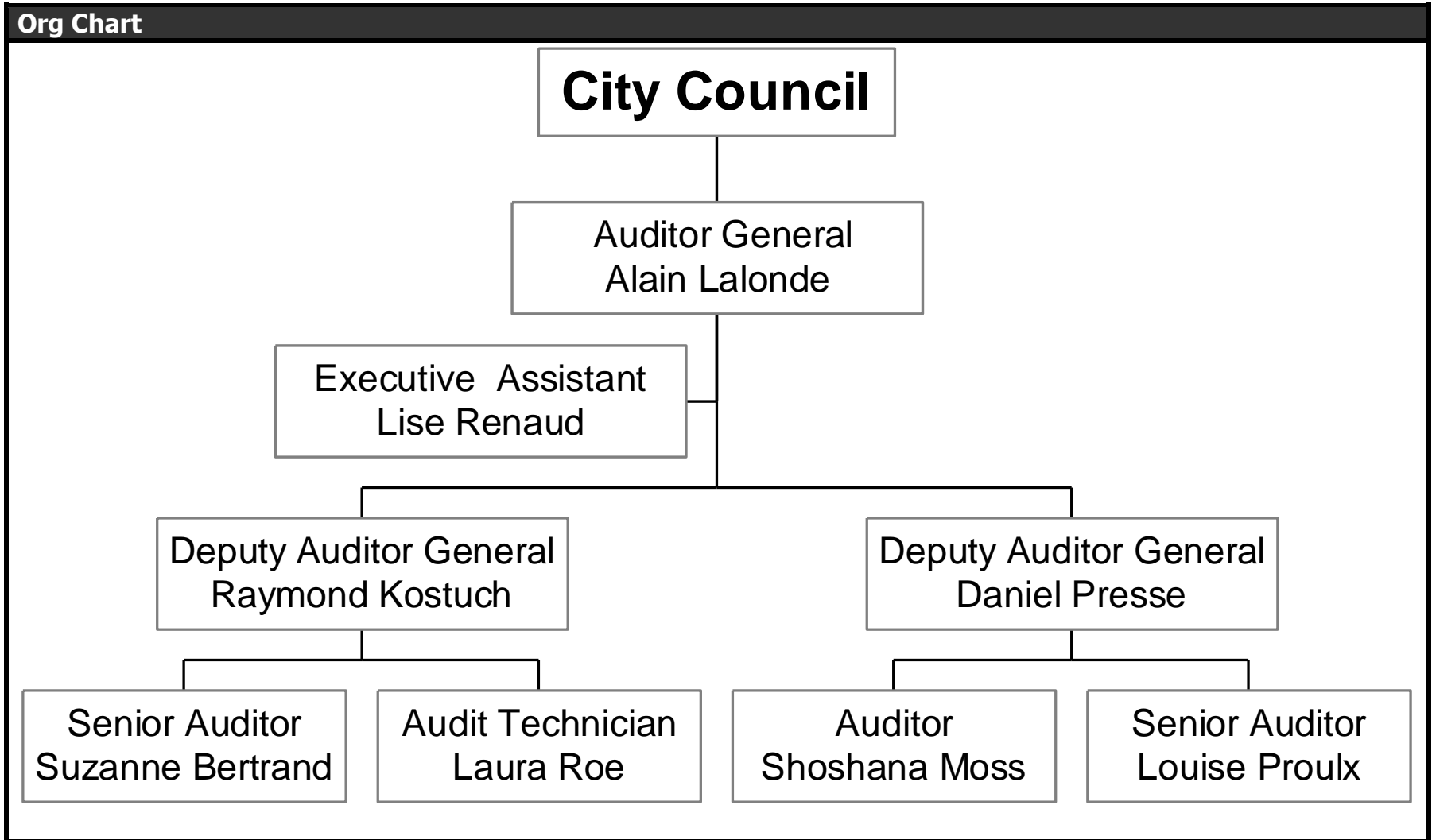
- Carry out audits on City departments and/or Boards
- Financial audits (except annual attest audit)
- Performance (value-for-money) audits
- Compliance audits
- Administration of City's Fraud and Waste Hotline for employees and the public as part of Council's policy on Corporate Fraud and Other Similar Irregularities

## Performance / Outcome Measures

### Performance indicators:

- Completion of the 2010 Annual Report
- Completion of Follow-up audits
- Completion of the 2011 Audit Plan
- Reporting on Fraud and Waste Hotline audits

# Office of the Auditor General – 2011 Budget Briefing Note



**City of Ottawa**  
**Office of the Auditor General - Operating Resource Requirement**  
**In Thousands (\$000)**

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Expenditures by Program</b>						
Office of the Auditor General	1,946	1,760	1,760	1,562	(198)	(384)
Service Innovation & Efficiency Prog	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>1,946</b>	<b>1,760</b>	<b>1,760</b>	<b>1,562</b>	(198)	(384)
Recoveries & Allocations	-	5	5	5	-	5
Revenue	-	-	-	-	-	-
<b>Net Requirement</b>	<b>1,946</b>	<b>1,765</b>	<b>1,765</b>	<b>1,567</b>	<b>(198)</b>	<b>(379)</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	974	937	937	951	14	(23)
Overtime	-	-	-	-	-	-
Material & Services	955	771	771	609	(162)	(346)
Transfers/Grants/Financial Charges	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-
Other Internal Costs	17	52	52	2	(50)	(15)
Service Innovation & Efficiency Prog	-	-	-	-	-	-
<b>Gross Expenditures</b>	<b>1,946</b>	<b>1,760</b>	<b>1,760</b>	<b>1,562</b>	<b>(198)</b>	<b>(384)</b>
Recoveries & Allocations	-	5	5	5	-	5
<b>Net Expenditure</b>	<b>1,946</b>	<b>1,765</b>	<b>1,765</b>	<b>1,567</b>	<b>(198)</b>	<b>(379)</b>
<b>Revenues By Type</b>						
Federal	-	-	-	-	-	-
Provincial	-	-	-	-	-	-
Municipal	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Requirement</b>	<b>1,946</b>	<b>1,765</b>	<b>1,765</b>	<b>1,567</b>	<b>(198)</b>	<b>(379)</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>

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
<b>Expenditures by Program</b>												
Office of the Auditor General	1,760	1,760	2	80						(280)	1,562	(198)
Service Innovation & Efficiency Prog		-									-	-
<b>Gross Expenditure</b>	<b>1,760</b>	<b>1,760</b>	<b>2</b>	<b>80</b>	-	-	-	-	-	<b>(280)</b>	<b>1,562</b>	<b>(198)</b>
Recoveries & Allocations	5	5									5	-
Revenue	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Requirement</b>	<b>1,765</b>	<b>1,765</b>	<b>2</b>	<b>80</b>	-	-	-	-	-	<b>(280)</b>	<b>1,567</b>	<b>(198)</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	937	937	(16)	30	-	-	-	-	-	-	951	14
Overtime	-	-	-	-	-	-	-	-	-	-	-	-
Material & Services	771	771	18	-	-	-	-	-	-	(180)	609	(162)
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	52	52	-	50	-	-	-	-	-	(100)	2	(50)
Service Innovation & Efficiency Prog	-	-	-	-	-	-	-	-	-	-	-	-
<b>Gross Expenditures</b>	<b>1,760</b>	<b>1,760</b>	<b>2</b>	<b>80</b>	-	-	-	-	-	<b>(280)</b>	<b>1,562</b>	<b>(198)</b>
Recoveries & Allocations	5	5	-	-	-	-	-	-	-	-	5	-
<b>Net Expenditure</b>	<b>1,765</b>	<b>1,765</b>	<b>2</b>	<b>80</b>	-	-	-	-	-	<b>(280)</b>	<b>1,567</b>	<b>(198)</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>0.1%</b>	<b>4.5%</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>-15.9%</b>	<b>-11.2%</b>
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent of 2010 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Net Requirement</b>	<b>1,765</b>	<b>1,765</b>	<b>2</b>	<b>80</b>	-	-	-	-	-	<b>(280)</b>	<b>1,567</b>	<b>(198)</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>0.1%</b>	<b>4.5%</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>-15.9%</b>	<b>-11.2%</b>
<b>Full Time Equivalents (FTE's)</b>	8.00	8.00	-	-	-	-	-	-	-	-	8.00	-
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>



**City of Ottawa**

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

In Thousands (\$000)

2010 Baseline Adjustments / Explanations	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>Adjustments to Base Budget</b>				
Adjustment for implementation of Harmonized Sales Tax.	18	-	18	-
Removal of one-time Management Professional Exempt performance pay.	(16)	-	(16)	-
<b>Total Adjustments to Base Budget</b>	<b>2</b>	<b>-</b>	<b>2</b>	<b>-</b>

2011 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2011 Changes	
<b>Maintain Services</b>				
All programs include an adjustment for contract settlement, increments and benefit adjustments.	80	-	80	-
<b>Total Maintain Services</b>	<b>80</b>	<b>-</b>	<b>80</b>	<b>-</b>
<b>Proposed Budget Changes</b>				
See following Proposed Budget Changes Schedule for details	(280)	-	(280)	-
<b>Total Proposed Budget Changes</b>	<b>(280)</b>	<b>-</b>	<b>(280)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>(198)</b>	<b>-</b>	<b>(198)</b>	<b>-</b>

**City of Ottawa**  
**Office of the Auditor General - Proposed Budget Changes**  
 In Thousands (\$000)

Strategy Category	Dept.	Branch	Program / Service Adjustment	2011 Proposed Budget Change			
				Exp	Rev	Net Impact	FTE Impact
4	OAG		<b>Proposed Budget Change</b> Removal of 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.	(100)	-	(100)	-
4	OAG		<b>Proposed Budget Change</b> Adjust Professional Services as a result of the removal of the IT Security Analyst.	100	-	100	-
4	OAG		<b>Proposed Budget Change</b> Overall budget reduction (15%)	(280)	-	(280)	-
<b>Total Proposed Budget Changes</b>				<b>(280)</b>	<b>-</b>	<b>(280)</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 Manager's Office – 2011 Budget Briefing Note

### Description

The City Manager connects the values and priorities of Council with the administrative resources, operations, and alignment needed to meet those priorities. The City Manager acts as the primary agent of Council by establishing vision and corporate strategies for producing results; aligning people to the vision; motivating and inspiring people to overcome challenges and producing the change needed to achieve results.

### Programs / Services Offered

- **The City Manager's Office Supports the City Manager in:**
  - Leading the implementation of City Council decisions;
  - Facilitating responsiveness and access in all areas of programs, services and policy development;
  - Providing leadership by working to maintain the integrity of the organization;
  - Promoting and advancing Council direction to other levels of government and external organizations;
  - Providing advice and information to Council, staff and senior management.
- **Supports the corporation's governance structure and processes;**
- Provides policy and strategic advice to the City Manager and Council in key areas and activities, including upper-tier legislation and its implications on City operations; and,
- Supports the City Manager and Council with intergovernmental relations including participation in provincial, national and international municipal associations.
- Liaison with Association of Ontario Municipalities (AMO), Federation of Canadian Municipalities (FCM), Mayors and regional Chairs of Ontario (MARCO), Regional Chief Administrative Officers (CAOs), Ontario Municipal Benchmarking Initiative (OMBI), and Provincial and Federal ministries etc.;
- Legislative Agenda – review and quality control;
- Supports Council, Finance and Economic Development Committee (FEDCO), Audit Sub-Committee, French Language Services and Equity and Diversity Advisory Committees etc.
- **Supports and advances the City Manger's community relations;**
- Proactively supports relations with Council and key stakeholders;
- Provides leadership in the strategic management of key corporate projects.

## City Manager's Office – 2011 Budget Briefing Note

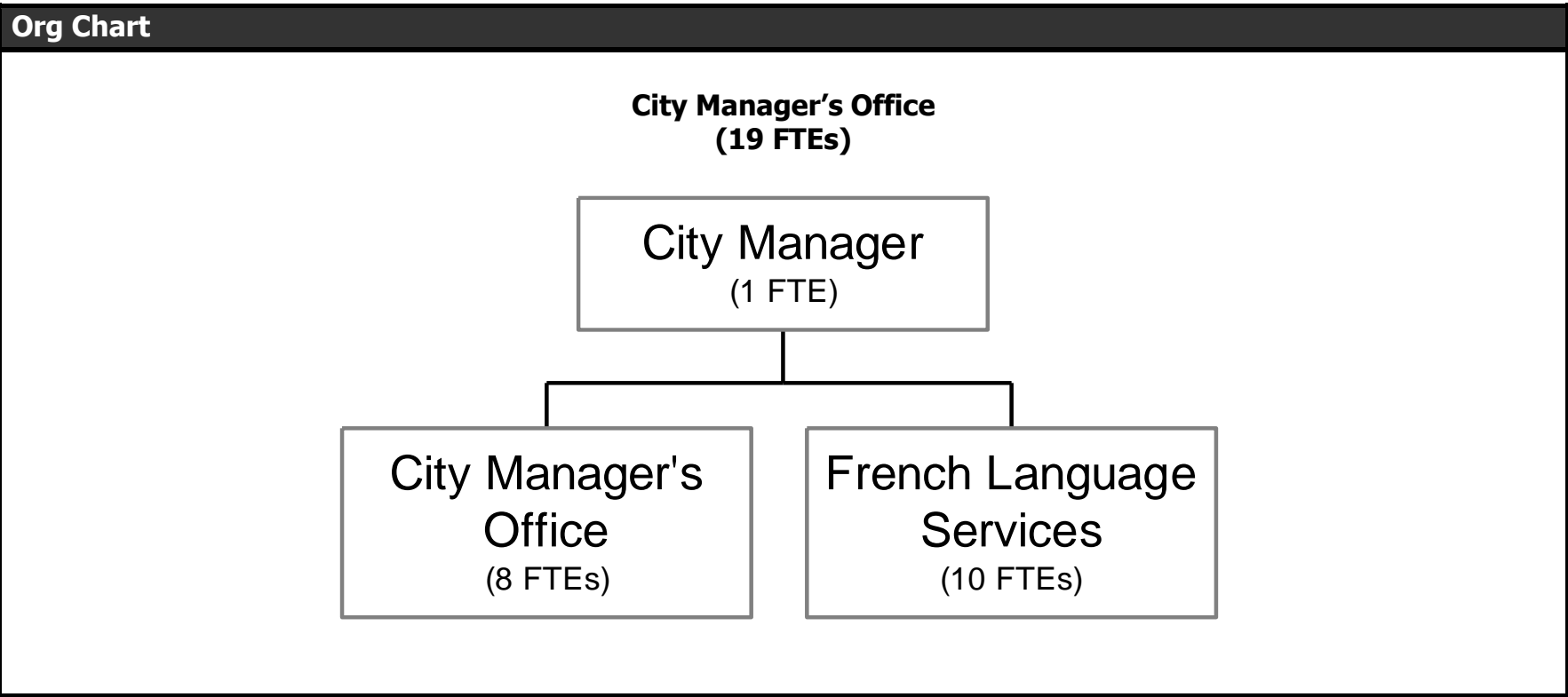
### Performance / Outcome Measures

- 2010 – 123 meetings with the Mayor and Councillors;
- 2010 – 65 intergovernmental meetings and communications with upper tier government representatives;
- 2010 – 25 meetings with the Auditor General;
- 2010 – Over 1,000 inquires (formal and informal) from the Mayor and Council; and,
- 2010 – 260 meetings with Community Partners; Liaisons with the Collation of Community Associations, Building Owner's & Operators (BOMA), Business Improvement Areas, Ottawa chamber of Commerce, Public Sector Accounting Board, Community Foundation, United Way, City for All Women, etc.;
- 2010 – 250 public inquiries directly responded to and 525 coordinated through the CMO;
- 2010 – 34 media files maintained on key community-related subjects.

### 2011 Budget Risks / Other Considerations

- No budget risks have been identified for the 2011 Budget.

# City Manager's Office – 2011 Budget Briefing Note





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

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Expenditures by Program</b>						
City Manager's Office	575	353	353	363	10	(212)
French Language Services	2,677	2,705	2,613	2,685	72	8
Policy Coordination & Outreach	978	935	935	939	4	(39)
Service Innovation & Efficiency Prog	-	-	(6)	(18)	(12)	(18)
<b>Gross Expenditure</b>	<b>4,230</b>	<b>3,993</b>	<b>3,895</b>	<b>3,969</b>	74	(261)
Recoveries & Allocations	(86)	120	118	118	-	204
Revenue	(598)	(319)	(319)	(319)	-	279
<b>Net Requirement</b>	<b>3,546</b>	<b>3,794</b>	<b>3,694</b>	<b>3,768</b>	<b>74</b>	<b>222</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	1,841	1,956	1,896	1,953	57	112
Overtime	3	5	11	11	-	8
Material & Services	2,134	1,944	1,906	1,935	29	(199)
Transfers/Grants/Financial Charges	154	65	65	65	-	(89)
Fleet Costs	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-
Other Internal Costs	98	23	23	23	-	(75)
Service Innovation & Efficiency Prog	-	-	(6)	(18)	(12)	(18)
<b>Gross Expenditures</b>	<b>4,230</b>	<b>3,993</b>	<b>3,895</b>	<b>3,969</b>	<b>74</b>	<b>(261)</b>
Recoveries & Allocations	(86)	120	118	118	-	204
<b>Net Expenditure</b>	<b>4,144</b>	<b>4,113</b>	<b>4,013</b>	<b>4,087</b>	<b>74</b>	<b>(57)</b>
<b>Revenues By Type</b>						
Federal	(398)	(319)	(319)	(319)	-	79
Provincial	-	-	-	-	-	-
Municipal	-	-	-	-	-	-
Own Funds	(200)	-	-	-	-	200
Fees and Services	-	-	-	-	-	-
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(598)</b>	<b>(319)</b>	<b>(319)</b>	<b>(319)</b>	<b>-</b>	<b>279</b>
<b>Net Requirement</b>	<b>3,546</b>	<b>3,794</b>	<b>3,694</b>	<b>3,768</b>	<b>74</b>	<b>222</b>
<b>Full Time Equivalents</b>	<b>20.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>-</b>	<b>(1.00)</b>

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
<b>Expenditures by Program</b>												
City Manager's Office	353	353	-	10	-	-	-	-	-	-	363	10
French Language Services	2,705	2,613	29	43	-	-	-	-	-	-	2,685	72
Policy Coordination & Outreach	935	935	(13)	17	-	-	-	-	-	-	939	4
Service Innovation & Efficiency Prog	-	(6)	-	-	-	-	-	(12)	-	-	(18)	(12)
<b>Gross Expenditure</b>	<b>3,993</b>	<b>3,895</b>	<b>16</b>	<b>70</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(12)</b>	<b>-</b>	<b>-</b>	<b>3,969</b>	<b>74</b>
Recoveries & Allocations	120	118	-	-	-	-	-	-	-	-	118	-
Revenue	(319)	(319)	-	-	-	-	-	-	-	-	(319)	-
<b>Net Requirement</b>	<b>3,794</b>	<b>3,694</b>	<b>16</b>	<b>70</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(12)</b>	<b>-</b>	<b>-</b>	<b>3,768</b>	<b>74</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	1,956	1,896	(13)	70	-	-	-	-	-	-	1,953	57
Overtime	5	11	-	-	-	-	-	-	-	-	11	-
Material & Services	1,944	1,906	29	-	-	-	-	-	-	-	1,935	29
Transfers/Grants/Financial Charges	65	65	-	-	-	-	-	-	-	-	65	-
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	23	23	-	-	-	-	-	-	-	-	23	-
Service Innovation & Efficiency Prog	-	(6)	-	-	-	-	-	(12)	-	-	(18)	(12)
<b>Gross Expenditures</b>	<b>3,993</b>	<b>3,895</b>	<b>16</b>	<b>70</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(12)</b>	<b>-</b>	<b>-</b>	<b>3,969</b>	<b>74</b>
Recoveries & Allocations	120	118	-	-	-	-	-	-	-	-	118	-
<b>Net Expenditure</b>	<b>4,113</b>	<b>4,013</b>	<b>16</b>	<b>70</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(12)</b>	<b>-</b>	<b>-</b>	<b>4,087</b>	<b>74</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>0.4%</b>	<b>1.7%</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>1.8%</b>	
<b>Revenues By Type</b>												
Federal	(319)	(319)	-	-	-	-	-	-	-	-	(319)	-
Provincial	-	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(319)</b>	<b>(319)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(319)</b>	<b>-</b>
<b>Percent of 2010 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>3,794</b>	<b>3,694</b>	<b>16</b>	<b>70</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(12)</b>	<b>-</b>	<b>-</b>	<b>3,768</b>	<b>74</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>0.4%</b>	<b>1.9%</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>2.0%</b>	
<b>Full Time Equivalents (FTE's)</b>	19.00	19.00	-	-	-	-	-	-	-	-	19.00	-
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	



**City of Ottawa**

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

In Thousands (\$000)

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Forecast vs. Budget Variance Explanation</b> A deficit is expected in the French Language Services area as a result of higher than anticipated demand for translation and interpretation activities.	(100)	-	(100)
<b>Total Surplus / (Deficit)</b>	<b>(100)</b>	<b>-</b>	<b>(100)</b>

2010 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for implementation of Harmonized Sales Tax.	29	-	29	
Removal of one-time Management Professional Exempt performance pay.	(13)	-	(13)	-
<b>Total Adjustments to Base Budget</b>	<b>16</b>	<b>-</b>	<b>16</b>	<b>-</b>

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for contract settlement, increments and benefit adjustments.	70	-	70	-
<b>Total Maintain Services</b>	<b>70</b>	<b>-</b>	<b>70</b>	<b>-</b>
<b>Efficiencies</b>				
Allocation of Service Innovation & Efficiency Initiative	(12)	-	(12)	-
<b>Total Efficiencies</b>	<b>(12)</b>	<b>-</b>	<b>(12)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>74</b>	<b>-</b>	<b>74</b>	<b>-</b>

# Real Estate Partnerships and Development Office (REPDO) – 2011 Budget Briefing Note

## Description

The Real Estate Partnerships and Development Office (REPDO) acts as the City's real estate asset manager, project manager, and developer. Through these activities, we promote Ottawa's economic growth and facilitate city-planning initiatives. We strategically manage major assets for the City with a strong corporate and customer focus, enabling other departments to deliver programs and services, by providing land, buildings, and a wide variety of real estate services.

REPDO implements realty based asset management strategies for all City-owned land and buildings; manages the acquisition, leasing and disposition of real property; and provides management of corporate-wide realty initiatives and development.

Our mandate is to provide innovative real estate solutions and expert real estate leadership to the City of Ottawa. REPDO optimizes **the City's real estate portfolio through prudent capital investment planning and innovative real estate solutions**. We establish creative ways to optimize the value of city-owned property holdings and achieve best value for taxpayers based on balancing the social, cultural, environmental, and financial objectives for these holdings and to maximize opportunities for the City to implement its defined strategic initiative projects.

REPDO is comprised of two core functions: Realty Services and Realty Initiatives & Development; and is organized into five business units, which share a common direction that is customer focused and strategically driven to support Ottawa's growth, development and economic vibrancy.

## Programs / Services Offered

The core real estate services that REPDO provides are:

- Acquisitions
- Disposals
- Environmental Assessment and Remediation
- Leasing, Land Management and Property Tax Assessment review of City-owned properties
- Real Property Appraisals and Valuations
- Realty Initiatives, Community Land Development, Public-Private Partnership and Special Projects
- Corporate Realty Value Analysis

### Acquisition

- Acquisition of all real property (land and facilities) to support City-mandated services and activities, including: fee simple acquisitions, leases, permanent easements, temporary working easements, rights-of-way, joint-use agreements, consents to enter, and licences.
- Establishment of acquisition policies for the City, based on municipal best practices.
- Provision of advice to client departments concerning their acquisition requirements.
- Implementation of expropriation proceedings where acquisition by other means is not possible.

# Real Estate Partnerships and Development Office (REPDO) – 2011 Budget Briefing Note

## Disposal and Environmental Remediation

- Disposal of real property deemed surplus to the City's core requirements.
- Disposal of road allowances, road widenings, subdivision blocks identified for future roads, lands required for roads from city-owned property and City contribution to road acquisition and construction.
- Environmental remediation and management of city-owned contaminated sites.
- Provision of Environmental Site Assessments to be used as part of the decision-making process for various activities.
- Development of policies and procedures such as the Old Landfill Management Strategy and the Underground Storage Tank Management Strategy.
- Screening of right-of-way projects by referring to site-specific historical land uses and other information that may suggest or confirm the presence of contamination in roads and other infrastructure right-of-ways.
- Negotiation of Right-of-Way Management agreements with adjacent property owners that have contaminated city roads.
- Response to emergencies in the event of unforeseen environmental events on City-owned properties, ensuring a proper and adequate response to protect public health and the environment in a timely manner.

## Leasing and Valuations

- Leasing of all property assets, including: Acquisition and Revenue Leases.
- Land management of **approximately 3,000 parcels of land to ensure that the City's interests are followed and protected.**
- Land valuation services for all city-owned properties.
- Validation of propriety of all Municipal Property Assessment Corporation (MPAC) property assessments of city property.
- Appraisal services: appraisal/evaluation of city- and privately owned real estate for acquisitions, disposals and leasing.
- **Completion of 'Lease vs. Own' business cases. Lease studies** also to support acquisition and revenue lease proposals.
- Provision of real estate expertise in review of business models developed in Public Private Partnership (P3) proposals.

## Realty Initiatives and Development

- Corporate real estate development of strategic city-owned properties.
- Planning and implementation of strategic or complex real estate transactions with respect to city-owned lands.
- Planning and implementation of Public-Private Partnership projects.
- Establishing creative ways to achieve best value for taxpayers by developing innovative approaches to the design, construction, financing, operation and/or maintenance of high priority public infrastructure and related services based on balancing the social, cultural, environmental, and financial objectives for these holdings.
- Managing project teams of various centres of expertise and client departments to achieve effective procurement and negotiations with private-sector partners.
- Provision of staff resources to support City development initiatives including development corporations.
- Planning and implementation of the development portions of strategic projects.
- Provision of real estate development expertise to support City projects or other strategic initiatives.
- Management of ongoing requirements under previously executed real estate development agreements.
- Provision of real estate input/strategies with respect to community planning initiatives.

# Real Estate Partnerships and Development Office (REPDO) – 2011 Budget Briefing Note

## **Corporate Realty Value Analysis**

- Implementation of asset management strategies for all City-owned and leased facilities.
- Analysis of the real property portfolio on a continuous basis. Preparation and submission of cost profiles and value analyses based on observed conditions, levels of engagement, facility age and use.
- Development of effective property solution options for client departments, presenting accurate analysis and empirical data that support a balanced and affordable solution.
- Determination of the suitability and affordability of the portfolio to meet the needs of all principal client departments.
- Development of Corporate facility and portfolio plans which recommend the disposition, remediation, redevelopment, retirement and/or retention of, and reinvestment in, those properties which are demonstrably sustainable, affordable and appropriately utilized.
- Participation in corporate initiatives that generate or require permanent changes to the real property inventory.
- Generation of development strategies with intent to maximize the value of corporate real property holdings.
- Analysis, rationalization, demonstration and communication of the accurate whole-life cost implications of real property solutions or policies that are introduced in response to the needs of our clients and the residents of the City of Ottawa.

# Real Estate Partnerships and Development Office (REPDO) – 2011 Budget Briefing Note

## Performance / Outcome Measures

The City of Ottawa is leading municipal practice in strategic real estate services, partnerships, and development. This expert real estate leadership optimizes the City's real estate assets in keeping with the goal of long-term fiscal and community sustainability. Based on figures to date and an estimate for the balance of the year, performance measures for 2009 include:

- 29 disposals / land sales
- 306 real estate appraisals
- 658 valuations
- 359 inquiries
- 54 acquisition and revenue lease agreements
- 117 environmental assessment/remediation projects
- 57 Consent to Enter Agreements (on public property)
- 650 Consent to Enter Agreements (on private property)
- 176 Delegated Authority/Committee/Council Reports
- 124 Right of Way Screening Projects
- 65 fee simple acquisitions to support corporate initiatives, 25 permanent easements, 30 temporary easements
- 675 property tax reviews
- Expanded whole life cost profiling to an additional 12 facility types (now 77 total)
- Developed processes to support portfolio requirements of OPL and OPS
- Updated Inventory data for 1189 owned and developed sites, 962 occupiable Structures and 2,980 Property Elements
- Completed Shared Usage Agreement to manage multiple client departments and facilities engaged on single 'Corporate Campus' (South Barrhaven Corporate Campus).

## 2011 Budget Risks / Other Considerations

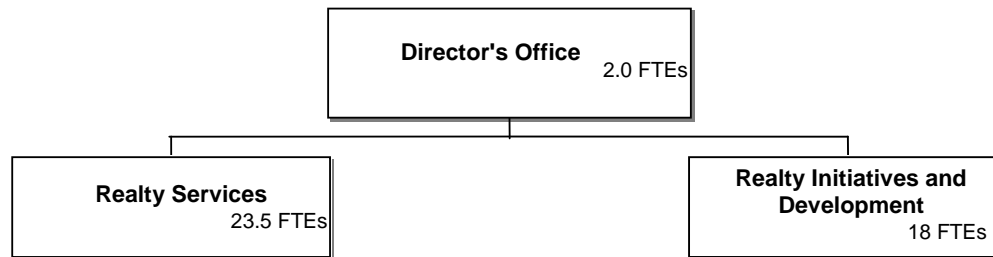
Risks associated with REPDO that may impact the 2010 budget include:

- Inflation and growth
- Aging infrastructure
- Changes to policies and legislative requirements
- Competing program/policy requirements
- Unplanned initiatives
- Changing program needs

# Real Estate Partnerships and Development Office (REPDO) – 2011 Budget Briefing Note

## Org Chart

### Real Estate Partnerships and Development Office (REPDO) (43.5 FTEs)



**City of Ottawa**  
**Real Estate Partnerships & Development Office - Operating Resource Requirement**  
**In Thousands (\$000)**

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Expenditures by Program</b>						
Director's Office	109	361	361	378	17	269
Realty Services	4,117	4,666	4,581	4,702	121	585
Realty Initiatives & Development	1,770	2,228	2,298	1,780	(518)	10
Service Innovation & Efficiency Prog	-	(1)	(1)	(19)	(18)	(19)
<b>Gross Expenditure</b>	<b>5,996</b>	<b>7,254</b>	<b>7,239</b>	<b>6,841</b>	(398)	845
Recoveries & Allocations	(554)	(555)	(555)	(555)	-	(1)
Revenue	(460)	(545)	(510)	(585)	(75)	(125)
<b>Net Requirement</b>	<b>4,982</b>	<b>6,154</b>	<b>6,174</b>	<b>5,701</b>	<b>(473)</b>	<b>719</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	3,737	4,074	4,064	4,319	255	582
Overtime	18	50	50	50	-	32
Material & Services	2,243	2,421	2,420	2,375	(45)	132
Transfers/Grants/Financial Charges	-	703	699	109	(590)	109
Fleet Costs	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-
Other Internal Costs	(2)	7	7	7	-	9
Service Innovation & Efficiency Prog	-	(1)	(1)	(19)	(18)	(19)
<b>Gross Expenditures</b>	<b>5,996</b>	<b>7,254</b>	<b>7,239</b>	<b>6,841</b>	(398)	845
Recoveries & Allocations	(554)	(555)	(555)	(555)	-	(1)
<b>Net Expenditure</b>	<b>5,442</b>	<b>6,699</b>	<b>6,684</b>	<b>6,286</b>	<b>(398)</b>	<b>844</b>
<b>Revenues By Type</b>						
Federal	-	-	-	-	-	-
Provincial	-	-	-	-	-	-
Municipal	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-
Fees and Services	(460)	(545)	(510)	(585)	(75)	(125)
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(460)</b>	<b>(545)</b>	<b>(510)</b>	<b>(585)</b>	<b>(75)</b>	<b>(125)</b>
<b>Net Requirement</b>	<b>4,982</b>	<b>6,154</b>	<b>6,174</b>	<b>5,701</b>	<b>(473)</b>	<b>719</b>
<b>Full Time Equivalents</b>	<b>42.50</b>	<b>43.50</b>	<b>43.50</b>	<b>43.50</b>	<b>-</b>	<b>1.00</b>

City of Ottawa

Real Estate Partnerships & Development Office - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments						2011	\$ Change Over '10 Budget	
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes		Estimate
<b>Expenditures by Program</b>												
Director's Office	361	361		17	-	-	-	-	-	-	378	17
Realty Services	4,666	4,581	11	226	-	-	-	-	-	(116)	4,702	121
Realty Initiatives & Development	2,228	2,298	(580)	62	-	-	-	-	-	-	1,780	(518)
Service Innovation & Efficiency Prog	(1)	(1)	-	-	-	-	-	(18)	-	-	(19)	(18)
<b>Gross Expenditure</b>	<b>7,254</b>	<b>7,239</b>	<b>(569)</b>	<b>305</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(18)</b>	<b>-</b>	<b>(116)</b>	<b>6,841</b>	<b>(398)</b>
Recoveries & Allocations	(555)	(555)	-	-	-	-	-	-	-	-	(555)	-
Revenue	(545)	(510)	-	(75)	-	-	-	-	-	-	(585)	(75)
<b>Net Requirement</b>	<b>6,154</b>	<b>6,174</b>	<b>(569)</b>	<b>230</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(18)</b>	<b>-</b>	<b>(116)</b>	<b>5,701</b>	<b>(473)</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	4,074	4,064	-	255	-	-	-	-	-	-	4,319	255
Overtime	50	50	-	-	-	-	-	-	-	-	50	-
Material & Services	2,421	2,420	21	50	-	-	-	-	-	(116)	2,375	(45)
Transfers/Grants/Financial Charges	703	699	(590)	-	-	-	-	-	-	-	109	(590)
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	7	7	-	-	-	-	-	-	-	-	7	-
Service Innovation & Efficiency Prog	(1)	(1)	-	-	-	-	-	(18)	-	-	(19)	(18)
<b>Gross Expenditures</b>	<b>7,254</b>	<b>7,239</b>	<b>(569)</b>	<b>305</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(18)</b>	<b>-</b>	<b>(116)</b>	<b>6,841</b>	<b>(398)</b>
Recoveries & Allocations	(555)	(555)	-	-	-	-	-	-	-	-	(555)	-
<b>Net Expenditure</b>	<b>6,699</b>	<b>6,684</b>	<b>(569)</b>	<b>305</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(18)</b>	<b>-</b>	<b>(116)</b>	<b>6,286</b>	<b>(398)</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>-8.5%</b>	<b>4.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.3%</b>	<b>0.0%</b>	<b>-1.7%</b>	<b>-6.0%</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	(545)	(510)	-	(75)	-	-	-	-	-	-	(585)	(75)
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(545)</b>	<b>(510)</b>	<b>-</b>	<b>(75)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(585)</b>	<b>(75)</b>
<b>Percent of 2010 Revenue Budget</b>			<b>0.0%</b>	<b>14.7%</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>14.7%</b>	
<b>Net Requirement</b>	<b>6,154</b>	<b>6,174</b>	<b>(569)</b>	<b>230</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(18)</b>	<b>-</b>	<b>(116)</b>	<b>5,701</b>	<b>(473)</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>-9.2%</b>	<b>3.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.3%</b>	<b>0.0%</b>	<b>-1.9%</b>	<b>-7.7%</b>	
<b>Full Time Equivalentents (FTE's)</b>	43.50	43.50	-	-	-	-	-	-	-	-	43.50	-
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	



# City of Ottawa

## Real Estate Partnerships & Development Office - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Forecast vs. Budget Variance Explanation</b>			
Minor expenditure shortfall offset by additional lease revenue.	(15)	35	20
<b>Total Surplus / (Deficit)</b>	<b>(15)</b>	<b>35</b>	<b>20</b>

2010 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Removal of one-time item for licence fee payment owed by the Central Canada Exhibition Association to the City of Ottawa as approved by Council June 1, 2010.	(590)	-	(590)	-
Adjustment for implementation of Harmonized Sales Tax.	21	-	21	-
<b>Total Adjustments to Base Budget</b>	<b>(569)</b>	<b>-</b>	<b>(569)</b>	<b>-</b>

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Maintain Services</b>				
All Programs include an adjustment for contract settlement, increments and benefit adjustments.	255	-	255	-
Adjustment for contractual change of corporate leases.	50	(75)	(25)	-
<b>Total Maintain Services</b>	<b>305</b>	<b>(75)</b>	<b>230</b>	<b>-</b>

<b>Efficiencies</b>				
Allocation of Service Innovation & Efficiency Initiative	(18)	-	(18)	-
<b>Total Efficiencies</b>	<b>(18)</b>	<b>-</b>	<b>(18)</b>	<b>-</b>

<b>Proposed Budget Changes</b>				
See following Proposed Budget Changes schedule for details	(116)	-	(116)	-
<b>Total Proposed Budget Changes</b>	<b>(116)</b>	<b>-</b>	<b>(116)</b>	<b>-</b>

<b>Total Budget Changes</b>	<b>(398)</b>	<b>(75)</b>	<b>(473)</b>	<b>-</b>
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**City of Ottawa**  
**Real Estate Partnerships & Development Office - User Fees**

User Fees	2009 Rate	2010 Rate	2011 Rate	% Change Over		Effective Date	2011 Revenue
	\$	\$	\$	2010	2009	DD-MMM-YY	(\$000)
<b>Real Estate Agreements</b>							
Lease agreements	-	\$1 to \$1000	\$1 to \$1000	-	-	01-Apr-11	-
Lease Assignment Amendment	-	\$1 to \$500	\$1 to \$500	-	-	01-Apr-11	-
Lease Renewal Agreements	-	\$1 to \$500	\$1 to \$500	-	-	01-Apr-11	-
Licence of Occupation Agreements	-	\$1 to \$1000	\$1 to \$1000	-	-	01-Apr-11	-
Licence Assignment	-	\$1 to \$500	\$1 to \$500	-	-	01-Apr-11	-
Licence Renewal	-	\$1 to \$500	\$1 to \$500	-	-	01-Apr-11	-
Consent to Enter Agreements	-	\$1 to \$250	\$1 to \$250	-	-	01-Apr-11	-
Reconveyance of Dedicated Road Windening requirements	-	\$1 to \$500	\$1 to \$500	-	-	01-Apr-11	-
Cost of Negotiation of off-site management agreement	-	\$1 to \$1500	\$1 to \$1500	-	-	01-Apr-11	-
Cost of Negotiation fee	-	\$1 to \$1500	\$1 to \$1500	-	-	01-Apr-11	-
Cost of appriasal	-	actual cost	actual cost	-	-	01-Apr-11	-
Cost of appriasal admin fee	-	\$1 to \$1500	\$1 to \$1500	-	-	01-Apr-11	-
Cost of survey	-	actual cost	actual cost	-	-	01-Apr-11	-
Cost of survey admin fee	-	\$1 to \$1500	\$1 to \$1500	-	-	01-Apr-11	-
Recovery of actual costs relating to real estate operations	-	actual cost	actual cost	-	-	01-Apr-11	-
<b>Total Real Estate</b>							-

**City of Ottawa**

**Real Estate Partnerships & Development Office - Proposed Budget Changes**

In Thousands (\$000)

Strategy Category	Dept.	Branch	Program / Service Adjustment	2011 Proposed Budget Change			
				Exp	Rev	Net Impact	FTE Impact
4	CMO	REPDO	<b>Proposed Budget Change</b> Reduction in provision of resources for negotiation of agreements and specialized realty services.	(116)	-	(116)	-
			<b>Impact on Public / City Departments</b> This may result in delays with the finalization of real property agreements which may result in potential delays and possible loss of revenue.				
<b>Total Proposed Budget Changes</b>				<b>(116)</b>	<b>-</b>	<b>(116)</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**  
**Finance & Economic Development Committee**  
**Capital Program**  
**In Thousands (\$000)**

**2011 Draft Budget**

<b>Service Area: Real Estate Partnerships &amp; Development</b>							
<b>Category</b>	<b>2011 Draft Capital Budget</b>	<b>Revenues</b>	<b>Tax Supported/ Dedicated Reserves</b>	<b>Gas Tax</b>	<b>Rate Supported Reserves</b>	<b>Development Charges</b>	<b>Debt</b>
Renewal of City Assets	<b>2,000</b>	-	2,000	-	-	-	-
Growth	-	-	-	-	-	-	-
Regulatory	-	-	-	-	-	-	-
Strategic Initiatives	-	-	-	-	-	-	-
<b>Total</b>	<b>2,000</b>	-	<b>2,000</b>	-	-	-	-

**City of Ottawa**

**Service Area: Real Estate Partnerships & Development**

**2011 Draft Budget**

**In Thousands (\$000)**

Project Information		Financial Details			
<b>905963 Environmental Remediation 2011</b>					
Dept: Real Estate Partnership & Develop		Category: Renewal of City Assets		Ward: CW	Year of Completion: 2014
<p>This mandatory program is in direct response to legislative requirements and risks and liabilities associated with environmental issues that affect public health and the environment.</p> <p>The program requires funding to address remediation requirements at a number of sites, to implement risk management plans and remediation programs at various old landfill sites in accordance with the Council approved strategy, to remove underground storage tanks that have reached the end of their life-cycle from City fuel outlet sites, together with any associated continuation, to address historic contamination issues at various City properties; and to provide the capacity to address immediate response in the event of unforeseen and unplanned environmental events in order to protect public health and the environment in a timely manner.</p>	<b>2011 Request</b>	<b>2,000</b>	Unspent Previous Authority		2,139
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	2,000	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	Authority	2,000	2,000	2,000	2,000
	Spending Plan	2,000	2,000	2,000	2,000
	FTE's	-	-	-	-
Operating Impact	-	-	-	-	

## Finance Department – 2011 Budget Briefing Note

### Description

The Finance department's primary responsibilities are to uphold the statutory requirements of the Municipal Act and other Acts of Legislation, provide services and expertise on all financial, payroll, and supply management matters within the organization, and establish policies that support the City in its goal to become financially sustainable.

The Finance department delivers services directly to the public, provides financial advice and assistance to Council, and acts as an internal support partner for the City's operating departments, boards and commissions. This includes service to City Council and Committees, Federal and Provincial governments, local boards, agencies and commissions, and BIA's. The Department is comprised of the 4 functional areas: Controller, Supply Management, Corporate Revenue, and Corporate Finance.

### Programs / Services Offered

- Develops the City's tax policies, issues and collects all City tax bills, administers the assessment roll and tax mitigation programs, maintains all customer tax accounts
- Develops, presents and monitors the City of Ottawa operating, capital, and rate budgets
- Prepares the City's annual financial statements and related reporting (eg. FIR)
- Responsible for the application of the City's Purchasing By-law including preparation of bid solicitations, evaluation, negotiation, contract award, and reporting to Council
- Responsible for the deposit of accurate and timely pay for employees, and issuing of T4s and T4As
- Maintains and monitors payroll compliance with contractual and legislated requirements
- Provides financial support and services to all City Departments and various boards and agencies
- Develops, maintains and monitors compliance to the City's financial policies
- Provides accounts payable services for all City departments
- Provides cash management, banking, investments, short and long-term debt
- Manages the City of Ottawa Endowment and City of Ottawa Superannuation Funds
- Provides commodity tax services
- Reads water meters, issues and collect all City water bills, maintains all customer water accounts
- Provides billing and collection services for all accounts receivables (tax, water, fines, PILT, etc.)

# Finance Department – 2011 Budget Briefing Note

## Re-Organizations

2007: The Financial Services Branch established the role of Controller and initiated the development of an overarching corporate Financial Control Framework. The initial re-alignment of the branch to support this emphasis occurred in Q3 2007, however, activity continued in 2008 with the creation of the Financial Management Information Systems unit to optimize the use of SAP across the corporation for the management, reporting, and delivery of the City finances.

Spring 2008: Transit stores responsible for parts inventory were transferred to Transit from Financial Services in order to improve the delivery of transit services; however, Finance retains policy and oversight for all inventory.

Fall 2008: The Payroll Division was transferred from Employee Services to Financial Services in order to consolidate oversight of all payments.

Spring 2009: As part of the Wave III re-alignment, the Finance Department re-organized to align with the primary customer focus along 4 major functional streams: Corporate Finance, Corporate Revenue, Supply, and Controller.

June 2010: General and fleet materials management operations were aligned with the services they support for improved cohesion with service delivery.

Fall 2010: Creation of the Strategic Sourcing unit in order to improve the ability of the corporation to achieve its strategic goals due to better alignment of purchasing strategies with business strategies and improved contribution from purchasing outcomes to service delivery.

December 2010: Centralized accounts payable function to leverage automation to improve invoice processing.

Re-organized procurement to create a unit focused on IT and Special projects to support Corporate priorities.

## Finance Department – 2011 Budget Briefing Note

### Performance / Outcome Measures

OMBI measures are distinguished below by the inclusion of their OMBI measure number and the median in parenthesis. The other measures are included as additional information.

Accounts Receivable	2007	2008	2009
GREV335 – Average collection period	37.8 (52.6)	34.3 (38.9))	32.7 (47.7)
GREV310 - Cost of accounts receivable function / invoice	9.32 (21.32)	10.97 (19.84)	10.26 (20.14)
GREV315 - Number of Invoices issued / Accounts Receivable FTE	5524.8 (2963.75)	5299.4 (3133.61)	6223.40 (3386.30)
POA dollars collected per collector	573, 000	607, 356	500, 000
Taxation	2007	2008	2009
TXRS310 - Cost to maintain taxation accounts/ accounts serviced	14.23 (14.23)	14.24 (14.24)	15.35 (13.50)
TXRS405 - Percentage of tax accounts enrolled in preauthorized payment plans	32.7 (28.2)	35.9 (29.8)	34.9 (30.2)
TXRS135 – Percentage of Taxes levied in arrears	2.7 (2.8)	2.0 (2.2)	1.7 (3.0)
Total accounts (tax and water)	462, 968	475, 838	484,650
Tax and water queue calls	134, 000	136, 000	138,000
Accounts Payable	2007	2008	2009
FINV317 - Accounts payable cost / invoice paid	8.26 (5.62)	7.90 (5.79)	8.38 (4.66)
FINV325 - Number of invoices / accounts payable FTE	9442 (13304)	10136 (10929)	9877 (13874)
FINV410 - Percentage of invoices paid within 30 days	76.3 (70.4)	76.1 (70.0)	75.1 (72.2)
Payroll	2007	2008	2009
FPRL320A - Number of T4's and T4A's Issued per Finance Payroll FTE's	842.5 (842.5)	852.8 (890.2)	783.3 (915.0)
FPRL317A - Number of Payroll Direct Deposits and Payroll Cheques per Finance Payroll FTE's	16805 (20063)	16143 (21145)	15060 (19426)



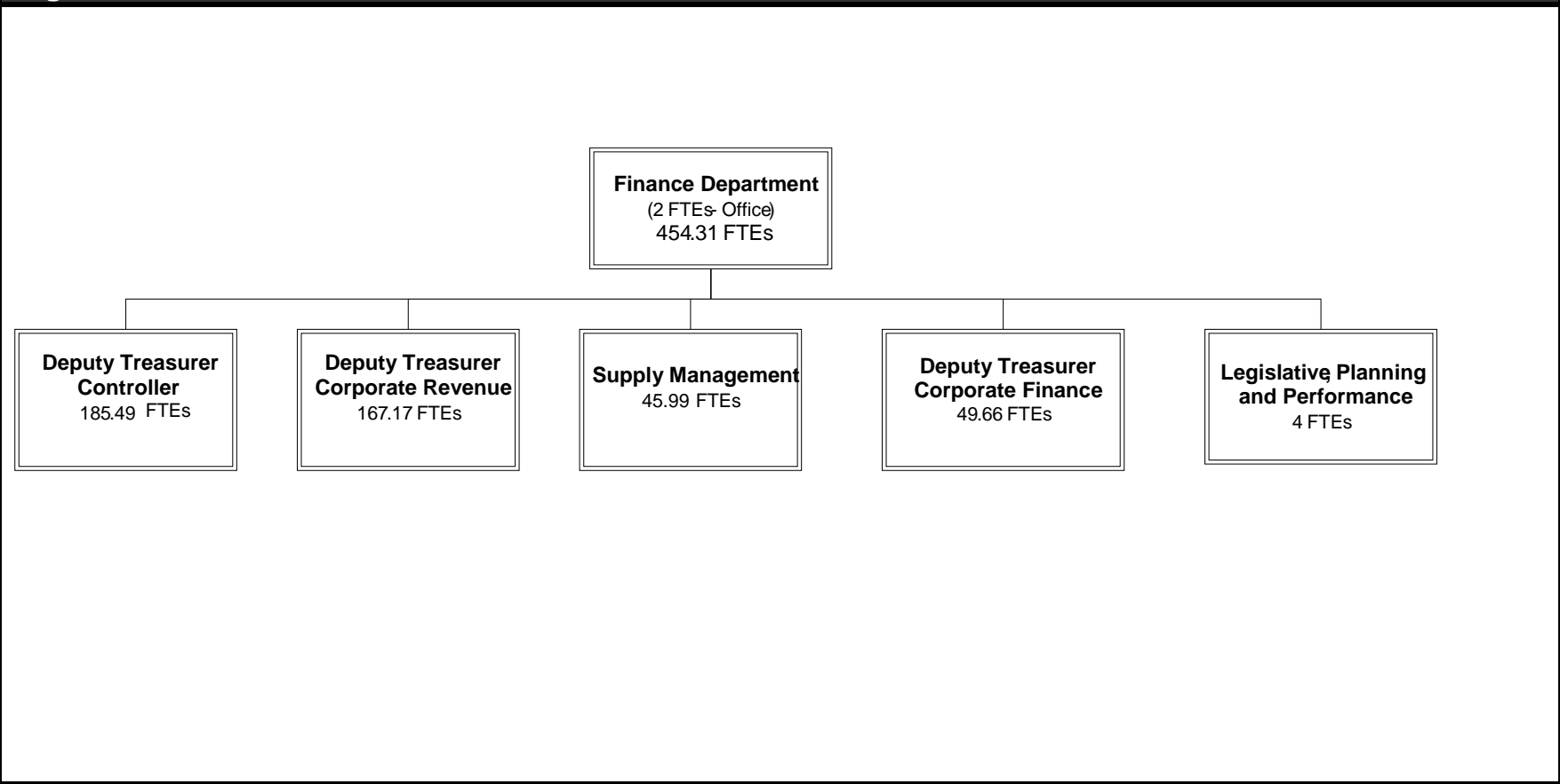
## Finance Department – 2011 Budget Briefing Note

Purchasing	2007	2008	2009
Percentage of goods and services purchased through Supply	85.71	84.34	86.79
FPUR415 - Average number of bids / call	4.7 (4.1)	4.2 (4.1)	4.7 (4.6)
Cost of centralized purchasing as percentage of purchases	0.37	0.37	0.34
Percentage Purchases >100K via Competitive Processes	95.53	91.05	94.92
Treasury	2007	2008	2009
INVT310 - Gross investment yield	4.49 (4.43)	3.63 (4.08)	3.96 (3.96)
INVT320 – Management Expense ratio	0.04 (0.04)	0.04 (0.04)	0.06 (0.04)

Financial Support Units	2008	2009	2010
Financial Support FTEs per \$100 million Citywide budget	4.18	3.88	3.68
Financial Planning	2008	2009	2010
Financial Planning FTEs per \$500 million Citywide budget	1.40	0.98	0.99
Accounting and Reporting	2008	2009	2010
Accounting FTEs per \$500 million Citywide budget	2.85	2.83	3.03

# Finance Department – 2011 Budget Briefing Note

## Org Chart



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

In Thousands (\$000)

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Expenditures by Program</b>						
City Treasurer's Office	459	328	328	332	4	(127)
Revenue	13,533	14,043	14,048	14,746	698	1,213
Corporate Finance	4,879	4,281	4,281	4,868	587	(11)
Legislative, Planning & Performance Management	297	420	425	454	29	157
Controller	15,293	16,047	16,047	15,625	(422)	332
Supply	3,704	4,106	3,946	3,962	16	258
Service Innovation & Efficiency Prog	-	(477)	(477)	(790)	(313)	(790)
<b>Gross Expenditure</b>	<b>38,165</b>	<b>38,748</b>	<b>38,598</b>	<b>39,197</b>	599	1,032
Recoveries & Allocations	(7,900)	(7,917)	(7,917)	(7,833)	84	67
Revenue	(7,001)	(6,435)	(6,240)	(6,240)	-	761
<b>Net Requirement</b>	<b>23,264</b>	<b>24,396</b>	<b>24,441</b>	<b>25,124</b>	<b>683</b>	<b>1,860</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	33,344	34,804	34,644	35,706	1,062	2,362
Overtime	124	107	107	107	-	(17)
Material & Services	4,095	3,909	3,919	3,769	(150)	(326)
Transfers/Grants/Financial Charges	-	-	-	-	-	-
Fleet Costs	59	-	-	-	-	(59)
Program Facility Costs	-	-	-	-	-	-
Other Internal Costs	543	405	405	405	-	(138)
Service Innovation & Efficiency Prog	-	(477)	(477)	(790)	(313)	(790)
<b>Gross Expenditures</b>	<b>38,165</b>	<b>38,748</b>	<b>38,598</b>	<b>39,197</b>	<b>599</b>	<b>1,032</b>
Recoveries & Allocations	(7,900)	(7,917)	(7,917)	(7,833)	84	67
<b>Net Expenditure</b>	<b>30,265</b>	<b>30,831</b>	<b>30,681</b>	<b>31,364</b>	<b>683</b>	<b>1,099</b>
<b>Revenues By Type</b>						
Federal	-	-	-	-	-	-
Provincial	-	-	-	-	-	-
Municipal	-	-	-	-	-	-
Own Funds	(825)	-	-	-	-	825
Fees and Services	(5,653)	(5,875)	(5,675)	(5,675)	-	(22)
Fines	(523)	(560)	(565)	(565)	-	(42)
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(7,001)</b>	<b>(6,435)</b>	<b>(6,240)</b>	<b>(6,240)</b>	<b>-</b>	<b>761</b>
<b>Net Requirement</b>	<b>23,264</b>	<b>24,396</b>	<b>24,441</b>	<b>25,124</b>	<b>683</b>	<b>1,860</b>
<b>Full Time Equivalents</b>	<b>449.31</b>	<b>454.31</b>	<b>454.31</b>	<b>459.31</b>	<b>5.00</b>	<b>10.00</b>

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

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
<b>Expenditures by Program</b>												
City Treasurer's Office	328	328	-	4	-	-	-	-	-	-	332	4
Revenue	14,043	14,048	58	410	-	230	-	-	-	-	14,746	698
Corporate Finance	4,281	4,281	295	292	-	-	65	-	-	(65)	4,868	587
Legislative, Planning & Performance Mgmt	420	425	-	29	-	-	-	-	-	-	454	29
Controller	16,047	16,047	(864)	322	-	170	-	-	-	(50)	15,625	(422)
Supply	4,106	3,946	(7)	23	-	-	-	-	-	-	3,962	16
Service Innovation & Efficiency Prog	(477)	(477)	-	-	-	-	-	(313)	-	-	(790)	(313)
<b>Gross Expenditure</b>	<b>38,748</b>	<b>38,598</b>	<b>(518)</b>	<b>1,080</b>	<b>-</b>	<b>400</b>	<b>65</b>	<b>(313)</b>	<b>-</b>	<b>(115)</b>	<b>39,197</b>	<b>599</b>
Recoveries & Allocations	(7,917)	(7,917)	84	-	-	-	-	-	-	-	(7,833)	84
Revenue	(6,435)	(6,240)	-	-	-	-	-	-	-	-	(6,240)	-
<b>Net Requirement</b>	<b>24,396</b>	<b>24,441</b>	<b>(434)</b>	<b>1,080</b>	<b>-</b>	<b>400</b>	<b>65</b>	<b>(313)</b>	<b>-</b>	<b>(115)</b>	<b>25,124</b>	<b>683</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	34,804	34,644	(418)	1,080	-	400	65	-	-	(65)	35,706	1,062
Overtime	107	107	-	-	-	-	-	-	-	-	107	-
Material & Services	3,909	3,919	(100)	-	-	-	-	-	-	(50)	3,769	(150)
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	405	405	-	-	-	-	-	-	-	-	405	-
Service Innovation & Efficiency Prog	(477)	(477)	-	-	-	-	-	(313)	-	-	(790)	(313)
<b>Gross Expenditures</b>	<b>38,748</b>	<b>38,598</b>	<b>(518)</b>	<b>1,080</b>	<b>-</b>	<b>400</b>	<b>65</b>	<b>(313)</b>	<b>-</b>	<b>(115)</b>	<b>39,197</b>	<b>599</b>
Recoveries & Allocations	(7,917)	(7,917)	84	-	-	-	-	-	-	-	(7,833)	84
<b>Net Expenditure</b>	<b>30,831</b>	<b>30,681</b>	<b>(434)</b>	<b>1,080</b>	<b>-</b>	<b>400</b>	<b>65</b>	<b>(313)</b>	<b>-</b>	<b>(115)</b>	<b>31,364</b>	<b>683</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>-1.4%</b>	<b>3.5%</b>	<b>0.0%</b>	<b>1.3%</b>	<b>0.2%</b>	<b>-1.0%</b>	<b>0.0%</b>	<b>-0.4%</b>	<b>2.2%</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	(5,875)	(5,675)	-	-	-	-	-	-	-	-	(5,675)	-
Fines	(560)	(565)	-	-	-	-	-	-	-	-	(565)	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(6,435)</b>	<b>(6,240)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(6,240)</b>	<b>-</b>
<b>Percent of 2010 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>24,396</b>	<b>24,441</b>	<b>(434)</b>	<b>1,080</b>	<b>-</b>	<b>400</b>	<b>65</b>	<b>(313)</b>	<b>-</b>	<b>(115)</b>	<b>25,124</b>	<b>683</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>-1.8%</b>	<b>4.4%</b>	<b>0.0%</b>	<b>1.6%</b>	<b>0.3%</b>	<b>-1.3%</b>	<b>0.0%</b>	<b>-0.5%</b>	<b>2.8%</b>	
<b>Full Time Equivalents (FTE's)</b>	454.31	454.31	-	-	-	5.00	2.00	-	-	(2.00)	459.31	5.00
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.1%</b>	<b>0.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.4%</b>	<b>1.1%</b>	

# City of Ottawa

## Financial Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Forecast vs. Budget Variance Explanation</b> Succession planning costs in Supply Management will result in an expenditure deficit however costs will be offset by higher than anticipated Municipal Tax Sales revenues resulting in a minor anticipated surplus.	(150)	195	45
<b>Total Surplus / (Deficit)</b>	<b>(150)</b>	<b>195</b>	<b>45</b>

2010 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Removal of one time Payroll project.	(365)	-	(365)	-
Removal of one-time Management Professional Exempt performance pay.	(69)	-	(69)	-
<b>Total Adjustments to Base Budget</b>	<b>(434)</b>	<b>-</b>	<b>(434)</b>	<b>-</b>

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for contract settlement, increments and benefit adjustments.	1,080	-	1,080	-
<b>Total Maintain Services</b>	<b>1,080</b>	<b>-</b>	<b>1,080</b>	<b>-</b>

<b>Growth</b>				
Tax and water account resources to accommodate growth of between 4,000 to 5,000 accounts per year.	230	-	230	3.00
Additional financial support for OC Transpo to meet changing business requirements.	100	-	100	1.00
Additional financial support for increasing number of Business Improvement Areas.	70	-	70	1.00
<b>Total Growth</b>	<b>400</b>	<b>-</b>	<b>400</b>	<b>5.00</b>

**City of Ottawa**

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

In Thousands (\$000)

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>New Services / Needs</b> Additional support to comply with Auditor General recommendations 5 & 7 of the audit on the costs of the transit strike (part year).	65	-	65	2.00
<b>Total New Services / Needs</b>	<b>65</b>	<b>-</b>	<b>65</b>	<b>2.00</b>
<b>Efficiencies</b> Allocation of Service Innovation & Efficiency Initiative.	(313)	-	(313)	-
<b>Total Efficiencies</b>	<b>(313)</b>	<b>-</b>	<b>(313)</b>	<b>-</b>
<b>User Fees &amp; Charges</b> No fee adjustments are proposed for 2011 as the cost of service was reduced within the Revenue branch in 2010.	-	-	-	-
<b>Total User Fees &amp; Charges</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Proposed Budget Changes</b> See following Proposed Budget Changes schedule for details	(115)	-	(115)	(2.00)
<b>Total Proposed Budget Changes</b>	<b>(115)</b>	<b>-</b>	<b>(115)</b>	<b>(2.00)</b>
<b>Total Budget Changes</b>	<b>683</b>	<b>-</b>	<b>683</b>	<b>5.00</b>

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

User Fees	2009 Rate	2010 Rate	2011 Rate	% Change Over		Effective Date	2011 Revenue
	\$	\$	\$	2010	2009	DD-MMM-YY	(\$000)
<b>Financial Services</b>							
Water Certificates	62.00	64.00	64.00	0.0%	3.2%	01-Apr-11	-
Water Reminder Notices	6.00	6.15	6.15	0.0%	2.5%	01-Apr-11	-
Water New Account Fee	62.00	64.00	64.00	0.0%	3.2%	01-Apr-11	-
Shut Off Notice Delivery	31.00	32.00	32.00	0.0%	3.2%	01-Apr-11	-
Account History	31.00	32.00	32.00	0.0%	3.2%	01-Apr-11	-
Return Cheque Fee : Water	38.00	39.00	39.00	0.0%	2.6%	01-Apr-11	-
Tax Deferral Program	108.00	111.00	111.00	0.0%	2.8%	01-Apr-11	-
Large Account Fee (per billing)	6.70	6.90	6.90	0.0%	3.0%	01-Apr-11	-
Tax Change of Name Fee	38.00	39.00	39.00	0.0%	2.6%	01-Apr-11	-
Tax New Account Fees	62.00	64.00	64.00	0.0%	3.2%	01-Apr-11	-
Tax Certificates	62.00	64.00	64.00	0.0%	3.2%	01-Apr-11	-
Arears list research for mortgage companies	31.00	32.00	32.00	0.0%	3.2%	01-Apr-11	-
Tax Reminder Notice	6.00	6.15	6.15	0.0%	2.5%	01-Apr-11	-
Duplicate Statement/Invoices/Bills	31.00	32.00	32.00	0.0%	3.2%	01-Apr-11	-
Return Cheque Fee: Tax	38.00	39.00	39.00	0.0%	2.6%	01-Apr-11	-
Return Cheque Fee : Accounts Receivable	38.00	39.00	39.00	0.0%	2.6%	01-Apr-11	-
Return Cheque Fee : Overpayment Recovery	38.00	39.00	39.00	0.0%	2.6%	01-Apr-11	-
Additions to Tax Roll	31.00	32.00	32.00	0.0%	3.2%	01-Apr-11	-
Frozen Assessment Listing	31.00	32.00	32.00	0.0%	3.2%	01-Apr-11	-
Renewal - Tax Deferral	36.00	37.00	37.00	0.0%	2.8%	01-Apr-11	-
<b>Tax Sales Fees:</b>							
Preliminary Work, register TAC, first mailing, stat decleration, TAC	1,194.00	1,224.00	1,224.00	0.0%	2.5%	01-Apr-11	-
Certificate, first mailing, statutory declaration, TACC	360.00	369.00	369.00	0.0%	2.5%	01-Apr-11	-
Extension Agreement	721.00	739.00	739.00	0.0%	2.5%	01-Apr-11	-
Survey	Actual Cost	Actual Cost	Actual Cost			01-Apr-11	-

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

User Fees	2009 Rate	2010 Rate	2011 Rate	% Change Over		Effective Date	2011 Revenue
	\$	\$	\$	2010	2009	DD-MMM-YY	(\$000)
<b>Financial Services (Cont.)</b>							
<b><u>Sale of Land by Tender Process:</u></b>							
Expenses for Tender Opening	721.00	739.00	739.00	0.0%	2.5%	01-Apr-11	-
mailing Costs	251.00	257.00	257.00	0.0%	2.4%	01-Apr-11	-
Registration of Document	360.00	369.00	369.00	0.0%	2.5%	01-Apr-11	-
Distribution of Sales Proceeds	360.00	369.00	369.00	0.0%	2.5%	01-Apr-11	-
Tender Package	35.00	36.00	36.00	0.0%	2.9%	01-Apr-11	-
Advertising Costs	Actual Cost	Actual Cost	Actual Cost	0.0%	0.0%	01-Apr-11	-
Legal Cost	Actual Cost	Actual Cost	Actual Cost	0.0%	0.0%	01-Apr-11	-
<b><u>Private Collection Agency Fee:</u></b>							
PCA Handling Fee	31.00	32.00	32.00	0.0%	3.2%	01-Apr-11	-
PCA Fee Recovery	Actual %	Actual %	Actual %	0.0%	0.0%	01-Apr-11	-
Corporate Accounts Receivable Interest	1.25% Compounded per month	1.25% Compounded per month	1.25% Compounded per month			01-Apr-11	-
Accounts Receivable Collection Handling	31.00	32.00	32.00	0.0%	3.2%	01-Apr-11	-
New Fee - Payment Distribution	new	31.00	31.00			01-Feb-11	-
New Fee - Registered Letter for Arrears on Tax Account	new	31.00	31.00			01-Feb-11	-
<b>Total Financial Services</b>							<b>-</b>



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

Strategy Category	Dept.	Branch	Program / Service Adjustment	2011 Proposed Budget Change			
				Exp	Rev	Net Impact	FTE Impact
4	CMO	Corporate Finance	<b><u>Proposed Budget Change</u></b> Defer implementation of the Auditor General recommendations relating to month end accruals and analysis, and reduce professional services account	(115)	-	(115)	(2.00)
			<b><u>Impact on Public / City Departments</u></b> The focus for accruals and analysis will continue to be on the quarterly and year end time periods. The impact on the Corporation is minimal as request was for an increase in service levels. Reduced professional services will require the department to reprioritize the work being done externally.			-	-
<b>Total Proposed Budget Changes</b>				<b>(115)</b>	<b>-</b>	<b>(115)</b>	<b>(2.00)</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 Clerk and Solicitor Department – 2011 Budget Briefing Note

### Description

The City Clerk and Solicitor Department provides two distinct services as follows:

#### Legal Services

The Legal Services function includes the provision of timely, accurate and useful legal advice and services, in the most efficient and cost-effective manner, utilizing in-house and external legal resources. The function includes labour relations services (i.e. collective bargaining, grievance management, etc.) as well as claims and insurance management.

#### City Clerk

The City Clerk ensures that all statutory obligations are administered to meet full compliance with Provincial legislation (Elections, Access to Information and Privacy, Vital Statistics, Provincial Offences, Council Meetings, Planning Approvals, etc.).

The City Clerk and Solicitor Department is focussed on providing service excellence to Council, citizens, and the City.

### Programs / Services Offered

#### Legal Services

The Legal Services function provides a wide range of core and specialized services, including:

- legal and procedural advice;
- legislative drafting, interpretation and application;
- real estate services;
- agreement drafting and review;
- access to information and privacy law;
- municipal assessment and taxation legal issues;
- zoning and official plan legal issues;
- civil litigation;

## City Clerk and Solicitor Department – 2011 Budget Briefing Note

- labour relations advice and services, including collective bargaining;
- claims processing and management;
- City-wide insurance matters;
- POA and by-law prosecutions, etc.

### City Clerk

The City Clerk function provides the following services:

- Support to City Council meetings and provision of staff resources to Standing and Advisory Committees as well as two boards, pursuant to the *Municipal Act* and related provincial statutes;
- Point of contact on all matters of protocol between the City and federal, provincial and municipal governments, offices of government officials, diplomatic missions, as well as military, civic, cultural, religious and community organizations;
- Administration of court-related services and enforcement matters prescribed by the *Provincial Offences Act* and related provincial statutes;
- Ensure all statutory obligations in relation to vital statistics (i.e. marriage, death, etc.) are maintained in accordance with the *Vital Statistics Act*;
- Fulfill legislated and advisory responsibilities relating to elections pursuant to the *Municipal Elections Act*, as well as access to information and protection of privacy in accordance with the *Municipal Freedom of Information and Protection of Privacy Act* and related provincial statutes;
- Process printing requests, administer corporate copier fleet, deliver internal mail, coordinate courier services, and process external mail;
- Administrative assistance and support to members of Council and their staff.

# City Clerk and Solicitor Department – 2011 Budget Briefing Note

## Re-Organizations

### Legal Services

The Legal Services function has undergone several realignments between 2007 and 2010, including:

- re-**positioning City Solicitor under the City Manager’s Department (2007);**
- streamlining of the Divisions (i.e. from three down to two) along the British system of Barristers and Solicitors and the elimination of one manager position (2007);
- transfer of the claims and insurance function from Financial Services (2007);
- merger of the labour relations function (2008) and integration within the Litigation and Labour Relations Branch of Legal Services (2009) with the elimination of one manager position;
- transfer of the Enhanced Risk Management program to Organizational Development and Performance Department (2009); and
- Creation and relocation of Legal Services team to respond to the One-Stop-Service Initiative (2009-2010);

### City Clerk

The City Clerk function has undergone several realignments between 2007 and 2010, including:

- re-**positioning City Clerk under the City Manager’s Department (2007);**
- elimination of two (2) manager positions with the change in reporting structures for Print Services and Mail Services, and Council and Committee Services (2008);
- transfer of a total of **four (4) City Clerk FTE’s to Transit Services and Police Services to directly support** operational needs (2008);
- re-**positioning French Language Services Branch to report directly to the City Manager’s Office (2008).**
- transfer of by-law clerk duties to existing support position within Legal Services, allowing for the transfer of the FTE from Legislative Services to POA to support front line services. (2010);
- funding the \$120,000 required for a Senior Labour Relations Consultant in Legal Services through the elimination of an Advisory Committee Coordinator position from within Legislative Services, the permanent reduction of \$20,000 in overtime costs from Legislative Services, and the contribution of the remaining \$25,000 from Print and Mail Services Division made possible by the transferring of the FTE number to facilitate ongoing efficiencies in mail room operations (2010).

# City Clerk and Solicitor Department – 2011 Budget Briefing Note

## City Clerk and Solicitor Department

In December of 2008, the former Legal Services and City Clerk Branches were merged to form the City Clerk and Solicitor Department, eliminating one (1) director position.

### Performance / Outcome Measures

2007, 2008 and 2009 OMBI statistical data for the legal services function includes the following;

#### Legal Services Operating Cost per \$1,000 Municipal Operating and Capital Expenditure:

##### 2007

Ottawa = \$3.33  
Average = \$3.37

##### 2008

Ottawa = \$3.19  
Average = \$3.38

##### 2009

Ottawa = \$2.93  
Average = \$3.41

#### Legal Services Operating Cost per Lawyer Hour

##### 2007

Ottawa = \$157.41  
Average = \$175.86

##### 2008

Ottawa = \$155.12  
Average = \$180.05

##### 2009

Ottawa = \$148.42  
Average = \$180.60

## City Clerk

2007, 2008 and 2009 OMBI statistical data for City Clerk functions includes the following;

### POA

##### 2007

Lowest cost of processing per ticket \$12.62  
Provincial Average = \$47.15

##### 2008

Ottawa = \$13.28  
Provincial Average = \$49.01

##### 2009

Ottawa = \$14.79  
Provincial Average = \$51.94

##### 2008

Lowest average # of days to disposition of Part I = 67 days  
Provincial Average = over 250 days

##### 2009

Ottawa = 67 days  
Provincial Average = 138.5 days

## City Clerk and Solicitor Department – 2011 Budget Briefing Note

### MFIPPA

#### **2007**

MFIPPA Access Requests = 378

# Requests responded to within 30 days = 302

#### **2008**

Ottawa = 452

30 days = 360

#### **2009**

Ottawa = 541

30 days = 469

# City Clerk and Solicitor Department – 2011 Budget Briefing Note

## 2011 Budget Risks / Other Considerations

### Legal Services

An ever-increasing demand for legal services, often resulting from high profile litigation involving the City and/or Council-driven initiatives, exceeds in-house capacity, which may result in a corresponding increased dependency on external legal service providers to deal with the extra volume of work, often involving special areas of expertise and/or significant time pressures. These costs have been the major contributor to the annual year-end deficit. A new Strategic Standing Offer (“SSO”) has been negotiated for 2011-2014 for the provision of external legal services. The new SSO provides for enhanced Legal Project Management and fixed rates for the four-year term. The proposed reduction in the outsourcing budget may impact the timeliness of responses to legal service requests.

The legal services function is a critical part of the One-Stop-Service Initiative. As such, dedicated resources and location have been assigned to support this initiative.

Legal Services continues to play a major role in the Comprehensive Zoning By-law and Official Plan Ontario Municipal Board (“OMB”) hearings.

All of the City’s collective agreements with its Unions expire in 2011-2012, which will place additional pressure on the labour relations function, staff and resources.

### City Clerk

The Courthouse and Provincial Offences Services Branch is on target to collect fine revenues of \$15 million gross in 2009 for *Provincial Offences Act* (“POA”) Part I offences. After the remittance of dedicated fines and Victim Fine Surcharges, the revenue collected by the Branch will be approximately \$10 million net. These funds are credited to non-departmental revenues, and not to the Branch.

The Courthouse and Provincial Offences Services Branch provides case management function for all POA Part II offences for parking infractions issued by By-law Services. The Branch tracks, processes (including trials), and provides payment services that generated revenue of \$19 million in 2009 that was credited to By-law Services.

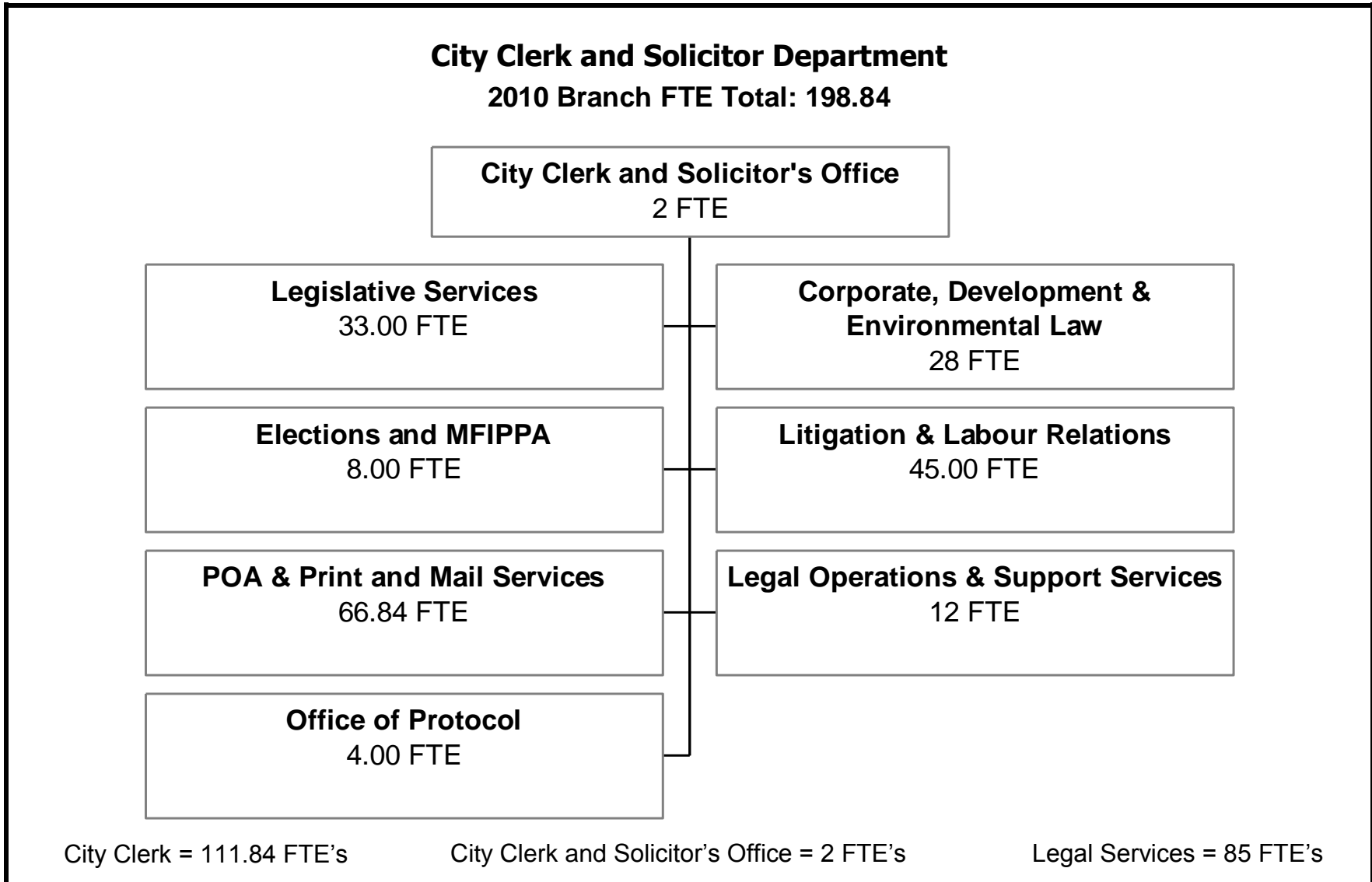
## City Clerk and Solicitor Department – 2011 Budget Briefing Note

The options presented for reductions within City **Clerk's services** represent the elimination of discretionary services, and the absorption of increased costs by optimizing internal efficiencies.

The option to eliminate the provision of meals at Standing Committee Meetings will have no impact on the essential services provided to Committee Members, or the public. The option to withdraw cost increases for recoveries related to Postage increases and Fleet copiers will be absorbed within Print and Mail Services, through internal efficiencies.



# City Clerk and Solicitor Department – 2011 Budget Briefing Note





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

In Thousands (\$000)

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Expenditures by Program</b>						
City Clerk & Solicitor's Office	626	623	623	629	6	3
Legal Services	11,505	10,320	10,020	9,725	(295)	(1,780)
Protocol	788	1,009	1,009	1,011	2	223
City Clerk	3,394	3,351	3,351	3,425	74	31
Municipal Elections & MFIPPA	1,261	3,942	3,942	1,611	(2,331)	350
Courthouse & Prov. Offences Services Div.	10,843	10,719	10,948	10,836	(112)	(7)
Service Innovation & Efficiency Prog	-	-	(129)	(311)	(182)	(311)
<b>Gross Expenditure</b>	<b>28,417</b>	<b>29,964</b>	<b>29,764</b>	<b>26,926</b>	<b>(2,838)</b>	<b>(1,491)</b>
Recoveries & Allocations	(7,768)	(6,179)	(6,079)	(5,964)	115	1,804
Revenue	(2,647)	(4,596)	(4,496)	(2,261)	2,235	386
<b>Net Requirement</b>	<b>18,002</b>	<b>19,189</b>	<b>19,189</b>	<b>18,701</b>	<b>(488)</b>	<b>699</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	15,165	16,897	16,897	16,908	11	1,743
Overtime	73	407	407	102	(305)	29
Material & Services	12,587	11,553	11,482	8,767	(2,715)	(3,820)
Transfers/Grants/Financial Charges	29	35	35	535	500	506
Fleet Costs	67	89	89	89	-	22
Program Facility Costs	100	408	408	408	-	308
Other Internal Costs	396	575	575	428	(147)	32
Service Innovation & Efficiency Prog	-	-	(129)	(311)	(182)	(311)
<b>Gross Expenditures</b>	<b>28,417</b>	<b>29,964</b>	<b>29,764</b>	<b>26,926</b>	<b>(2,838)</b>	<b>(1,491)</b>
Recoveries & Allocations	(7,768)	(6,179)	(6,079)	(5,964)	115	1,804
<b>Net Expenditure</b>	<b>20,649</b>	<b>23,785</b>	<b>23,685</b>	<b>20,962</b>	<b>(2,723)</b>	<b>313</b>
<b>Revenues By Type</b>						
Federal	-	-	-	-	-	-
Provincial	-	-	-	-	-	-
Municipal	-	-	-	-	-	-
Own Funds	(1,076)	(3,215)	(3,215)	(945)	2,270	131
Fees and Services	(1,571)	(1,381)	(1,281)	(1,316)	(35)	255
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(2,647)</b>	<b>(4,596)</b>	<b>(4,496)</b>	<b>(2,261)</b>	<b>2,235</b>	<b>386</b>
<b>Net Requirement</b>	<b>18,002</b>	<b>19,189</b>	<b>19,189</b>	<b>18,701</b>	<b>(488)</b>	<b>699</b>
<b>Full Time Equivalents</b>	<b>196.84</b>	<b>198.84</b>	<b>198.84</b>	<b>204.84</b>	<b>6.00</b>	<b>8.00</b>

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
<b>Expenditures by Program</b>												
City Clerk & Solicitor's Office	623	623		6	-	-	-	-	-	-	629	6
Legal Services	10,320	10,020	(510)	330	-	-	-	-	-	(115)	9,725	(295)
Protocol	1,009	1,009	(30)	32	-	-	-	-	-	-	1,011	2
City Clerk	3,351	3,351	(8)	82	-	-	-	-	-	-	3,425	74
Municipal Elections & MFIPPA	3,942	3,942	(2,270)	44	-	-	-	-	-	(105)	1,611	(2,331)
Courthouse & Prov. Offences Services Div.	10,719	10,948	(308)	196	-	-	-	-	-	-	10,836	(112)
Service Innovation & Efficiency Prog	-	(129)	-	-	-	-	-	(182)	-	-	(311)	(182)
<b>Gross Expenditure</b>	<b>29,964</b>	<b>29,764</b>	<b>(3,126)</b>	<b>690</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(182)</b>	<b>-</b>	<b>(220)</b>	<b>26,926</b>	<b>(2,838)</b>
Recoveries & Allocations	(6,179)	(6,079)	115	-	-	-	-	-	-	-	(5,964)	115
Revenue	(4,596)	(4,496)	2,270	-	-	-	-	-	(35)	-	(2,261)	2,235
<b>Net Requirement</b>	<b>19,189</b>	<b>19,189</b>	<b>(741)</b>	<b>690</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(182)</b>	<b>(35)</b>	<b>(220)</b>	<b>18,701</b>	<b>(488)</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	16,897	16,897	(784)	655	-	140	-	-	-	-	16,908	11
Overtime	407	407	(305)	-	-	-	-	-	-	-	102	(305)
Material & Services	11,553	11,482	(2,390)	35	-	(140)	-	-	-	(220)	8,767	(2,715)
Transfers/Grants/Financial Charges	35	35	500	-	-	-	-	-	-	-	535	500
Fleet Costs	89	89	-	-	-	-	-	-	-	-	89	-
Program Facility Costs	408	408	-	-	-	-	-	-	-	-	408	-
Other Internal Costs	575	575	(147)	-	-	-	-	-	-	-	428	(147)
Service Innovation & Efficiency Prog	-	(129)	-	-	-	-	-	(182)	-	-	(311)	(182)
<b>Gross Expenditures</b>	<b>29,964</b>	<b>29,764</b>	<b>(3,126)</b>	<b>690</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(182)</b>	<b>-</b>	<b>(220)</b>	<b>26,926</b>	<b>(2,838)</b>
Recoveries & Allocations	(6,179)	(6,079)	115	-	-	-	-	-	-	-	(5,964)	115
<b>Net Expenditure</b>	<b>23,785</b>	<b>23,685</b>	<b>(3,011)</b>	<b>690</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(182)</b>	<b>-</b>	<b>(220)</b>	<b>20,962</b>	<b>(2,723)</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	(3,215)	(3,215)	2,270	-	-	-	-	-	-	-	(945)	2,270
Fees and Services	(1,381)	(1,281)	-	-	-	-	-	-	(35)	-	(1,316)	(35)
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(4,596)</b>	<b>(4,496)</b>	<b>2,270</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(35)</b>	<b>-</b>	<b>(2,261)</b>	<b>2,235</b>
<b>Percent of 2010 Revenue Budget</b>			<b>-50.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.8%</b>	<b>0.0%</b>	<b>-49.7%</b>	
<b>Net Requirement</b>	<b>19,189</b>	<b>19,189</b>	<b>(741)</b>	<b>690</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(182)</b>	<b>(35)</b>	<b>(220)</b>	<b>18,701</b>	<b>(488)</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>-3.9%</b>	<b>3.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.9%</b>	<b>-0.2%</b>	<b>-1.1%</b>	<b>-2.5%</b>	
<b>Full Time Equivalents (FTE's)</b>	198.84	198.84	4.00	-	-	2.00	-	-	-	-	204.84	6.00
<b>Percent of 2010 FTE's</b>			<b>2.0%</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>0.0%</b>	<b>3.0%</b>	

# City of Ottawa

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

In Thousands (\$000)

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Forecast vs. Budget Variance Explanation</b>			
Legal Services - overexpenditures in external legal professional services and labour arbitrations.	(300)	-	(300)
Courthouse and POA - Surpluses in Courier recoveries due to new service delivery model and in volume related POA payments.	200	-	200
City Clerk and Solicitor's Office - surplus in Vital Stats revenue program.	-	100	100
<b>Total Surplus / (Deficit)</b>	<b>(100)</b>	<b>100</b>	<b>-</b>

2010 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for implementation of Harmonized Sales Tax.	(149)	-	(149)	-
Decreased 2011 Election requirement funded from Election Reserve	(2,270)	2,270	-	-
Removal of one-time items: (1) the specialized legal expertise required to provide legal opinions and/or represent the City in dealing with the 29 appeals to the City's Official Plan regarding urban boundaries at various Ontario Municipal Board (OMB) hearings (\$500K) and (2) payment of Divisional Court costs to Minto with respect to the development in Manotick (\$50K).	(550)	-	(550)	-
Reduction to the Print and Mail materials budget as a result of a decline in activity.	(115)	-	(115)	-
Reduction to Print and Mail recoveries.	115	-	115	-
Create (4) Mail Clerk positions which were previously outsourced to settle a union grievance. These positions will be funded by an internal transfer of budget from materials and services to compensation.	200	-	200	4.00
Internal transfer of outsourcing budget from non professional services to compensation to fund (4) Mail Clerks.	(200)	-	(200)	-
Removal of one-time Management and Professional Exempt performance pay.	(42)	-	(42)	-
<b>Total Adjustments to Base Budget</b>	<b>(3,011)</b>	<b>2,270</b>	<b>(741)</b>	<b>4.00</b>

# City of Ottawa

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

In Thousands (\$000)

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for contract settlement, increments and benefits adjustments.	655	-	655	-
Increased Mail Services costs due to Canada Post rate increases.	35	-	35	-
<b>Total Maintain Services</b>	<b>690</b>	<b>-</b>	<b>690</b>	<b>-</b>
<b>Growth</b>				
Create (2) POA data clerks to process 85K manually issued tickets. These positions replace a discontinued private sector activity and will be funded by an internal transfer of budget from materials and services to compensation.	140	-	140	2.00
Internal transfer of outsourcing budget from materials and services to compensation to fund (2) POA data clerks.	(140)	-	(140)	
<b>Total Growth</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2.00</b>
<b>Efficiencies</b>				
Allocation of Service Innovation & Efficiency Initiative.	(182)	-	(182)	-
<b>Total Efficiencies</b>	<b>(182)</b>	<b>-</b>	<b>(182)</b>	<b>-</b>
<b>User Fees &amp; Charges</b>				
See following user fee schedule for details on the specific rates.	-	(35)	(35)	
<b>Total User Fees &amp; Charges</b>	<b>-</b>	<b>(35)</b>	<b>(35)</b>	<b>-</b>
<b>Proposed Budget Changes</b>				
See following Proposed Budget Changes schedule for details	(220)	-	(220)	-
<b>Total Proposed Budget Changes</b>	<b>(220)</b>	<b>-</b>	<b>(220)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>(2,723)</b>	<b>2,235</b>	<b>(488)</b>	<b>6.00</b>

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

User Fees	2009 Rate	2010 Rate	2011 Rate	% Change Over		Effective Date	2011 Revenue
	\$	\$	\$	2010	2009	DD-MMM-YY	(\$000)
<b>City Clerk &amp; Solicitor</b>							
Marriage License	150.00	153.00	157.00	2.6%	4.7%	01-Apr-11	(17)
Birth Registration	36.00	-	-	0.0%	0.0%	-	
Death Registration	61.00	62.00	64.00	3.2%	4.9%	01-Apr-11	(9)
Commission of Oaths (Affidavits)	36.00	37.00	38.00	2.7%	5.6%	01-Apr-11	(4)
Express Processing (Xpresspost)	31.00	32.00	33.00	3.1%	6.5%	01-Apr-11	
Travel Letter	31.00	32.00	33.00	3.1%	6.5%	01-Apr-11	
<b>Civil Marriages:</b>							
Option A: M-F (business hours)	150.00	153.00	157.00	2.6%	4.7%	01-Apr-11	(5)
Option B: Thurs/Fri evening & Sat afternoons with 48 hours notice	266.00	271.00	278.00	2.6%	4.5%	01-Apr-11	
Option C: Thurs/Fri evening & Sat afternoons without 48 hours notice	334.00	340.00	350.00	2.9%	4.8%	01-Apr-11	
<b>Total Departmental</b>							<b>(35)</b>

**City of Ottawa**  
**City Clerk & Solicitor - Proposed Budget Changes**  
 In Thousands (\$000)

Strategy Category	Dept.	Branch	Program / Service Adjustment	2011 Proposed Budget Change			
				Exp	Rev	Net Impact	FTE Impact
4	City Clerk & Solicitor Dept	Legal	<b>Proposed Budget Change</b> Reduction in legal reference library publications	(15)	-	(15)	-
			<b>Impact on Public / City Departments</b> Legal Services maintains an on-site reference library with legal texts and updating services. In addition, the library budget funds on-line access to Westlaw, a legal research service providing case law and precedents. If required, legal service lawyers/law students can use the law libraries at the Court House or Ottawa University to access the cancelled publications.			-	-
4	City Clerk & Solicitor Dept	P.O.A. - Print	<b>Proposed Budget Change</b> Reduction in fleet copiers	(70)	-	(70)	-
			<b>Impact on Public / City Departments</b> There is no impact on current service levels.				
4	City Clerk & Solicitor Dept	P.O.A. - Mail	<b>Proposed Budget Change</b> Increased postage rates managed internally	(35)	-	(35)	-
			<b>Impact on Public / City Departments</b> Department Mail budgets will not be adjusted for an inflationary increase to Postage rates and will reduce mailing practices where possible and/or absorb the increase in costs against existing operational budgets.				



**City of Ottawa**  
**City Clerk & Solicitor - Proposed Budget Changes**  
 In Thousands (\$000)

Strategy Category	Dept.	Branch	Program / Service Adjustment	2011 Proposed Budget Change			
				Exp	Rev	Net Impact	FTE Impact
4	City Clerk & Solicitor Dept	Legal	<u>Proposed Budget Change</u> Reduction in professional services budget.	(100)	-	(100)	-
			<u>Impact on Public / City Departments</u> This reduction in the professional services budget will be mitigated through the implementation of the new Strategic Standing Offer ("SSO") for the provision of external legal services and a greater reliance on in-house legal staff.				
<b>Total Proposed Budget Changes</b>				<b>(220)</b>	<b>-</b>	<b>(220)</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 OPERATIONS – OFFICE OF THE DEPUTY CITY MANAGER – 2011**

## **Budget Briefing Note**

### **Description**

The Office of the Deputy City Manager provides oversight, strategic direction and support to the nine Departments that comprise the City Operations portfolio to ensure that policies, programs, audits and client relations are coordinated from a citywide perspective consistent with the priorities and directions of City Council.

### **Programs / Services Offered**

- Legislative Agenda management
- Strategic review and development of reports to Committee and Council
- Advisory Committee liaison and policy support
- Audit management response development, tracking and communications
- Policy Research and development
- Internal and external client engagement and community relations
- Strategic support for community meetings/events including development of presentations, briefing notes and policy documentation.
- Inquiry & complaint coordination, reporting and trends analysis

# CITY OPERATIONS – OFFICE OF THE DEPUTY CITY MANAGER – 2011 Budget Briefing Note

## Performance / Outcome Measures

The following Key Performance Indicators were realized by the DCMO for 2010:

- Coordinated and provided quality assurance of more than 100 reports and presentations to Committee and Council
- Managed more than 170 inquiries annually from Council and the Public
- Coordinated management input and responses to the tabling of 2 new audits and 15 follow-up audit reports, the launching of 8 new and 13 follow-up audits, the tracking of roughly 200 open recommendations, and the full completion of the audit process for 14 audits.
- Coordinated responses to more than 110 fraud and waste complaints

## 2011 Budget Risks / Other Considerations

No budget risks have been identified for the 2011 Budget.

## Org Chart

**City Operations  
Deputy City Manager's Office**

(7 FTEs)

Deputy City Manager

Legislative Support



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

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Expenditures by Program</b>						
Deputy City Manager's Office	436	474	477	489	12	53
City Operations Legislative Support	393	415	412	417	5	24
Service Innovation & Efficiency Prog	-	-	-	(3)	(3)	(3)
<b>Gross Expenditure</b>	<b>829</b>	<b>889</b>	<b>889</b>	<b>903</b>	14	74
Recoveries & Allocations	(2)	-	-	(44)	(44)	(42)
Revenue	-	-	-	-	-	-
<b>Net Requirement</b>	<b>827</b>	<b>889</b>	<b>889</b>	<b>859</b>	<b>(30)</b>	<b>32</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	807	869	869	886	17	79
Overtime	-	1	1	1	-	1
Material & Services	17	19	19	19	-	2
Transfers/Grants/Financial Charges	2	-	-	-	-	(2)
Fleet Costs	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-
Other Internal Costs	3	-	-	-	-	(3)
Service Innovation & Efficiency Prog	-	-	-	(3)	(3)	(3)
<b>Gross Expenditures</b>	<b>829</b>	<b>889</b>	<b>889</b>	<b>903</b>	<b>14</b>	<b>74</b>
Recoveries & Allocations	(2)	-	-	(44)	(44)	(42)
<b>Net Expenditure</b>	<b>827</b>	<b>889</b>	<b>889</b>	<b>859</b>	<b>(30)</b>	<b>32</b>
<b>Revenues By Type</b>						
Federal	-	-	-	-	-	-
Provincial	-	-	-	-	-	-
Municipal	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Requirement</b>	<b>827</b>	<b>889</b>	<b>889</b>	<b>859</b>	<b>(30)</b>	<b>32</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>

City of Ottawa

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
<b>Expenditures by Program</b>												
Deputy City Manager's Office	474	477	-	12	-	-	-	-	-	-	489	12
City Operations Legislative Support	415	412	(13)	18	-	-	-	-	-	-	417	5
Service Innovation & Efficiency Prog	-	-	-	-	-	-	-	(3)	-	-	(3)	(3)
<b>Gross Expenditure</b>	<b>889</b>	<b>889</b>	<b>(13)</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(3)</b>	<b>-</b>	<b>-</b>	<b>903</b>	<b>14</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	(44)	(44)	(44)
Revenue	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Requirement</b>	<b>889</b>	<b>889</b>	<b>(13)</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(3)</b>	<b>-</b>	<b>(44)</b>	<b>859</b>	<b>(30)</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	869	869	(13)	30	-	-	-	-	-	-	886	17
Overtime	1	1	-	-	-	-	-	-	-	-	1	-
Material & Services	19	19	-	-	-	-	-	-	-	-	19	-
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	-	-	-	-	-	-	-	-	-	-	-	-
Service Innovation & Efficiency Prog	-	-	-	-	-	-	-	(3)	-	-	(3)	(3)
<b>Gross Expenditures</b>	<b>889</b>	<b>889</b>	<b>(13)</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(3)</b>	<b>-</b>	<b>-</b>	<b>903</b>	<b>14</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	(44)	(44)	(44)
<b>Net Expenditure</b>	<b>889</b>	<b>889</b>	<b>(13)</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(3)</b>	<b>-</b>	<b>(44)</b>	<b>859</b>	<b>(30)</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>-1.5%</b>	<b>3.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.3%</b>	<b>0.0%</b>	<b>-4.9%</b>	<b>-3.4%</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent of 2010 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>889</b>	<b>889</b>	<b>(13)</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(3)</b>	<b>-</b>	<b>(44)</b>	<b>859</b>	<b>(30)</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>-1.5%</b>	<b>3.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.3%</b>	<b>0.0%</b>	<b>-4.9%</b>	<b>-3.4%</b>	
<b>Full Time Equivalents (FTE's)</b>	7.00	7.00	-	-	-	-	-	-	-	-	7.00	-
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

**City of Ottawa**

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

In Thousands (\$000)

2010 Baseline Adjustments / Explanations	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2011 Changes	
<b>Adjustments to Base Budget</b>				
Removal of one-time Management Professional Exempt performance pay.	(13)	-	(13)	-
<b>Total Adjustments to Base Budget</b>	<b>(13)</b>	<b>-</b>	<b>(13)</b>	<b>-</b>
2011 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2011 Changes	
<b>Maintain Services</b>				
All programs include an adjustment for contract settlement, increments and benefits adjustments.	30	-	30	-
<b>Total Maintain Services</b>	<b>30</b>	<b>-</b>	<b>30</b>	<b>-</b>
<b>Efficiencies</b>				
Allocation of Service Innovation & Efficiency Initiative.	(3)	-	(3)	-
<b>Total Efficiencies</b>	<b>(3)</b>	<b>-</b>	<b>(3)</b>	<b>-</b>
<b>Proposed Budget Changes</b>				
See following Proposed Budget Changes schedule for details	(44)	-	(44)	-
<b>Total Proposed Budget Changes</b>	<b>(44)</b>	<b>-</b>	<b>(44)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>(30)</b>	<b>-</b>	<b>(30)</b>	<b>-</b>

**City of Ottawa**

**City Operations Deputy City Manager's Office - Proposed Budget Changes**

In Thousands (\$000)

Strategy Category	Dept.	Branch	Program / Service Adjustment	2011 Proposed Budget Change			
				Exp	Rev	Net Impact	FTE Impact
4	DCMCO	City Operations Legislative	<b>Proposed Budget Change</b> Reduction in various line items related to the City Operations budget, including the purchase of office furniture, supplies, activities allocations, professional services and miscellaneous items.	(44)	-	(44)	-
			<b>Impact on Public / City Departments</b> The DCM- City Operations will strategically manage the various line item budgets in order to deliver the Service Excellence plan and other initiatives related to strategic support to the Department as well as Council.			-	-
<b>Total Proposed Budget Changes</b>				<b>(44)</b>	<b>-</b>	<b>(44)</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**  
**Finance & Economic Development Committee**  
**Capital Program**  
**In Thousands (\$000)**

**2011 Draft Budget**

<b>Service Area: DCM of City Operations</b>							
<b>Category</b>	<b>2011 Draft Capital Budget</b>	<b>Revenues</b>	<b>Tax Supported/ Dedicated Reserves</b>	<b>Gas Tax</b>	<b>Rate Supported Reserves</b>	<b>Development Charges</b>	<b>Debt</b>
Renewal of City Assets	-	-	-	-	-	-	-
Growth	-	-	-	-	-	-	-
Regulatory	-	-	-	-	-	-	-
Strategic Initiatives	<b>1,501</b>	-	1,501	-	-	-	-
<b>Total</b>	<b>1,501</b>	-	<b>1,501</b>	-	-	-	-

**City of Ottawa**  
**Service Area: DCM of City Operations**  
**In Thousands (\$000)**

**2011 Draft Budget**

Project Information		Financial Details					
<b>905717 SIEP CBMW Community Based Mobile WF</b>							
Dept:	Information Technology Services	Category	Strategic Initiatives	Ward	CW	Year of Completion:	2011
<p>This initiative focuses on making staff more accessible to the clients they serve and improving the effectiveness and efficiency of the service delivery processes by equipping staff with mobile devices and tools so that they: can deliver a broad range of services on-site and report on the progress of these services as they are being delivered. This initiative will require the establishment of more mechanisms to allow secure remote access to critical data, e-mail and enterprise applications. This initiative also incorporates mobile computing projects already underway such as: Mobile Units for Utility Services, In-Vehicle Computing for Paramedics, and Enforcement &amp; Inspections Mobile Computing</p>	<b>2011</b>	<b>1,501</b>	Unspent Previous Authority		4,941		
	Revenues	-	Rate Supported		-		
	Tax Supported/	1,501	Development Charges		-		
	Gas Tax	-	Debt		-		
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>		
	Authority Spending Plan	1,501	3,565	5,469	4,827		
	FTE's	-	4	1	-		
	Operating Impact	(130)	(4,417)	(3,075)	(1,668)		

# Organizational Development and Performance – 2011 Budget Briefing Note

## Description

The mandate of Organizational Development and Performance (ODP) is to bring leadership and resources to support and sustain the City's move toward customer focused service delivery and improved operational efficiency. The ODP Department supports City Council, City management and staff in ensuring that the City continues to deliver high-quality services and programs, that the community is able to provide input and feedback on those programs and services, and that surveys and performance measures are undertaken to ensure that the City is continuously improving its performance and that it is adopting and establishing innovative methods of delivering services. The Department is also responsible for corporate planning, performance management, corporate policy administration, organizational development, strategic community and client initiatives, corporate project management, the corporate implementation of Accessibility for Ontarians with Disabilities Act, and the delivery of services to citizens through the 3-1-1 Contact Centre and the seven Client Service Centres.

## Programs / Services Offered

The Department delivers on its mandate through the efforts of its 5 Branches – Client Services, Corporate Business Services, Client Service Strategies, Project Management Office and Organizational Development.

### **Client Services Branch**

The Client Services Branch (CSB) responds to and processes over 750,000 annual requests, inquiries and transactions from both our internal and external clients. Our nearly 100 employees assist various departments and branches throughout the City in recording request for services, accepting various applications and payments, issuing permits and answering general inquiries.

The Client Services Branch is divided into two units: the Client Services Centres, which provide face-to-face interactions with our **City's residents and visitors; as well as the 3-1-1 Contact Centre**, which provides service both by telephone and by e-mail to our clients.

### **Services Offered:**

Through its seven Client Service Centres, the Client Services Branch provides residents with access to a wide range of municipal services, such as:

- Payment of parking tickets
- Property tax bills
- Water bills
- Pet registration and renewals
- Payment for recreation and culture programs.

The four urban Client Service Centres are open from Monday to Friday and the three rural centres are open one day a week. The

# Organizational Development and Performance – 2011 Budget Briefing Note

## **Programs / Services Offered**

CSB, Service Ontario and Service Canada are partners in two Government Service Centres. Government Service Centres provide a one-stop service centre for access to information and services (at Kanata and Laurier locations).

### Client Service Counters

- Log service and/or information requests
- Solicit information regarding an event that may generate public inquiries or feedback
- Provide data-reports.
- Invite feedback about a service provided by CSC.
- Receive payments for City Services

The 3-1-1 Contact Centre provides answers on everything from recreation and marriage licenses to recycling, snow removal and parking, as well as urgent requests for service such as traffic lights not functioning, broken water mains and By-law complaints. The 3-1-1 Contact Centre is open 6 days a week for all inquiries and services and 24/7 for urgent requests.

### 3-1-1 Call Centre

- Record requests for services
- Provide data-reports (including statistical data outlining call metric stats and subject matter)
- Invite feedback about a service provided by 3-1-1
- Provide information on City Services and maintain a centralized knowledge base of departmental information.

## **Corporate Business Services**

The Corporate Business Services (CBS) branch provides internal consulting expertise and support to the Corporation and City departments in planning and executing strategic projects. In addition, CBS provides support for strategic planning, performance management, risk management, administrative policy, and project management.

The Corporate Planning and Performance Unit establishes the corporate-wide planning processes, develops the Corporate Strategic Plan, and helps departments develop strategic plans and branch plans that are aligned with Council priorities and reflective of service excellence goals. The unit also gathers, analyzes and disseminates performance data on Council-established priorities and helps departments and branches measure and report on their own performance.

### **Services Offered:**

- Identify and implement operational efficiencies through competitive service delivery and business process reviews
- Project management of large corporate and departmental projects and initiatives

# Organizational Development and Performance – 2011 Budget Briefing Note

## **Programs / Services Offered**

- Business case development /Best Practice Analysis
- Develop City Strategic Plan
- Conduct corporate environmental scans
- Provide corporate performance data and reports
- Develop service standards and performance measures
- Identify corporate and departmental risks / develop Corporate Risk Profile
- Develop and manage Corporate Administrative Policies and Procedures

## **Client Service Strategies**

The Client Service Strategies branch is responsible for facilitating equitable and inclusive access to City programs, services and facilities by:

- Developing, maintaining and brokering relationships with strategic client groups
- Providing the corporation with holistic knowledge and understanding of client expectations/needs in order to identify gaps and barriers, and potential opportunities to improve City programs and services.

CSS supports the building of capacity within-departments to conduct effective community engagement with diverse client segments; implement corporate strategies to promote policy change or service improvements; and provide innovative, creative real-time tools, mechanisms and processes to promote knowledge exchange, client assessment and engagement.

## **Services Offered:**

- Conduct *Equity and Inclusion Lens* training and policy consultation
- Provide client engagement tool kits and expertise for effective consultation with residents
- Conduct resident surveys
- Implement the Accessibility for Ontarians with Disabilities Act (AODA) Accessibility Standards, and resolve accessibility issues in a timely manner
- Provide trends information, analysis, and service strategies for key client segments including:
  - Aboriginal peoples
  - Immigrants
  - People with disabilities
  - Seniors
  - 5 Community Development Framework Neighbourhoods

# Organizational Development and Performance – 2011 Budget Briefing Note

## **Programs / Services Offered**

### **Project Management Office**

The Project Management Office supports the organization by coordinating strategy discussions on key corporate initiatives for the Senior and Executive Management teams. In addition, the PMO is responsible for coordinating the delivery of all ODP Service Excellence projects related to the Corporate Service Excellence Program as well as supports the management of ODP specific projects that sustain the ongoing operations within the Department.

#### **Services Offered:**

- Track and report on the status of the execution of corporate priorities **to the City's Executive and Senior Management** Committees
- Manage ODP service excellence initiatives in support of the Corporate program
- Support other departments to establish project governance, work plans, and reporting requirements related to projects that support the Corporate Service Excellence program or operational needs.
- Provide tools and templates to support project management
- Provide access to corporate knowledge repository
- Report on the corporate efficiency program

### **Organizational Development**

The primary objective of the Organizational Development (OD) Branch is to improve the productivity of the workforce, support the implementation of corporate transformational initiatives, and enhance service delivery, through activities focusing on professional relationships within the organization - between managers and staff, within teams, and across departmental lines. The OD Branch assists Corporate and Departmental clients in planning and implementing programs to increase their efficiency and effectiveness, and in instituting new practices to enable them to evolve continually to meet new business challenges. The OD Team uses best practice methodologies, tools and approaches in organizational development and change management, and facilitates the engagement of staff, management and clients in all change initiatives. OD creates an organizational focus on improving goal setting, communication, cross-departmental cooperation and role clarification. Finally, OD assesses the organization's readiness for service improvement and efficiency strategies, identifying areas requiring specific interventions to facilitate change.

#### **Services Offered:**

- Develop Change Management Strategy, Planning and Delivery
  - Conduct Audience Impact Analysis and Stakeholder Management
  - Develop Project Communication Strategy, Planning and Delivery
  - Develop Training Design, Development and Delivery
- Develop Employee Engagement Surveys and support the execution of Improvement Plans

# Organizational Development and Performance – 2011 Budget Briefing Note

## Programs / Services Offered

- Develop Service Improvement Strategy, Planning and support the implementation of Activities
- Conduct Team Effectiveness / Conflict Analysis and Resolution Activities
- Provide Leadership Development Strategies and Plans for client centric service transformation

## Re-Organizations

ODP was created out of the organizational re-alignment project in 2008. It was created through the consolidation of Corporate Planning & Performance Reporting; Administrative Policy Development; Risk Management; Accessibility; Strategic Initiatives and Business Planning, and the Service Excellence Office. In November 2009, changes were made to the Communications and Customer Service Department. As a result, the Client Services Branch including the 3-1-1 Contact Centre and seven Client Service Centres was moved to ODP. It achieved its current state in March 2010.

## Performance / Outcome Measures

### Performance:

- % of 3-1-1 calls answered by 3-1-1 agent within 120 seconds (target = 80%): 2008 - 81%; 2009 – 78%; 2010 projected – 77%
- Average # of days for responding to [311@ottawa.ca](mailto:311@ottawa.ca) emails (target = 5 days). 2010- 1.9 days. (new measurement as of 2010)
- % of clients waiting less than 5 minutes at City Hall client service centre (target = 67%). 2009 65%; 2010 projected 72%.

### Outcome:

- The City has a strategic plan that is aligned with council priorities and that provides a clear focus for all City managers and staff as they perform their jobs.
- The City uses a strategic planning, implementation, and evaluation process that allows the city to achieve its strategic goals.
- The City has designed and developed a performance reporting system that provides timely, accurate data about current performance and that is linked to the City Strategic Plan.
- Employee engagement and client satisfaction data is collected, analyzed and reported to Departments, which is then utilized in the service excellence planning process.
- Clients are engaged in a process of defining and improving the way that the city delivers services and develops communities; most clients indicate through surveys that they are satisfied with the services delivered by the City of Ottawa.
- The cost and timelines for delivering solutions to internal city clients are no greater than industry standards.
- Greater satisfaction with services delivered by the City of Ottawa, and improved engagement by community partners, and marginalized/diverse groups of residents– based on qualitative and quantitative surveying.
- Accessibility for Ontarians with Disabilities Act compliance targets met.
- Efficiency targets established by Council are monitored, reported and achieved within timelines.

## **Organizational Development and Performance – 2011 Budget Briefing Note**

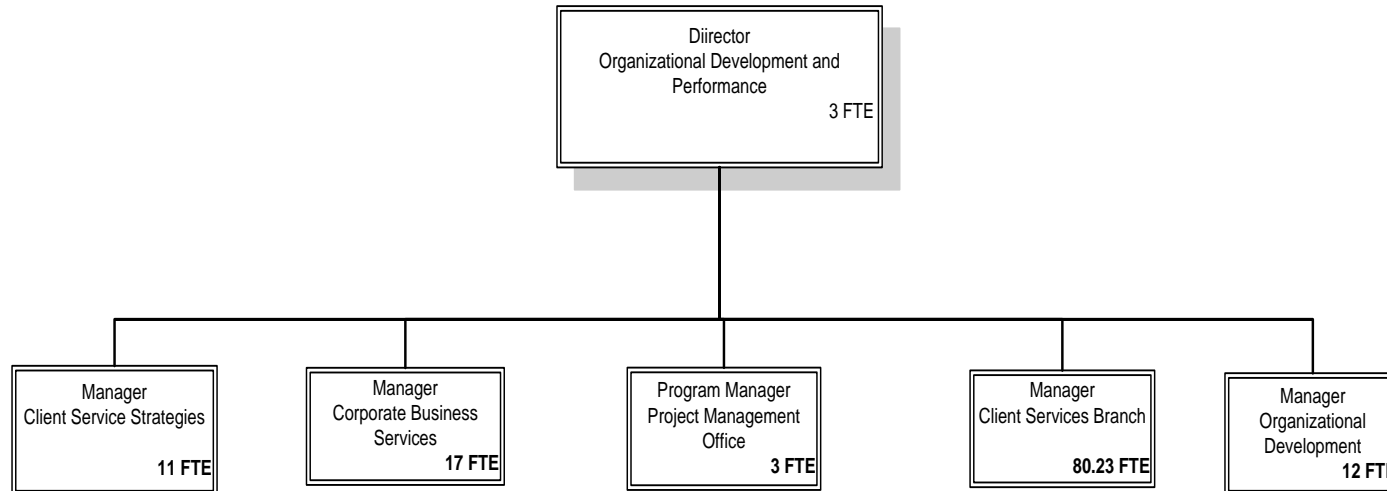
- Administrative policies are monitored and reviewed and revised within established timelines.
- Risk assessments are completed per direction each year and risk mitigation strategies identified.



# Organizational Development and Performance – 2011 Budget Briefing Note

## Org Chart

The Organizational Development and Performance Department has a total of 126.23 FTEs.





**City of Ottawa**  
**Organizational Development & Performance - Operating Resource Requirement**  
**In Thousands (\$000)**

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Expenditures by Program</b>						
Director's Office	716	824	824	836	12	120
Corporate Business Services	4,373	2,967	3,076	2,813	(263)	(1,560)
Client Services Strategies	1,117	1,298	1,378	1,395	17	278
Organizational Development	772	1,192	1,227	1,235	8	463
Client Services	6,362	6,248	6,048	6,125	77	(237)
Service Innovation & Efficiency Prog	-	-	(4)	(74)	(70)	(74)
<b>Gross Expenditure</b>	<b>13,340</b>	<b>12,529</b>	<b>12,549</b>	<b>12,330</b>	(219)	(1,010)
Recoveries & Allocations	(324)	(243)	(243)	(243)	-	81
Revenue	(1,701)	(181)	(191)	(191)	-	1,510
<b>Net Requirement</b>	<b>11,315</b>	<b>12,105</b>	<b>12,115</b>	<b>11,896</b>	<b>(219)</b>	<b>581</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	10,421	10,225	10,249	10,380	131	(41)
Overtime	74	45	45	45	-	(29)
Material & Services	2,715	2,000	2,000	1,720	(280)	(995)
Transfers/Grants/Financial Charges	10	29	29	29	-	19
Fleet Costs	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-
Other Internal Costs	120	230	230	230	-	110
Service Innovation & Efficiency Prog	-	-	(4)	(74)	(70)	(74)
<b>Gross Expenditures</b>	<b>13,340</b>	<b>12,529</b>	<b>12,549</b>	<b>12,330</b>	(219)	(1,010)
Recoveries & Allocations	(324)	(243)	(243)	(243)	-	81
<b>Net Expenditure</b>	<b>13,016</b>	<b>12,286</b>	<b>12,306</b>	<b>12,087</b>	<b>(219)</b>	<b>(929)</b>
<b>Revenues By Type</b>						
Federal	-	-	-	-	-	-
Provincial	(79)	(163)	(163)	(163)	-	(84)
Municipal	-	-	-	-	-	-
Own Funds	(1,590)	-	-	-	-	1,590
Fees and Services	(32)	(18)	(28)	(28)	-	4
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(1,701)</b>	<b>(181)</b>	<b>(191)</b>	<b>(191)</b>	<b>-</b>	<b>1,510</b>
<b>Net Requirement</b>	<b>11,315</b>	<b>12,105</b>	<b>12,115</b>	<b>11,896</b>	<b>(219)</b>	<b>581</b>
<b>Full Time Equivalent</b>	<b>126.23</b>	<b>126.23</b>	<b>126.23</b>	<b>126.23</b>	<b>-</b>	<b>-</b>

City of Ottawa

Organizational Development & Performance - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments						2011	\$ Change Over '10 Budget	
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes		Estimate
<b>Expenditures by Program</b>												
Director's Office	824	824	1	11	-	-	-	-	-	-	836	12
Corporate Business Services	2,967	3,076	(6)	33	-	-	-	-	-	(290)	2,813	(263)
Client Services Strategies	1,298	1,378	2	15	-	-	-	-	-	-	1,395	17
Organizational Development	1,192	1,227	(7)	15	-	-	-	-	-	-	1,235	8
Client Services	6,248	6,048	1	76	-	150	-	-	-	(150)	6,125	77
Service Innovation & Efficiency Prog	-	(4)	-	-	-	-	-	(70)	-	-	(74)	(70)
<b>Gross Expenditure</b>	<b>12,529</b>	<b>12,549</b>	<b>(9)</b>	<b>150</b>	<b>-</b>	<b>150</b>	<b>-</b>	<b>(70)</b>	<b>-</b>	<b>(440)</b>	<b>12,330</b>	<b>(219)</b>
Recoveries & Allocations	(243)	(243)	-	-	-	-	-	-	-	-	(243)	-
Revenue	(181)	(191)	-	-	-	-	-	-	-	-	(191)	-
<b>Net Requirement</b>	<b>12,105</b>	<b>12,115</b>	<b>(9)</b>	<b>150</b>	<b>-</b>	<b>150</b>	<b>-</b>	<b>(70)</b>	<b>-</b>	<b>(440)</b>	<b>11,896</b>	<b>(219)</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	10,225	10,249	(19)	150	-	150	-	-	-	(150)	10,380	131
Overtime	45	45	-	-	-	-	-	-	-	-	45	-
Material & Services	2,000	2,000	10	-	-	-	-	-	-	(290)	1,720	(280)
Transfers/Grants/Financial Charges	29	29	-	-	-	-	-	-	-	-	29	-
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	230	230	-	-	-	-	-	-	-	-	230	-
Service Innovation & Efficiency Prog	-	(4)	-	-	-	-	-	(70)	-	-	(74)	(70)
<b>Gross Expenditures</b>	<b>12,529</b>	<b>12,549</b>	<b>(9)</b>	<b>150</b>	<b>-</b>	<b>150</b>	<b>-</b>	<b>(70)</b>	<b>-</b>	<b>(440)</b>	<b>12,330</b>	<b>(219)</b>
Recoveries & Allocations	(243)	(243)	-	-	-	-	-	-	-	-	(243)	-
<b>Net Expenditure</b>	<b>12,286</b>	<b>12,306</b>	<b>(9)</b>	<b>150</b>	<b>-</b>	<b>150</b>	<b>-</b>	<b>(70)</b>	<b>-</b>	<b>(440)</b>	<b>12,087</b>	<b>(219)</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>-0.1%</b>	<b>1.2%</b>	<b>0.0%</b>	<b>1.2%</b>	<b>0.0%</b>	<b>-0.6%</b>	<b>0.0%</b>	<b>-3.6%</b>	<b>-1.8%</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	(163)	(163)	-	-	-	-	-	-	-	-	(163)	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	(18)	(28)	-	-	-	-	-	-	-	-	(28)	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(181)</b>	<b>(191)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(191)</b>	<b>-</b>
<b>Percent of 2010 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>12,105</b>	<b>12,115</b>	<b>(9)</b>	<b>150</b>	<b>-</b>	<b>150</b>	<b>-</b>	<b>(70)</b>	<b>-</b>	<b>(440)</b>	<b>11,896</b>	<b>(219)</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>-0.1%</b>	<b>1.2%</b>	<b>0.0%</b>	<b>1.2%</b>	<b>0.0%</b>	<b>-0.6%</b>	<b>0.0%</b>	<b>-3.6%</b>	<b>-1.8%</b>	
<b>Full Time Equivalents (FTE's)</b>	126.23	126.23	-	-	-	2.00	-	-	-	(2.00)	<b>126.23</b>	-
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-1.6%</b>	<b>0.0%</b>	

**City of Ottawa**

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

In Thousands (\$000)

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Forecast vs. Budget Variance Explanation</b>			
Minor gapping savings across various branches are projected to offset a shortfall in revenue from the sale of promotional items.	20	(10)	10
<b>Total Surplus / (Deficit)</b>	<b>20</b>	<b>(10)</b>	<b>10</b>

2010 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for implementation of Harmonized Sales Tax.	10	-	10	-
Removal of one-time Management Professional Exempt performance pay.	(19)	-	(19)	-
<b>Total Adjustments to Base Budget</b>	<b>(9)</b>	<b>-</b>	<b>(9)</b>	<b>-</b>

<b>Maintain Services</b>				
All programs include an adjustment for contract settlement, increments and benefit adjustments.	150	-	150	-
<b>Total Maintain Services</b>	<b>150</b>	<b>-</b>	<b>150</b>	<b>-</b>

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Growth</b>				
Additional requirements to meet increased call volume.	150	-	150	2.00
<b>Total Growth</b>	<b>150</b>	<b>-</b>	<b>150</b>	<b>2.00</b>

<b>Efficiencies</b>				
Allocation of Service Innovation & Efficiency Initiative	(70)	-	(70)	-
<b>Total Efficiencies</b>	<b>(70)</b>	<b>-</b>	<b>(70)</b>	<b>-</b>

<b>User Fees &amp; Charges</b>				
See following user fee schedule for details on the specific rates.			-	
<b>Total User Fees &amp; Charges</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>Proposed Budget Changes</b>				
See following Proposed Budget Changes schedule for details	(440)	-	(440)	(2.00)
<b>Total Proposed Budget Changes</b>	<b>(440)</b>	<b>-</b>	<b>(440)</b>	<b>(2.00)</b>

<b>Total Budget Changes</b>	<b>(219)</b>	<b>-</b>	<b>(219)</b>	<b>-</b>
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**City of Ottawa**  
**Organizational Development & Performance - User Fees**

User Fees	2009 Rate	2010 Rate	2011 Rate	% Change Over		Effective Date	2011 Revenue
	\$	\$	\$	2010	2009	DD-MMM-YY	(\$000)
<b>Community &amp; Customer Service</b>							
Photocopies							
First Page	1.10	1.12	1.14	2.0%	3.9%	01-Apr-10	-
Each additional page	0.30	0.31	0.32	2.0%	5.4%	01-Apr-10	-
<b>Promotional Merchandise</b>							
<b>*new* Conference Bag</b>	-	15.00	15.30	2.0%	n/a	01-Apr-10	
<b>*new* Travel Mug (Cayman)</b>	-	7.00	7.15	2.1%	n/a	01-Apr-10	
<b>*new* USB Flashdrive</b>	-	18.00	18.50	2.8%	n/a	01-Apr-10	
<b>*new* Waterbottle Holder</b>	-	2.50	2.55	2.0%	n/a	01-Apr-10	
<b>*new* Cell Phone Holder</b>	-	4.50	4.75	5.6%	n/a	01-Apr-10	
<b>*new* Polar Fleece Jacket</b>	-	28.00	28.00	0.0%	n/a	01-Apr-10	
<b>*new* Polar Fleece Vest</b>	-	22.00	22.00	0.0%	n/a	01-Apr-10	
Badge Holder	2.50	2.55	2.60	2.0%	4.0%	01-Apr-10	-
Buttons	0.30	0.31	0.30	-3.2%	0.0%	01-Apr-10	-
Colored Pencil	0.50	0.51	0.50	-2.0%	n/a	01-Apr-10	-
Corn Mug (Environmentally Friendly)	12.00	12.25	12.50	2.0%	n/a	01-Apr-10	-
Custom Baseball Caps	9.50	9.70	9.75	0.5%	2.6%	01-Apr-10	-
Desk Top Flag	6.50	6.65	6.65	0.0%	2.3%	01-Apr-10	-
Executive Pen	14.00	14.30	14.50	1.4%	n/a	01-Apr-10	-
Flag Large 9x5	76.00	77.50	79.00	1.9%	3.9%	01-Apr-10	-
Flag Small 6x3	57.00	58.15	59.00	1.5%	3.5%	01-Apr-10	-
Flask Set	21.00	21.45	22.00	2.6%	4.8%	01-Apr-10	-
Fleece Blanket	13.00	13.25	13.50	1.9%	3.8%	01-Apr-10	-
Fleece Scarf	6.00	6.15	6.50	5.7%	n/a	01-Apr-10	-
Fleece Toque	6.00	6.15	6.50	5.7%	n/a	01-Apr-10	-
Golf Balls	6.50	6.65	6.75	1.5%	3.8%	01-Apr-10	-
Golf Shirt - Red or Green	20.00	20.50	21.00	2.4%	5.0%	01-Apr-10	-
Golf Shirts - Ladies - Black, Midnight Blue, Newport Blue, Sand D	20.00	20.50	20.50	0.0%	2.5%	01-Apr-10	-
Golf Shirts - Ladies - French Blue, Blue, Beige	18.00	18.40	18.40	0.0%	2.2%	01-Apr-10	-
Golf Shirts - Men	18.00	18.40	18.40	0.0%	2.2%	01-Apr-10	-
Heritage Books	7.00	7.15	7.25	1.4%	n/a	01-Apr-10	-
Keylight Key Chain	2.60	2.65	2.75	3.8%	5.8%	01-Apr-10	-
Lanyard	2.50	2.55	2.75	7.8%	10.0%	01-Apr-10	-
Lapel Pins (Gold)	1.50	1.55	1.55	0.0%	3.3%	01-Apr-10	-
Mint Dispenser	1.30	1.35	1.35	0.0%	3.8%	01-Apr-10	-
Mouse Pad	5.95	6.05	6.25	3.3%	5.0%	01-Apr-10	-
Mug - Standard	4.50	4.60	4.60	0.0%	n/a	01-Apr-10	-

**City of Ottawa**  
**Organizational Development & Performance - User Fees**

User Fees	2009 Rate	2010 Rate	2011 Rate	% Change Over		Effective Date	2011 Revenue
	\$	\$	\$	2010	2009	DD-MMM-YY	(\$000)
Padfolio - large	17.00	17.35	17.35	0.0%	2.1%	01-Apr-10	-
Padfolio - Small	14.00	14.30	14.50	1.4%	n/a	01-Apr-10	-
<b>Promotional Merchandise (Cont.)</b>							
Pen - Light Blue, Black, Yellow, Navy	1.00	1.05	1.05	0.0%	5.0%	01-Apr-10	-
Pen & Pencil Set - Trojan	3.60	3.70	3.75	1.4%	4.2%	01-Apr-10	-
Playing Cards ~	2.50	2.55	2.75	7.8%	10.0%	01-Apr-10	-
Short Sleeved T-Shirt	9.00	9.20	9.20	0.0%	2.2%	01-Apr-10	-
Single Strap Knapsack	8.50	8.70	8.75	0.6%	2.9%	01-Apr-10	-
Stainless Steel Water Bottle - Silver or Blue	10.00	10.20	10.25	0.5%	n/a	01-Apr-10	-
Tattoos	0.20	0.21	0.20	-4.8%	0.0%	01-Apr-10	-
<b>Total Community &amp; Customer Service</b>							-

# City of Ottawa

## Organizational Development & Performance - Proposed Budget Changes

In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2011 Proposed Budget Change			
			Exp	Rev	Net Impact	FTE Impact
2	Various	<b>Proposed Budget Change</b> 2 FTEs to manage additional call volumes deferred.	(150)	-	(150)	(2.00)
		<b>Impact on Public / City Departments</b> This could lead to increased call waiting time from the standard of 80% of calls being answered in 120 seconds or less.				
4	Various	<b>Proposed Budget Change</b> Reduce base budget.	(290)	-	(290)	-
		<b>Impact on Public / City Departments</b> A reduction in the Professional services budget will result in a number of Service Excellence initiatives being delivered in house, delayed or cancelled such as shared services final phase of implementation, an environmental scan, the implementation of an Interactive Response System (IRS) project and the completion of an alternative service review planned for 2011.				
<b>Total Proposed Budget Changes</b>			<b>(440)</b>	<b>-</b>	<b>(440)</b>	<b>(2.00)</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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# Human Resources Department – 2011 Budget Briefing Note

## Description

Human Resources develops and manages corporate HR programs / strategies to attract, develop, deploy and retain a diverse and engaged workforce; and, delivers services which identify needs and provide comprehensive advice/solutions to managers and employees on all human resource related matters.

The Human Resources Department is responsible for delivery of the following services:

- Develop corporate HR strategy / plan and supporting programs, policies and processes;
- Workforce analytics (e.g. Talent Scorecard) and corporate and management reports to support decision making;
- Monitor and research labour market, legislative trends and HR leading practices;
- Develop recruitment and staffing programs; new employee orientation; workforce adjustment; administer terminations / retirements;
- Develop and manage process and tools for workforce planning and succession planning;
- Develop and manage programs and initiatives to create and sustain a diverse and inclusive workplace;
- Develop and manage compensation strategy, frameworks and processes;
- Develop and administer benefit & pension plans;
- Develop and implement job and organization design methodologies and job evaluation systems;
- Develop and manage employee recognition program;
- Leadership and employee training & development;
- Develop and manage employee health & wellness programs;
- Develop and support a corporate safety program framework;
- Provide interpretation & advice regarding collective agreements and corporate HR policies;
- Support resolution of workplace conflict;
- Maintain and enhance functionality of the HR information system (SAP-HR).

# Human Resources Department – 2011 Budget Briefing Note

Programs / Services Offered	Programs / Services Offered
<p><b><i>Compensation and Benefits</i></b></p> <ul style="list-style-type: none"> <li>• Pension and Benefits</li> <li>• Compensation</li> <li>• HR Systems and Reporting</li> <li>• Organization Design and Job Evaluation</li> </ul>	<p><b><i>Resourcing and Talent Management</i></b></p> <ul style="list-style-type: none"> <li>• Talent Management Strategy and Reporting</li> <li>• Performance Development Programs</li> <li>• Employee Recognition Program</li> <li>• Leadership and Employee Development (Learning Center)</li> <li>• Workforce analytics and Succession Planning</li> <li>• Recruitment and Staffing</li> </ul>
<p><b><i>Occupational Health and Safety</i></b></p> <ul style="list-style-type: none"> <li>• Health and Wellness</li> <li>• Safety</li> <li>• Employee Assistance Program</li> <li>• Attendance Management Program</li> </ul>	<p><b><i>Human Resources Client and Business Solutions</i></b></p> <ul style="list-style-type: none"> <li>• Client Relationship Management / Advisory</li> <li>• HR Service Centre</li> <li>• Service Innovation Initiatives (process automation)</li> <li>• Permanent Accommodation and Priority Placement</li> <li>• Workforce Adjustment</li> </ul>
<p><b><i>Diversity and Employment Equity</i></b></p> <ul style="list-style-type: none"> <li>• Diversity and Human Rights training</li> <li>• Program development (e.g. Equity and Inclusion)</li> <li>• Diversity and Employment Equity Plan development</li> </ul>	

## Human Resources Department – 2011 Budget Briefing Note

Performance / Outcome Measures	Performance / Outcome Measures
<ul style="list-style-type: none"> <li>• <b>HR Staff per 100 Full Time Equivalents* (FTEs) **</b> City of Ottawa: 1.52 Industry: 2.07</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Average Training Expenditure per Employee ***</b> City of Ottawa: \$ 362.00 Industry: \$ 375.56</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Benefit Expense to Compensation Expense ***</b> City of Ottawa: 11.3% Industry: 11.0%</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Overall Grievance Rate ***</b> City of Ottawa: 2.55% Industry: 3.74%</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Workers Comp Lost Time Incident Rate ***</b> City of Ottawa: 3.29% Industry: 3.91%</li> </ul>	
<p>* Full Time Equivalent (FTE) is defined as a permanent budgeted position.            ** The Conference Board of Canada Human Resources Trends and Metrics – June 2010. Industry defined as Median Government. For the City of Ottawa, this measure includes Payroll and Labour Relations for comparability purposes.            *** Human Resources Benchmarking Network (HRBN) Annual Benchmarking Survey 2010 (2009 Results). Industry defined as Municipal Weighted Average unless specified in performance measure.</p>	

## Human Resources Department – 2011 Budget Briefing Note

### 2011 Budget Risks / Other Considerations

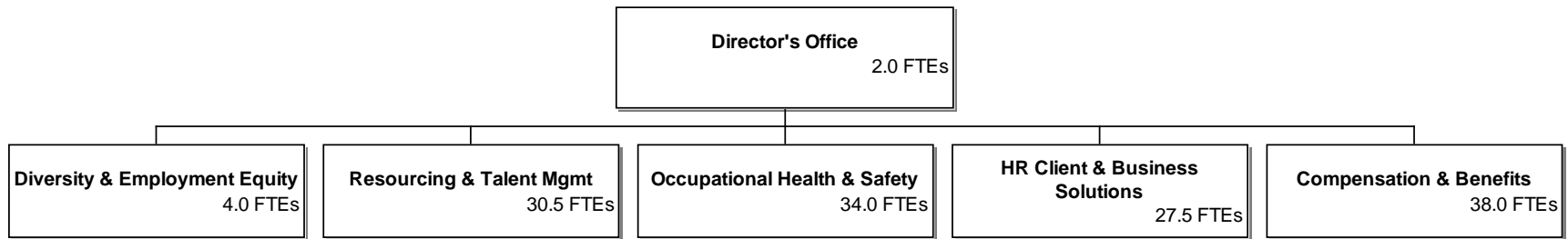
A critical component of the City's success rests on the organization's ability to attract, retain and engage the "right" employees. It is estimated that approximately 25% of the management group are eligible to retire within the next 4 years which points to a need to build leadership capacity. Overall, it is projected that 13.8% of the organization will be eligible to retire affecting many of the City's core talent segments, e.g. engineers, building officials, finance, skilled trades, indicating a need for workforce planning and knowledge transfer as workers approach retirement. Similar trends are apparent in the external labour market suggesting increasing challenges related to recruiting and retaining experienced skilled talent.

Investment in HR strategy and programs facilitates the City's ability to compete for talent; to create a diverse and inclusive workforce reflective of the community we serve; to manage and align employee performance with corporate goals; and to implement succession and knowledge transfer plans to sustain delivery of City services by experienced and knowledgeable staff. The current focus is to build leadership capacity and develop employees while creating a work environment that promotes employee performance and productivity.

# Human Resources Department – 2011 Budget Briefing Note

## Org Chart

### Human Resources Department (136.0 FTEs)





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

In Thousands (\$000)

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Expenditures by Program</b>						
Director's Office	327	305	323	326	3	(1)
Diversity & Employment Equity	371	492	545	452	(93)	81
HR Client & Business Solutions	2,969	2,788	2,708	2,748	40	(221)
Resourcing & Talent Management	3,798	4,532	4,235	4,332	97	534
Compensation & Benefits	3,975	4,039	3,867	3,945	78	(30)
Occupational Health & Safety	3,253	3,456	3,310	3,476	166	223
Service Innovation & Efficiency Prog	-	-	(4)	(328)	(324)	(328)
<b>Gross Expenditure</b>	<b>14,693</b>	<b>15,612</b>	<b>14,984</b>	<b>14,951</b>	<b>(33)</b>	<b>258</b>
Recoveries & Allocations	(1,097)	(976)	(818)	(818)	-	279
Revenue	(73)	-	-	-	-	73
<b>Net Requirement</b>	<b>13,523</b>	<b>14,636</b>	<b>14,166</b>	<b>14,133</b>	<b>(33)</b>	<b>610</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	11,782	12,321	11,891	12,272	381	490
Overtime	10	8	4	4	-	(6)
Material & Services	2,701	3,101	2,955	2,865	(90)	164
Transfers/Grants/Financial Charges	-	1	-	-	-	-
Fleet Costs	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-
Other Internal Costs	200	181	138	138	-	(62)
Service Innovation & Efficiency Prog	-	-	(4)	(328)	(324)	(328)
<b>Gross Expenditures</b>	<b>14,693</b>	<b>15,612</b>	<b>14,984</b>	<b>14,951</b>	<b>(33)</b>	<b>258</b>
Recoveries & Allocations	(1,097)	(976)	(818)	(818)	-	279
<b>Net Expenditure</b>	<b>13,596</b>	<b>14,636</b>	<b>14,166</b>	<b>14,133</b>	<b>(33)</b>	<b>537</b>
<b>Revenues By Type</b>						
Federal	-	-	-	-	-	-
Provincial	-	-	-	-	-	-
Municipal	-	-	-	-	-	-
Own Funds	(73)	-	-	-	-	73
Fees and Services	-	-	-	-	-	-
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(73)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>73</b>
<b>Net Requirement</b>	<b>13,523</b>	<b>14,636</b>	<b>14,166</b>	<b>14,133</b>	<b>(33)</b>	<b>610</b>
<b>Full Time Equivalents</b>	<b>136.00</b>	<b>136.00</b>	<b>136.00</b>	<b>136.00</b>	<b>-</b>	<b>-</b>

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
<b>Expenditures by Program</b>												
Director's Office	305	323	-	3	-	-	-	-	-	-	326	3
Diversity & Employment Equity	492	545	(100)	7	-	-	-	-	-	-	452	(93)
HR Client & Business Solutions	2,788	2,708	(28)	68	-	-	-	-	-	-	2,748	40
Resourcing & Talent Management	4,532	4,235	1	96	-	-	-	-	-	-	4,332	97
Compensation & Benefits	4,039	3,867	(29)	107	-	-	-	-	-	-	3,945	78
Occupational Health & Safety	3,456	3,310	(18)	184	-	-	-	-	-	-	3,476	166
Service Innovation & Efficiency Prog	-	(4)	-	-	-	-	-	(324)	-	-	(328)	(324)
<b>Gross Expenditure</b>	<b>15,612</b>	<b>14,984</b>	<b>(174)</b>	<b>465</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(324)</b>	<b>-</b>	<b>-</b>	<b>14,951</b>	<b>(33)</b>
Recoveries & Allocations	(976)	(818)	-	-	-	-	-	-	-	-	(818)	-
Revenue	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Requirement</b>	<b>14,636</b>	<b>14,166</b>	<b>(174)</b>	<b>465</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(324)</b>	<b>-</b>	<b>-</b>	<b>14,133</b>	<b>(33)</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	12,321	11,891	(84)	465	-	-	-	-	-	-	12,272	381
Overtime	8	4	-	-	-	-	-	-	-	-	4	-
Material & Services	3,101	2,955	(90)	-	-	-	-	-	-	-	2,865	(90)
Transfers/Grants/Financial Charges	1	-	-	-	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	181	138	-	-	-	-	-	-	-	-	138	-
Service Innovation & Efficiency Prog	-	(4)	-	-	-	-	-	(324)	-	-	(328)	(324)
<b>Gross Expenditures</b>	<b>15,612</b>	<b>14,984</b>	<b>(174)</b>	<b>465</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(324)</b>	<b>-</b>	<b>-</b>	<b>14,951</b>	<b>(33)</b>
Recoveries & Allocations	(976)	(818)	-	-	-	-	-	-	-	-	(818)	-
<b>Net Expenditure</b>	<b>14,636</b>	<b>14,166</b>	<b>(174)</b>	<b>465</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(324)</b>	<b>-</b>	<b>-</b>	<b>14,133</b>	<b>(33)</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>-1.2%</b>	<b>3.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-2.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.2%</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent of 2010 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>14,636</b>	<b>14,166</b>	<b>(174)</b>	<b>465</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(324)</b>	<b>-</b>	<b>-</b>	<b>14,133</b>	<b>(33)</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>-1.2%</b>	<b>3.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-2.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.2%</b>	
<b>Full Time Equivalents (FTE's)</b>	136.00	136.00	-	-	-	-	-	-	-	-	136.00	-
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	



# City of Ottawa

## Human Resources - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Forecast vs. Budget Variance Explanation</b> Forecasting year end deficit due to pressures to meet additional demands for employee training / development, demands for supervisory and management development, increased demand for second language training and assessment and increased cost of long service and retirement awards.	(470)	-	(470)
	<b>(470)</b>	<b>-</b>	<b>(470)</b>

2010 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Removal of one-time Employment System Review (Diversity & Employment Equity Branch).	(100)	-	(100)	-
Adjustment for implementation of Harmonized Sales Tax.	10	-	10	-
Removal of one-time Management Professional Exempt performance pay.	(84)	-	(84)	-
<b>Total Adjustments to Base Budget</b>	<b>(174)</b>	<b>-</b>	<b>(174)</b>	<b>-</b>

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Maintain Services</b> All programs include an adjustment for contract settlement, increments and benefits adjustments.	465	-	465	-
<b>Total Maintain Services</b>	<b>465</b>	<b>-</b>	<b>465</b>	<b>-</b>
<b>Efficiencies</b> Allocation of Service Innovation & Efficiency Initiative.	(324)	-	(324)	-
<b>Total Efficiencies</b>	<b>(324)</b>	<b>-</b>	<b>(324)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>(33)</b>	<b>-</b>	<b>(33)</b>	<b>-</b>

# Information Technology Services (ITS) Department

## 2011 Budget Briefing Note

### Description

The Information Technology Services (ITS) department provides secure access to information for City staff and citizens, and ensures that the information technology that departments use every day to deliver City services is reliable, cost effective, and well managed. This is accomplished by providing technology solutions, automating manual business processes, and improving the management of information to make it accessible to City staff and citizens, while protecting privacy and fostering openness.

### Programs / Services Offered

- The City's wired and wireless telecommunications and network infrastructure
- Corporate-wide and departmental business and desktop systems/applications
- Records and information management across the corporation

### Organizational Structure

- **Client Services Branch:** Provides 'single point of contact' for the resolution of IT service requests via the IT Corporate Service Desk. Primary contact for all departments to obtain information on IT services and products, service negotiations, technology priority setting, and issue resolution. Manages the IT project intake process. Provides client-facing Information Management Services including records offices and electronic records management systems (BIMS).
- **Enterprise Solutions Branch:** Provides third-party corporate applications integration and support in areas such as Geographic Information Systems (MAP/GIS), SAP, electronic document management, business intelligence/data warehousing. Develops in-house corporate applications as well as integration, support, maintenance, training, change management and database management. Supports and administers the Ottawa.ca and Ozone websites.

# Information Technology Services (ITS) Department 2011 Budget Briefing Note

## Organizational Structure

- **Business Solutions Branch:** Provides third-party application integration and support for departmental applications such as the CLASS Recreation system, Integrated Library System and ACT. Develops in-house departmental applications as well as integration, support, maintenance, training, change management and database management. Manages the Application Renewal Program, which addresses replacement of end-of-life applications and implementation of new architecture environment. Provides application integration, support and maintenance for two-way radio networks and extensive security systems for Transit services (OC Transpo) as well as maintains automated transit station systems.
- **Business Technology Architecture Branch:** Develop/define business technology strategies for key business areas. Establish, maintain, and evolve architecture “reference models” that support the enterprise model. Perform industry benchmarking on ITS functions and expenditures. Provide research on emerging technologies and develop position papers for informed decision making.
- **Information, Security and Project Services Branch:** Develops, monitors and maintains Corporate and Departmental IM/IT policies. Reports, monitors and tracks IT project activities. Conducts IT project prioritization, performance measurements and Total Cost of Ownership (TCO) industry benchmarking. Manages IT professional services contracts and related standing offers. Provides information and technology security, risk management and emergency planning services.
- **Technology Infrastructure Branch:** Securely operates and maintains the City's computer, telephone, cell phones, voicemail and email systems. Supports, maintains and operates computer data centres. Ensures buildings have connectivity and standard cabling and communications infrastructure

# Information Technology Services (ITS) Department

## 2011 Budget Briefing Note

### Performance / Outcome Measures

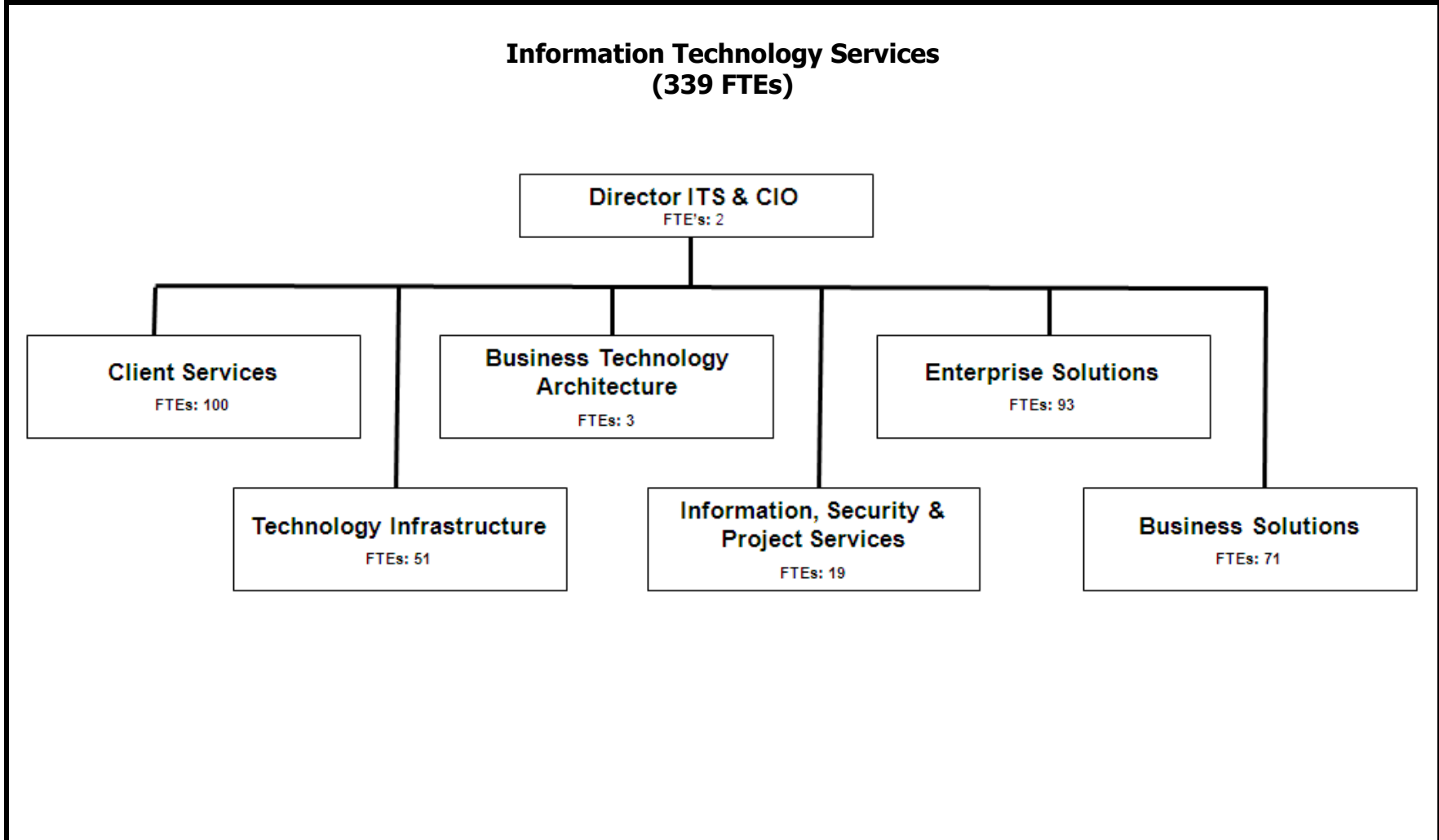
- Total Cost of Ownership (TCO), an industry standard efficiency measure, reflects an 11.4% increase in 2009 (\$3,324 per user) for the cost of infrastructure and application maintenance and support for the City network user base. This remains below the industry spending rates for State/Local governments, which was averaging at \$7,400 per user (source: Gartner).
- During the same period, from 2008 to 2009, the annual growth rate of the **City's IT infrastructure and number of** computer users was 7.7%, with increases planned for the 2010 year. This increase in user base was also matched with a 13.9% increase in servers and a 95% increase in laptop devices.
- As a percent of the total city budget, total annual IT operating expenditure dipped slightly in 2007 and remained flat from then through to 2010 at 1.8% (2006 was at 2%). State/Local government average for 2009 and 2010 is at the 4% level (source: Gartner).
- With limited FTE growth in the ITS department since 2004 and steady growth in client base during same time period, the current percentage of IT support staff to City staff is 2.3%. The industry average for State/Local Government is at the 3.8% level (source: Gartner).

### 2011 Budget Risks / Other Considerations

- Increased technology requirements from client departments seeking to leverage technology to find efficiencies in their operations, or address legislative and audit driven recommendations for technology solutions.
- As part of the budget process, the ITS department will be providing the IT Sub-Committee an update on the City of Ottawa Five-Year Technology Roadmap.
- The ITS department is actively participating in the City's Service Innovation and Efficiency program that will introduce a number of large scale technology investments.

# Information Technology Services (ITS) Department 2011 Budget Briefing Note

## Org Chart





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

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Expenditures by Program</b>						
Director's Office	461	344	345	355	10	(106)
Technology Infrastructure	10,716	10,024	9,922	9,839	(83)	(877)
Client Services	9,100	9,387	9,340	9,350	10	250
Business Solutions	8,573	8,786	8,786	9,136	350	563
Enterprise Solutions	13,369	13,674	13,355	13,824	469	455
IM/IT Architecture & Security	2,143	2,312	2,302	2,509	207	366
Service Innovation & Efficiency Prog	-	464	437	466	29	466
<b>Gross Expenditure</b>	<b>44,362</b>	<b>44,991</b>	<b>44,487</b>	<b>45,479</b>	992	1,117
Recoveries & Allocations	(4,716)	(4,506)	(4,506)	(4,456)	50	260
Revenue	(393)	(6)	(31)	(6)	25	387
<b>Net Requirement</b>	<b>39,253</b>	<b>40,479</b>	<b>39,950</b>	<b>41,017</b>	<b>1,067</b>	<b>1,764</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	28,789	30,139	29,250	31,268	2,018	2,479
Overtime	289	293	423	423	-	134
Material & Services	15,245	14,494	14,738	15,542	804	297
Transfers/Grants/Financial Charges	-	50	50	-	(50)	-
Fleet Costs	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-
Other Internal Costs	39	15	15	15	-	(24)
Service Innovation & Efficiency Prog	-	-	-	(439)	(439)	(439)
<b>Gross Expenditures</b>	<b>44,362</b>	<b>44,991</b>	<b>44,476</b>	<b>46,809</b>	<b>2,333</b>	<b>2,447</b>
Recoveries & Allocations	(4,716)	(4,506)	(4,506)	(4,456)	50	260
<b>Net Expenditure</b>	<b>39,646</b>	<b>40,485</b>	<b>39,970</b>	<b>42,353</b>	<b>2,383</b>	<b>2,707</b>
<b>Revenues By Type</b>						
Federal	-	-	-	-	-	-
Provincial	(386)	-	-	-	-	386
Municipal	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-
Fees and Services	(7)	(6)	(31)	(6)	25	1
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(393)</b>	<b>(6)</b>	<b>(31)</b>	<b>(6)</b>	<b>25</b>	<b>387</b>
<b>Net Requirement</b>	<b>39,253</b>	<b>40,479</b>	<b>39,939</b>	<b>42,347</b>	<b>2,408</b>	<b>3,094</b>
<b>Full Time Equivalents</b>	<b>336.00</b>	<b>339.00</b>	<b>339.00</b>	<b>347.00</b>	<b>8.00</b>	<b>11.00</b>

City of Ottawa

Information Technology Services - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
<b>Expenditures by Program</b>												
Director's Office	344	345	-	10	-	-	-	-	-	-	355	10
Technology Infrastructure	10,024	9,922	(372)	219	-	70	-	-	-	-	9,839	(83)
Client Services	9,387	9,340	(42)	52	-	-	-	-	-	-	9,350	10
Business Solutions	8,786	8,786	(102)	452	-	-	-	-	-	-	9,136	350
Enterprise Solutions	13,674	13,355	(173)	367	-	275	-	-	-	-	13,824	469
IM/IT Architecture & Security	2,312	2,302	(54)	161	-	-	200	-	-	(100)	2,509	207
Business Technology & Architecture	464	437	-	29	-	-	-	-	-	-	466	29
Service Innovation & Efficiency Prog	-	(11)	-	-	-	-	-	1,341	-	-	1,330	1,341
<b>Gross Expenditure</b>	<b>44,991</b>	<b>44,476</b>	<b>(743)</b>	<b>1,290</b>	<b>-</b>	<b>345</b>	<b>200</b>	<b>1,341</b>	<b>-</b>	<b>(100)</b>	<b>46,809</b>	<b>2,333</b>
Recoveries & Allocations	(4,506)	(4,506)	-	(50)	-	-	-	-	-	100	(4,456)	50
Revenue	(6)	(31)	25	-	-	-	-	-	-	-	(6)	25
<b>Net Requirement</b>	<b>40,479</b>	<b>39,939</b>	<b>(718)</b>	<b>1,240</b>	<b>-</b>	<b>345</b>	<b>200</b>	<b>1,341</b>	<b>-</b>	<b>-</b>	<b>42,347</b>	<b>2,408</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	30,139	29,250	(17)	1,290	-	345	-	500	-	(100)	31,268	2,018
Overtime	293	423	-	-	-	-	-	-	-	-	423	-
Material & Services	14,494	14,738	(676)	-	-	-	200	1,280	-	-	15,542	804
Transfers/Grants/Financial Charges	50	50	(50)	-	-	-	-	-	-	-	-	(50)
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	15	15	-	-	-	-	-	-	-	-	15	-
Service Innovation & Efficiency Prog	-	-	-	-	-	-	-	(439)	-	-	(439)	(439)
<b>Gross Expenditures</b>	<b>44,991</b>	<b>44,476</b>	<b>(743)</b>	<b>1,290</b>	<b>-</b>	<b>345</b>	<b>200</b>	<b>1,341</b>	<b>-</b>	<b>(100)</b>	<b>46,809</b>	<b>2,333</b>
Recoveries & Allocations	(4,506)	(4,506)	-	(50)	-	-	-	-	-	100	(4,456)	50
<b>Net Expenditure</b>	<b>40,485</b>	<b>39,970</b>	<b>(743)</b>	<b>1,240</b>	<b>-</b>	<b>345</b>	<b>200</b>	<b>1,341</b>	<b>-</b>	<b>-</b>	<b>42,353</b>	<b>2,383</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>-1.9%</b>	<b>3.1%</b>	<b>0.0%</b>	<b>0.9%</b>	<b>0.5%</b>	<b>3.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>6.0%</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	(6)	(31)	25	-	-	-	-	-	-	-	(6)	25
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(6)</b>	<b>(31)</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(6)</b>	<b>25</b>
<b>Percent of 2010 Revenue Budget</b>			<b>-80.6%</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>-80.6%</b>	
<b>Net Requirement</b>	<b>40,479</b>	<b>39,939</b>	<b>(718)</b>	<b>1,240</b>	<b>-</b>	<b>345</b>	<b>200</b>	<b>1,341</b>	<b>-</b>	<b>-</b>	<b>42,347</b>	<b>2,408</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>-1.8%</b>	<b>3.1%</b>	<b>0.0%</b>	<b>0.9%</b>	<b>0.5%</b>	<b>3.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>6.0%</b>	
<b>Full Time Equivalents (FTE's)</b>	339.00	339.00	-	-	-	4.00	-	5.00	-	(1.00)	347.00	8.00
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.2%</b>	<b>0.0%</b>	<b>1.5%</b>	<b>0.0%</b>	<b>-0.3%</b>	<b>2.4%</b>	



**City of Ottawa**

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

In Thousands (\$000)

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Forecast vs. Budget Variance Explanation</b>			
Deficit primarily in the Enterprise Solutions and the Technology Infrastructure Branches due to increases in software license/maintenance fees required to maintain existing contractual commitments for ongoing vendor support, vendor price increases in software packages, such as 2010 for Oracle and increased professional requirements for projects like the Payment Card Industry compliance project which has a mandatory completion date of December 31, 2010.	(515)	-	(515)
Unachieved payphone revenue.	-	(25)	(25)
<b>Total Surplus / (Deficit)</b>	<b>(515)</b>	<b>(25)</b>	<b>(540)</b>

2010 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Removal of the one-time Open Government Grant.	(50)	-	(50)	-
Adjustment for implementation of Harmonized Sales Tax.	(651)	-	(651)	-
Removal of one-time Management Professional Exempt performance pay.	(17)	-	(17)	-
Adjustment for payphone revenue which is no longer achievable.	(25)	25	-	-
<b>Total Adjustments to Base Budget</b>	<b>(743)</b>	<b>25</b>	<b>(718)</b>	<b>-</b>

**City of Ottawa**

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

In Thousands (\$000)

2011 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2011 Changes	
<b>Maintain Services</b>				
All programs include an adjustment for contract settlement, increments and benefits adjustments.	1,095	-	1,095	-
Business Solutions - Project Manager (Annualization of position approved through the 2010 Budget process.)	50	-	50	-
Business Solutions - Desktop Configuration Analyst II (Annualization of position approved through the 2010 Budget process.)	40	-	40	-
Enterprise Solutions - SAP Portal Technical Analyst (Annualization of position approved through the 2010 Budget process.)	55	-	55	-
IM/IT Architecture & Security - 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. (Annualization of position approved through the 2010 Budget process.)	50	-	50	-
IM/IT Architecture & Security - 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. (Annualization of position approved through the 2010 Budget process.)	(50)	-	(50)	-
<b>Total Maintain Services</b>	<b>1,240</b>	<b>-</b>	<b>1,240</b>	<b>-</b>
<b>Growth</b>				
Enterprise Solutions - Enterprise Integration & Application (EIAD)/Service Oriented Architecture (SOA) and Identity Management (IDM) web administrator/developer. Resource required to support and maintain the SOA foundational infrastructure required for the Service Innovation & Efficiency projects to integrate applications and share information between them.	100	-	100	1.00
Technology Infrastructure - Telecom Services Assistant. Resource needed to support the fast growth of the mobility program (62% in client cases handled, 11% in fleet size incl. new offerings such as smart phones; annual growth 1,000 users and 1,200 buses). Request to make a temporary position permanent.	70	-	70	1.00
Enterprise Solutions - GIS Desktop Configuration Analyst. Position to maintain current support levels and increased growth in applications and client base served by the GIS program area (services provided to 311 Call Centre, Building Permits and Inspections, Bylaw Services, Sewer and Water, etc.)	75	-	75	1.00
Enterprise Solutions - EIAD - Web Developer/Administrator. Resource needed to work on web-based projects (Ozone Intranet Search Repair; web applications to enable land developers to do data entry to allow security value calculations, replacement of failing Council webcast equipment, etc.).	100	-	100	1.00
<b>Total Growth</b>	<b>345</b>	<b>-</b>	<b>345</b>	<b>4.00</b>

**City of Ottawa**

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

In Thousands (\$000)

2011 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>New Services / Needs</b>				
IM / IT Security operating cost for the outsourced managed security contract for the Intrusion Prevention System (IPS) used to mitigate risks and protect the City of Ottawa technology network and information assets against security attacks / threats. The IPS Service provides automated 24/7 monitoring and alerts city staff to any and all suspicious activity occurring on the corporate network. The system is also required for Payment Card Industry compliance. The IPS security system monitors access attempts to all network and systems that could possibly contain credit card data. This service was contracted in mid-2010 and now requires annual funding.	200	-	200	-
<b>Total New Services / Needs</b>	<b>200</b>	<b>-</b>	<b>200</b>	<b>-</b>
<b>Efficiencies</b>				
Service Innovation & Efficiency - Mobile Workforce - Ongoing Support Costs: Annual Hardware Support fees to suppliers for installed wireless, mobility and computing equipment (servers and modems) as well as field based mobile computers. Annual software maintenance fees and monthly Service fees to ensure the connectivity of mobile field devices and telephony services. Additional Technical Support Resources (FTEs) to provide help desk, troubleshooting and technical support to the Service Delivery Field and Office users .	1,610	-	1,610	5.00
Service Innovation & Efficiency - Citizen Centric Services – Ongoing Support Costs: Annual Hardware Maintenance Fees (partial year) for data and application systems. Annual Software Maintenance Fees (partial year) for Enterprise Citizen Service Management and Business Intelligence.	170	-	170	-
Allocation of Service Innovation & Efficiency Initiative.	(439)	-	(439)	-
<b>Total Efficiencies</b>	<b>1,341</b>	<b>-</b>	<b>1,341</b>	<b>5.00</b>
<b>Proposed Budget Changes</b>				
See following Proposed Budget Changes schedule for details.	-	-	-	(1.00)
<b>Total Proposed Budget Changes</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1.00)</b>
<b>Total Budget Changes</b>	<b>2,383</b>	<b>25</b>	<b>2,408</b>	<b>8.00</b>

**City of Ottawa**  
**Information Technology Services - Proposed Budget Changes**  
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2011 Proposed Budget Change			
			Exp	Rev	Net Impact	FTE Impact
4	IM/IT Architecture & Security	<p><b><u>Proposed Budget Change</u></b>                      Removal of 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 &amp; Waste complaints and specific audits. In 2006 the Office of the Auditor General implemented the Fraud &amp; Waste Hotline and investigations have increased year over year without an increase in resources to conduct these investigations.</p> <p><b><u>Impact on Public / City Departments</u></b>                      The Auditor General has indicated that the OAG no longer requires the support from the ITS department to conduct Fraud and Waste investigations and specific audits.</p>	(100)	-	(100)	(1.00)
4	IM/IT Architecture & Security	<p><b><u>Proposed Budget Change</u></b>                      Removal of the recovery of the IT Security Analyst position from the Auditor General's Office in order to conduct audits related to Fraud &amp; Waste complaints and specific audits.</p> <p><b><u>Impact on Public / City Departments</u></b>                      The Auditor General has indicated that the OAG no longer requires the support from the ITS department to conduct Fraud and Waste investigations and specific audits.</p>	100	-	100	-
<b>Total Proposed Budget Changes</b>			-	-	-	(1.00)

<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**  
**Finance & Economic Development Committee**  
**Capital Program**  
**In Thousands (\$000)**

**2011 Draft Budget**

Service Area: Information Technology							
Category	2011 Draft Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Gas Tax	Rate Supported Reserves	Development Charges	Debt
Renewal of City Assets	<b>12,600</b>	-	11,500	-	1,100	-	-
Growth	-	-	-	-	-	-	-
Regulatory	-	-	-	-	-	-	-
Strategic Initiatives	<b>750</b>	-	750	-	-	-	-
<b>Total</b>	<b>13,350</b>	-	<b>12,250</b>	-	<b>1,100</b>	-	-

**City of Ottawa**  
**Service Area: Information Technology**  
**In Thousands (\$000)**

**2011 Draft Budget**

Project Information		Financial Details			
<b>905989 IT Business Systems:Renewal Program 2011</b>					
Dept:	Information Technology Services	Category:	Renewal of City Assets	Ward:	CW
				Year of Completion:	2012
<p>The Business Solutions Branch supports approximately 59 business suites (groups of applications / tools that meet a business requirement), and 235 independent business applications that enable the City to transact business with its citizens and businesses. Currently, over 70 of these business suites / applications have reached the end of technical life and are at significant risk of failure. As time continues to pass, more of the supported applications will also reach the end of technical life. The increased effort required to support these legacy applications (due to the use of old technology) diverts resources away from the development and implementation of new systems required to meet ongoing client demand. In 2011, this program will continue to address renewal of critical applications while taking advantage of existing code and services, with a focus on creating re-usable web services, renewing components and integrating both current and new applications rather than the wholesale one for one replacement of existing legacy applications.</p>	<b>2011 Request</b>	<b>2,500</b>	Unspent Previous Authority		1,123
	Revenues	-	Rate Supported		1,100
	Tax Supported/ Dedicated	1,400	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	Authority	2,500	1,630	1,875	1,725
	Spending Plan	3,623	1,630	1,875	1,725
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-
	<b>906007 IT Enterprise Systems: Info Mgmt 2011</b>				
Dept:	Information Technology Services	Category:	Renewal of City Assets	Ward:	CW
				Year of Completion:	2012
<p>The purpose of this program is to support the Business Information Management System (BIMS) solution and all modules within. Workflow pieces included. Further analysis of Collab toolset. Skills and development training are also included. In 2011, focus will begin on management of all paper records in the corporation as well as a migration away from Shared Drives, and PST strategies.</p>	<b>2011 Request</b>	<b>625</b>	Unspent Previous Authority		260
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	625	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	Authority	625	900	720	315
	Spending Plan	885	900	720	315
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-

**City of Ottawa**  
**Service Area: Information Technology**  
**In Thousands (\$000)**

**2011 Draft Budget**

Project Information		Financial Details			
<b>906008 IT Network Infrastructure 2011</b>					
Dept: Information Technology Services		Category: Renewal of City Assets		Ward: CW	Year of Completion: 2012
<p>This program funds the growth, lifecycle maintenance and replacement of the computer network infrastructure that is common to all City departments.</p>	<b>2011 Request</b>	<b>2,400</b>	Unspent Previous Authority 26		
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	2,400	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	Authority	2,400	1,990	1,740	2,485
	Spending Plan	2,426	1,990	1,740	2,485
	FTE's	-	-	-	-
	Operating Impact	55	45	25	40
	<b>906009 IT Enterprise Systems: Content Mgmt 2011</b>				
Dept: Information Technology Services		Category: Renewal of City Assets		Ward: CW	Year of Completion: 2012
<p>The purpose of this project is to sustain the technical aspect of Enterprise Content Management program which supports web site management and Enterprise Information &amp; Record Management initiatives. It is expected that all 9,000 network users will eventually be accessing the ECM solution for electronic document &amp; record management functions over the course of next few years. This project supports the continued rollout of these initiatives as well as required upgrade planning and server lifecycling in 2009, 2010 and early 2011.</p>	<b>2011 Request</b>	<b>340</b>	Unspent Previous Authority 840		
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	340	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	Authority	340	480	520	385
	Spending Plan	1,180	480	520	385
	FTE's	-	1	1	1
	Operating Impact	-	105	110	115

**City of Ottawa**

**Service Area: Information Technology**

**In Thousands (\$000)**

**2011 Draft Budget**

Project Information		Financial Details								
<b>906010 IT Desktop Computer, Laptop &amp; Peripheral 2011</b>										
Dept: Information Technology Services		Category: Renewal of City Assets		Ward: CW						
				Year of Completion: 2012						
<p>This program funds the lifecycle upgrades and replacements of the City's computers and peripherals. The City of Ottawa owns more than 8,000 desktop and laptop computers installed in over 250 buildings ranging from major recreational complexes, and administrative locations to libraries, fire stations and arenas. The industry best practice for lifecycle replacement of desktop computers is 4-5 years and 3 years for laptops. These funds will allow the replacement of 2000 desktops, /laptops, initiate 'green' initiatives (e.g. LCD monitors) and lifecycle replacement of printers. The deferral of lifecycle investments increases resource effort to support and maintain equipment and software, increases complexity of the desktop hardware/software environment, constrains the ability to upgrade hardware to current operating system environments, and increases the risk of data loss through incompatibility between current and older, unsupported versions of software.</p>	<b>2011 Request</b>		2,390		Unspent Previous Authority		2,032			
	Revenues		-		Rate Supported		-			
	Tax Supported/ Dedicated		2,390		Development Charges		-			
	Gas Tax		-		Debt		-			
	<b>Forecast</b>		<b>2011</b>		<b>2012</b>		<b>2013</b>		<b>2014</b>	
	Authority		2,390		2,200		1,570		2,175	
	Spending Plan		4,422		2,200		1,570		2,175	
	FTE's		-		-		-		-	
	Operating Impact		-		-		-		-	
	<b>906011 IT Enterprise System: Database Mgt &amp; BI 2011</b>									
Dept: Information Technology Services		Category: Renewal of City Assets		Ward: CW				Year of Completion: 2012		
<p>There are approximately 300 databases in the City that contain data and information processed by over 225 software applications. Databases such as those related to Parks &amp; Recreation for program registration, Transit Services for bus operations, Revenue for water billing and property tax are critical to the City's operations and decision-making. This budget funds the hardware and associated software required to maintain the databases and ensure they are reliable, available, and secure. Associated with the databases is the "business intelligence" or BI technology used to compile, analyze, and report on information stored within them. Business intelligence projects have been implemented in several business areas including the 311 Contact Centre and the resulting information has proved to be vital to the City's performance measurement program and its overall decision-making process. In 2011, funds will be used to lifecycle the database and BI servers and software to provide a stable environment to address the City demands.</p>	<b>2011 Request</b>		340		Unspent Previous Authority		305			
	Revenues		-		Rate Supported		-			
	Tax Supported/ Dedicated		340		Development Charges		-			
	Gas Tax		-		Debt		-			
	<b>Forecast</b>		<b>2011</b>		<b>2012</b>		<b>2013</b>		<b>2014</b>	
	Authority		340		420		610		370	
	Spending Plan		645		420		610		370	
	FTE's		1		-		1		-	
	Operating Impact		100		-		110		-	



**City of Ottawa**  
**Service Area: Information Technology**  
**In Thousands (\$000)**

**2011 Draft Budget**

Project Information		Financial Details			
<b>906012 IT Enterprise Systems: Web Services 2011</b>					
Dept: Information Technology Services		Category: Renewal of City Assets		Ward: CW	Year of Completion: 2012
<p>The City of Ottawa delivers services through channels that residents and businesses prefer, including in-person, phone, e-mail, and web, while encouraging the use of lower cost web-based services, in keeping with Council strategic directions in improving service delivery. This sustainment program supports the City's website Ottawa.ca (including over 50 eServices applications such as EatSafe, Development Application Search, Spotlight, and Parking ticket payment), as well as the employee Intranet portal, "Ozone". It is vital that these two information channels are available and reliable to meet the needs of the public and internal staff. In 2011, this budget will fund the lifecycle replacements of hardware and software tools, as well as professional support services and new technologies needed to develop and deploy e-services applications based on City's Web based Services Strategy and other priority City initiatives as they are identified.</p>	<b>2011 Request</b>	<b>340</b>	Unspent Previous Authority		241
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	340	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	Authority	340	420	435	490
	Spending Plan	581	420	435	490
	FTE's	4	-	1	1
	Operating Impact	395	-	110	115
	<b>906013 IT Enterprise Systems:Sec Services 2011</b>				
Dept: Information Technology Services		Category: Renewal of City Assets		Ward: CW	Year of Completion: 2012
<p>The City's technology and information environment is at continuous and growing risk from external threats, such as hackers, computer viruses and worms, denial of service (DOS) attacks, unsolicited emails, and malicious spy ware. In 2011, the focus will be on integrating the corporate risk framework with industry recognized business risk measures, and transitioning the information security and technology security unit to this new model.</p>	<b>2011 Request</b>	<b>470</b>	Unspent Previous Authority		194
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	470	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	Authority	470	200	260	170
	Spending Plan	664	200	260	170
	FTE's	-	1	-	-
	Operating Impact	-	105	-	-

**City of Ottawa**

**Service Area: Information Technology**

**In Thousands (\$000)**

**2011 Draft Budget**

Project Information		Financial Details				
<b>906014 IT Enterprise Systems: SAP 2011</b>						
Dept: Information Technology Services		Category: Renewal of City Assets		Ward: CW		
				Year of Completion: 2012		
<p>This sustainment program supports the City's SAP integrated software solution used to manage an extensive range of business processes including financials, material management, procurement, real estate management, plant maintenance, as well as human resources and payroll. This robust software platform enables common data and business processes to be shared, to increase efficiency, and it improves decision making by providing "total picture" information. In 2011, funds will be used to replace aging hardware, contracting professional services required to support and maintain HR payroll to ensure city complies with terms and conditions set-out in collective agreement negotiations, and contracting professional services for minor enhancements and application development activities required to support and configure SAP functionality to meet the changing business processes and requirements of the City.</p>	<b>2011 Request</b>		<b>2,020</b>		Unspent Previous Authority	
	Revenues		-		Rate Supported	-
	Tax Supported/ Dedicated		2,020		Development Charges	-
	Gas Tax		-		Debt	-
	<b>Forecast</b>		<b>2011</b>		<b>2012</b>	
	Authority		2,020		1,630	
	Spending Plan		2,894		1,630	
	FTE's		-		-	
	Operating Impact		-		-	
					<b>2013</b>	
				<b>2014</b>		
				2,065		
				2,065		
				-		
				-		
<b>906015 IT Enterprise Systems: GIS 2011</b>						
Dept: Information Technology Services		Category: Renewal of City Assets		Ward: CW		
				Year of Completion: 2012		
<p>This sustainment program supports the enterprise MAP/GIS application used by over 3,000 staff across all City departments to collect and share information across the organization and with the public. It supports web services to the public including development applications, zoning, and building permits on Ottawa.ca. Additional applications include: 311 Contact Centre, Building Permits and Inspections, Inquiry Tracking, Election Support, Bylaw Services, Permitting &amp; Licensing, property, roads &amp; traffic information and Public Health Information Line support. The underlying Geographic Information technology is over 10 years old and is either no longer supported by the vendor or near end of life. To maintain the viability of these critical business applications, the technologies are being renewed. In 2009 a Renewal Roadmap was created. In 2011, the focus will be on implementing this roadmap by continuing to replace core enterprise spatial services for the renewal while continuing to support the mission critical applications.</p>	<b>2011 Request</b>		<b>260</b>		Unspent Previous Authority	
	Revenues		-		Rate Supported	-
	Tax Supported/ Dedicated		260		Development Charges	-
	Gas Tax		-		Debt	-
	<b>Forecast</b>		<b>2011</b>		<b>2012</b>	
	Authority		260		420	
	Spending Plan		720		420	
	FTE's		1		2	
	Operating Impact		75		190	
					<b>2013</b>	
				<b>2014</b>		
				490		
				390		
				-		
				-		

**City of Ottawa**

**Service Area: Information Technology**

**In Thousands (\$000)**

**2011 Draft Budget**

Project Information		Financial Details				
<b>906016 IT Enterprise Systems: IT Svc Mgmt 2011</b>						
Dept: Information Technology Services		Category: Renewal of City Assets		Ward: CW	Year of Completion: 2012	
<p>ITS annually manages over \$50M of operating and capital expenditure directed towards the provision and support of core IT services such as voice and data communications, enterprise and branch business systems, and information security, and major IT-enabled "change" projects. The IT Service Management project involves improving the efficiency and effectiveness of IT processes, through adoption of industry best practices and tools, and specifically the Information Technology Infrastructure Library (ITIL) framework. For 2011, the project will focus on stabilizing service improvement processes, continuing the deployment of ITIL Change Management and implementing additional ITIL process "Problem Management" (how ITS conducts root cause analysis and resolution), defining performance metrics/key performance indicators, and the definition of a service catalogue to enable shared services.</p>	<b>2011 Request</b>		<b>345</b>	Unspent Previous Authority		21
	Revenues	-	Rate Supported	-	-	-
	Tax Supported/ Dedicated	345	Development Charges	-	-	-
	Gas Tax	-	Debt	-	-	-
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	
	Authority	345	60	75	-	-
	Spending Plan	366	60	75	-	-
	FTE's	-	-	-	-	-
	Operating Impact	-	-	-	-	-
	<b>906018 IT Network Email Anti-Spam Firewall 2011</b>					
Dept: Information Technology Services		Category: Renewal of City Assets		Ward: CW	Year of Completion: 2012	
<p>This program will fund upgrading and replacing the existing end-of-life Secure E-mail Gateway appliances with current technology, to safeguard the City network from millions of unsolicited ('spam') email messages as well as numerous malicious messages containing viruses or links to security risk / dangerous websites.</p>	<b>2011 Request</b>		<b>475</b>	Unspent Previous Authority		-
	Revenues	-	Rate Supported	-	-	-
	Tax Supported/ Dedicated	475	Development Charges	-	-	-
	Gas Tax	-	Debt	-	-	-
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	
	Authority	475	-	-	430	-
	Spending Plan	475	-	-	430	-
	FTE's	-	-	-	-	-
	Operating Impact	-	-	-	-	-

**City of Ottawa**

**Service Area: Information Technology**

**In Thousands (\$000)**

**2011 Draft Budget**

Project Information		Financial Details				
<b>906019 IT Business Systems: Class 2011</b>						
Dept: Information Technology Services		Category: Renewal of City Assets		Ward: CW	Year of Completion: 2012	
<p>This program will fund professional services needed to assist with sustainment workload and expanded use of the software used by over 1500 users in Parks, Rec and Culture, Public Health, Ottawa Paramedic Service, Client Service Centres and Financial Services Units for program registration.</p>	<b>2011 Request</b>		<b>95</b>	Unspent Previous Authority		-
	Revenues	-	Rate Supported		-	
	Tax Supported/ Dedicated	95	Development Charges		-	
	Gas Tax	-	Debt		-	
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	
	Authority	95	80	95	95	
	Spending Plan	95	80	95	95	
	FTE's	-	-	-	-	
	Operating Impact	-	-	-	-	
	<b>905732 SIEP TECH RM (Roadmap)</b>					
Dept: Information Technology Services		Category: Strategic Initiatives		Ward: CW	Year of Completion: 2011	
<p>The 5-Year Technology Roadmap recommends key strategic investments and building blocks that position the organization to respond to business needs and citizen expectations. Investment is required in 3 key areas, including specific technology required to enable key Service Excellence initiatives (Service Innovation and Efficiency), technology designed to achieve internal efficiencies of the IT environment and support the day-to-day business of the city (IT Operations), and foundational technology required to support service excellence initiatives and reduce the risk of service interruption by modernizing an aging infrastructure (Renewal).</p> <p>In 2011, specific initiatives funded from this account include: completion of migration to multi-function printing devices and data centre modernization; ongoing work on virtual desktop infrastructure (VDI), desktop software consolidation, data storage renewal; and new investments to enhance Internet filtering and establish a</p>	<b>2011 Request</b>		<b>750</b>	Unspent Previous Authority		1,252
	Revenues	-	Rate Supported		-	
	Tax Supported/ Dedicated	750	Development Charges		-	
	Gas Tax	-	Debt		-	
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	
	Authority	750	1,230	910	450	
	Spending Plan	750	1,230	910	450	
	FTE's	-	-	-	-	
	Operating Impact	(45)	(145)	(50)	-	

# Corporate Communications – 2011 Budget Briefing Note

## Description

The mandate of the Corporate Communications Department is “to inform and engage the community with timely, relevant and accurate information about City programs and services through the most effective channels.” The Department delivers a wide range of services to residents and employees on several platforms, including a municipal web portal (ottawa.ca) and an employee intranet site (OZONE). In addition, the Department facilitates and coordinates Corporate advertising initiatives, engages in strategic communications in areas of Corporate priority and provides 24/7/365 media relations support to maximize opportunities to inform the public and the media of City programs and services. Corporate Communications also plays a critical role in the City’s emergency management and preparedness regimes.

## Programs / Services Offered

Corporate Communications offers its clients the following services:

- External Communications Planning
- Internal Communications
- Crisis Communications
- Emergency Response Communications
- Issues Management & ALA Support
- Communications Materials Production
- Departmental Communications Strategy
- Advertising
- Web Strategy
- Events support
- Media relations
- Web Publishing
- Web Analytics
- Photography/Videography
- Visual Identity Management

## Re-Organizations

The initial restructuring of Corporate Communications was approved by Council in 2004, at which time the number of FTEs was reduced from 78 to 52. After several iterations and further realignments, Corporate Communications has existed in its current form since December 2009. This 2009 realignment focused on strategic and tactical communications, issues management and improving the City’s electronic presence. There are currently still 52 FTEs.

# Corporate Communications – 2011 Budget Briefing Note

## Performance / Outcome Measures -2010

- Developed more than 3,000 products in support of 18 City departments and more than 100 business lines
- Refreshed the City's website, ottawa.ca, to focus on the needs of the 2 million+ visits per month and 'top tasks'
- Responded to useability research by improving search function of site; focus going forward will be enhanced online presence and finding cost-savings by focusing on new, more efficient and more effective ways to engage the community
- Initiated site architecture refresh to continue putting residents' needs first and to transform ottawa.ca into a service delivery channel
- Triaged more than 8,000 media calls, facilitated approximately 2,500 interviews
- Distributed and posted more than 1,000 media releases
- Organized and/or supported more than 100 Corporate media events
- Photographed more than 300 events and photo sessions
- Provided media training to more than 100 staff and elected officials
- Developed and executed strategic communications plans on high profile, high risk projects
- Facilitated more than \$2.75 million in Corporate advertising, providing strategic advice on concept creation and design, and placement strategy

## 2011 Budget Risks / Other Considerations

### 2011 Budget Pressures

- **Compensation:** 2.75% COLA
- **Efficiencies – Sponsorship & Advertising**

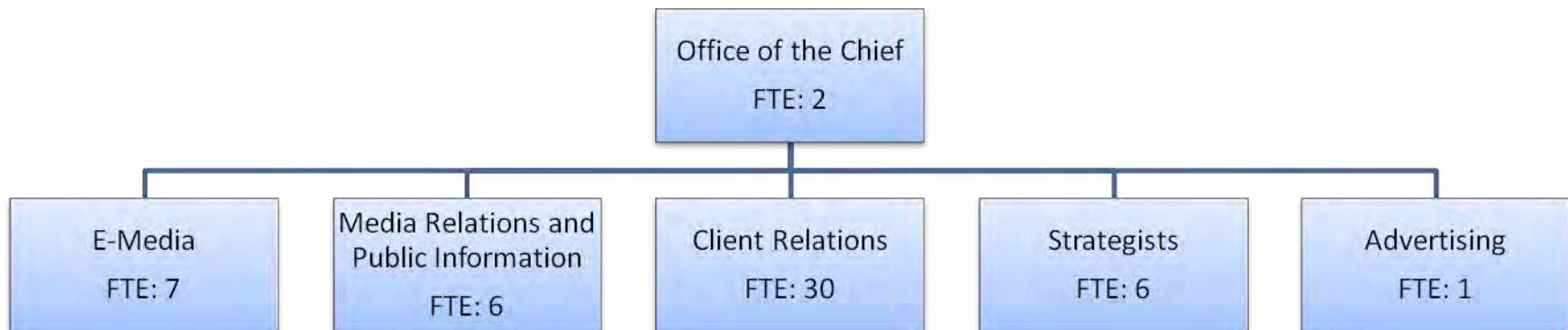
### Risks/Considerations:

One of nine strategic initiatives approved by Council in the 2010 budget, the Sponsorship and Advertising Initiative aims to identify some \$11.8 million in new revenue over five years. Three positions (FTEs) are identified for the establishment of a centralized office to market city assets, identify new opportunities, co-ordinate across departments and service new and existing agreements with sponsors and advertisers. Additional purchased services are identified to ensure efficiency savings can be fully realized. Efficiency savings will not be realized if these costs are not approved.

# Corporate Communications – 2011 Budget Briefing Note

## Org Chart

### Corporate Communications Department (52 FTEs)







**City of Ottawa**  
**Corporate Communications Department - Operating Resource Requirement**  
**In Thousands (\$000)**

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Expenditures by Program</b>						
Director's Office	554	942	955	993	38	439
Media Relations & Public Info	583	867	706	721	15	138
E-Media	763	663	714	707	(7)	(56)
Client Relations	3,498	2,589	2,590	2,648	58	(850)
CCS Public Emergency	30	-	-	-	-	(30)
Service Innovation & Efficiency Prog	-	-	(671)	(699)	(28)	(699)
<b>Gross Expenditure</b>	<b>5,428</b>	<b>5,061</b>	<b>4,294</b>	<b>4,370</b>	76	(1,058)
Recoveries & Allocations	(562)	(436)	(339)	(339)	-	223
Revenue	(257)	-	-	-	-	257
<b>Net Requirement</b>	<b>4,609</b>	<b>4,625</b>	<b>3,955</b>	<b>4,031</b>	<b>76</b>	<b>(578)</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	4,584	4,413	4,405	4,795	390	211
Overtime	52	38	28	28	-	(24)
Material & Services	746	586	500	1,009	509	263
Transfers/Grants/Financial Charges	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-
Other Internal Costs	46	24	32	32	-	(14)
Service Innovation & Efficiency Prog	-	-	(671)	(1,494)	(823)	(1,494)
<b>Gross Expenditures</b>	<b>5,428</b>	<b>5,061</b>	<b>4,294</b>	<b>4,370</b>	76	(1,058)
Recoveries & Allocations	(562)	(436)	(339)	(339)	-	223
<b>Net Expenditure</b>	<b>4,866</b>	<b>4,625</b>	<b>3,955</b>	<b>4,031</b>	<b>76</b>	<b>(835)</b>
<b>Revenues By Type</b>						
Federal	-	-	-	-	-	-
Provincial	-	-	-	-	-	-
Municipal	-	-	-	-	-	-
Own Funds	(257)	-	-	-	-	257
Fees and Services	-	-	-	-	-	-
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(257)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>257</b>
<b>Net Requirement</b>	<b>4,609</b>	<b>4,625</b>	<b>3,955</b>	<b>4,031</b>	<b>76</b>	<b>(578)</b>
<b>Full Time Equivalents</b>	<b>52.00</b>	<b>52.00</b>	<b>52.00</b>	<b>55.00</b>	<b>3.00</b>	<b>3.00</b>

City of Ottawa

Corporate Communications Department - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
<b>Expenditures by Program</b>												
Director's Office	942	955	-	61	-	-	-	-	-	(23)	993	38
Media Relations & Public Info	867	706	(5)	20	-	-	-	-	-	-	721	15
E-Media	663	714	-	19	-	-	-	-	-	(26)	707	(7)
Client Relations	2,589	2,590	-	65	-	-	-	-	-	(7)	2,648	58
CCS Public Emergency	-	-	-	-	-	-	-	-	-	-	-	-
Service Innovation & Efficiency Prog	-	(671)	-	-	-	-	-	(28)	-	-	(699)	(28)
<b>Gross Expenditure</b>	<b>5,061</b>	<b>4,294</b>	<b>(5)</b>	<b>165</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(28)</b>	<b>-</b>	<b>(56)</b>	<b>4,370</b>	<b>76</b>
Recoveries & Allocations	(436)	(339)	-	-	-	-	-	-	-	-	(339)	-
Revenue	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Requirement</b>	<b>4,625</b>	<b>3,955</b>	<b>(5)</b>	<b>165</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(28)</b>	<b>-</b>	<b>(56)</b>	<b>4,031</b>	<b>76</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	4,413	4,405	(5)	165	-	-	-	230	-	-	4,795	390
Overtime	38	28	-	-	-	-	-	-	-	-	28	-
Material & Services	586	500	-	-	-	-	-	565	-	(56)	1,009	509
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	24	32	-	-	-	-	-	-	-	-	32	-
Service Innovation & Efficiency Prog	-	(671)	-	-	-	-	-	(823)	-	-	(1,494)	(823)
<b>Gross Expenditures</b>	<b>5,061</b>	<b>4,294</b>	<b>(5)</b>	<b>165</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(28)</b>	<b>-</b>	<b>(56)</b>	<b>4,370</b>	<b>76</b>
Recoveries & Allocations	(436)	(339)	-	-	-	-	-	-	-	-	(339)	-
<b>Net Expenditure</b>	<b>4,625</b>	<b>3,955</b>	<b>(5)</b>	<b>165</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(28)</b>	<b>-</b>	<b>(56)</b>	<b>4,031</b>	<b>76</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>-0.1%</b>	<b>4.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.7%</b>	<b>0.0%</b>	<b>-1.4%</b>	<b>1.9%</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent of 2010 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>4,625</b>	<b>3,955</b>	<b>(5)</b>	<b>165</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(28)</b>	<b>-</b>	<b>(56)</b>	<b>4,031</b>	<b>76</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>-0.1%</b>	<b>4.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.7%</b>	<b>0.0%</b>	<b>-1.4%</b>	<b>1.9%</b>	
<b>Full Time Equivalents (FTE's)</b>	52.00	52.00	-	-	-	-	-	3.00	-	-	55.00	3.00
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>5.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>5.8%</b>	

City of Ottawa

Communications & Customer Service - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Forecast vs. Budget Variance Explanation</b>			
Unachieved savings in Sponsorship and Advertising initiative as a result of a delayed program initiation.	(670)	-	(670)
<b>Total Surplus / (Deficit)</b>	<b>(670)</b>	<b>-</b>	<b>(670)</b>

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

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for contract settlement, increments and benefits adjustments.	165	-	165	-
<b>Total Maintain Services</b>	<b>165</b>	<b>-</b>	<b>165</b>	<b>-</b>

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Efficiencies</b>				
To establish a centralized office to support the on-going sponsorship and advertising function of the Service Innovation and Efficiency Savings Program.	795	-	795	3.00
Savings from Service Innovation & Efficiency Program - Sponsorship and Advertising	(800)	-	(800)	-
Allocation of Service Innovation & Efficiency Initiative.	(23)	-	(23)	-
<b>Total Efficiencies</b>	<b>(28)</b>	<b>-</b>	<b>(28)</b>	<b>3.00</b>

<b>Proposed Budget Changes</b>				
See following Proposed Budget Changes schedule for details	(56)	-	(56)	-
<b>Total Proposed Budget Changes</b>	<b>(56)</b>	<b>-</b>	<b>(56)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>76</b>	<b>-</b>	<b>76</b>	<b>3.00</b>

**City of Ottawa**

**Corporate Communications Department - Proposed Budget Changes**

In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2011 Proposed Budget Change			
			Exp	Rev	Net Impact	FTE Impact
4	Various	<p><b>Proposed Budget Change</b> Reduce materials and services budget</p> <p><b>Impact on Public / City Departments</b> This will reduce the ability of communications to undertake opinion polling of residents. This could lead to reduced ability of staff to provide guidance to Mayor and Council with respect to trends in public sentiment.</p>	(56)	-	(56)	-
<b>Total Proposed Budget Changes</b>			<b>(56)</b>	<b>-</b>	<b>(56)</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**  
**Finance & Economic Development Committee**  
**Capital Program**  
**In Thousands (\$000)**

**2011 Draft Budget**

Service Area: Communications							
Category	2011 Draft Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Gas Tax	Rate Supported Reserves	Development Charges	Debt
Renewal of City Assets	-	-	-	-	-	-	-
Growth	-	-	-	-	-	-	-
Regulatory	-	-	-	-	-	-	-
Strategic Initiatives	<b>9,217</b>	-	9,217	-	-	-	-
<b>Total</b>	<b>9,217</b>	-	<b>9,217</b>	-	-	-	-

Project Information		Financial Details			
<b>905716 SIEP 311 Citizen Centric Services</b>					
Dept:	Information Technology Services	Category:	Strategic Initiatives	Ward:	CW
		Year of Completion:	2011		
<p>This initiative will improve how the City engages, interacts with, and delivers services to citizens. It will provide a single point of access to City information and services, which are organized and presented from the citizen's perspective allowing clients to find the information they need about City services, register for programs, make payments and report and track service requests. The initiative will involve: establishing service standards and agreed upon service levels for all customers across all channels; defining client contact points and redesigning service delivery processes; revamping Ottawa.ca and expanding the number of e-services provided through that channel; implementing integrated technology to support end to end processes including an enterprise client relationship management solution to enhanced service and dynamic tracking (similar to UPS); and implementing an enterprise knowledge repository.</p>	<b>2011 Request</b>	<b>9,217</b>	Unspent Previous Authority		10,817
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	9,217	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	Authority	9,217	7,843	5,617	4,847
	Spending Plan	9,217	7,843	5,617	4,847
	FTE's	-	7	5	5
Operating Impact	(5,890)	(3,111)	148	(367)	

# ***Infrastructure Services and Community Sustainability – Office of the Deputy City Manager - 2011 Budget Briefing Note***

## **Description**

The Deputy City Manager sets the strategic direction, vision and business objectives for the Infrastructure Services Community Sustainability portfolio to:

1. Support and implement the Corporate vision for Sustainability;
2. Support Service Excellence initiatives both Corporate wide and within Portfolio Departments;
3. **Continue to advance Council's key priorities as expressed in the City Strategic Plan**, Official Plan and Transportation Master Plan, and associated plans;
4. Proactively manage relations with Council and key stakeholders;
5. Liaise with external stakeholders including: municipal, provincial and federal governments, public / private and nonprofit organizations;
6. Advance community sustainability, including economic, social and environmental principals with staff and Council to ensure desired outcomes for current and future residents of Ottawa;
7. Advance internal and external approaches in support of improved community outcomes; and
8. **Provide strategic direction and support to the Auditor General's** Work Plan and the Annual Budget process within the ISCS portfolio.

## **Programs / Services Offered**

The Deputy City Manager's Office supports the governance and strategic leadership responsibilities of each of the departments within Infrastructure Services and Community Sustainability. Programs include:

- Legislative Agenda Strategy Support
- Report Coordination, Support and Review
- Issues Management
- Stakeholder Relations and Outreach
- Council Inquiry Management and Tracking
- Audit Portfolio Coordination and Support
- Quality Assurance and approvals as required

# ***Infrastructure Services and Community Sustainability – Office of the Deputy City Manager - 2011 Budget Briefing Note***

## **Re-Organizations**

Following the corporate realignment in 2009, the DCMO – ISCS continues to work collaboratively with all departments to identify and implement issues outlined in the **City’s Strategic Plan** including: developing and implementing the principals of sustainability, providing strategic support, Departmental Governance, Legislative Agenda, Stakeholder Relations and Outreach, Issues Management, and Audit.

## **Performance / Outcome Measures**

For the Year 2010	#
Committee Reports Submitted	246
Complex / Policy Reports Submitted	48
2010 Inquiries Tracked	268
2010 Inquiries Completed and Closed	252
Audits 2006 – 2010 – ISCS Lead	29
2010 Follow Up Audits	22
2010 Audits (Regular and Follow Up)	51
Audits 2006 - 2010 – ISCS Contributor	12
Audits 2010 In Progress – ISCS Lead	12
2010 Fraud & Waste Investigations	36



## ***Infrastructure Services and Community Sustainability – Office of the Deputy City Manager - 2011 Budget Briefing Note***

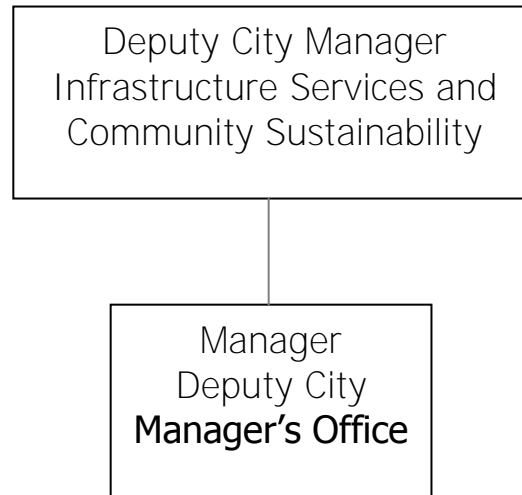
### **2010 Budget Risks / Other Considerations**

No budget risks have been identified for the 2011 budget.

# ***Infrastructure Services and Community Sustainability – Office of the Deputy City Manager - 2011 Budget Briefing Note***

## **Org Chart**

### Infrastructure Services and Community Sustainability Deputy City Manager's Office



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

In Thousands (\$000)

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Expenditures by Program</b>						
Deputy City Manager's Office - ISCS	1,242	1,159	1,139	1,140	1	(102)
Service Innovation & Efficiency Prog	-	-	-	(3)	(3)	(3)
<b>Gross Expenditure</b>	<b>1,242</b>	<b>1,159</b>	<b>1,139</b>	<b>1,137</b>	(2)	(105)
Recoveries & Allocations	(4)	(20)	-	-	-	4
Revenue	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>1,238</b>	<b>1,139</b>	<b>1,139</b>	<b>1,137</b>	<b>(2)</b>	<b>(101)</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	1,151	999	1,000	1,042	42	(109)
Overtime	3	1	5	5	-	2
Material & Services	76	150	119	87	(32)	11
Transfers/Grants/Financial Charges	-	2	-	-	-	-
Fleet Costs	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-
Other Internal Costs	12	7	15	6	(9)	(6)
Service Innovation & Efficiency Prog	-	-	-	(3)	(3)	(3)
<b>Gross Expenditures</b>	<b>1,242</b>	<b>1,159</b>	<b>1,139</b>	<b>1,137</b>	<b>(2)</b>	<b>(105)</b>
Recoveries & Allocations	(4)	(20)	-	-	-	4
<b>Net Expenditure</b>	<b>1,238</b>	<b>1,139</b>	<b>1,139</b>	<b>1,137</b>	<b>(2)</b>	<b>(101)</b>
<b>Revenues By Type</b>						
Federal	-	-	-	-	-	-
Provincial	-	-	-	-	-	-
Municipal	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Requirement</b>	<b>1,238</b>	<b>1,139</b>	<b>1,139</b>	<b>1,137</b>	<b>(2)</b>	<b>(101)</b>
<b>Full Time Equivalents</b>	<b>9.49</b>	<b>9.49</b>	<b>9.49</b>	<b>9.49</b>	<b>-</b>	<b>-</b>

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
<b>Expenditures by Program</b>												
Deputy City Manager's Office - ISCS	1,159	1,139	-	45	-	-	-	-	-	(44)	1,140	1
Service Innovation & Efficiency Prog	-	-	-	-	-	-	-	(3)	-	-	(3)	(3)
<b>Gross Expenditure</b>	<b>1,159</b>	<b>1,139</b>	<b>-</b>	<b>45</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(3)</b>	<b>-</b>	<b>(44)</b>	<b>1,137</b>	<b>(2)</b>
Recoveries & Allocations	(20)	-	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Requirement</b>	<b>1,139</b>	<b>1,139</b>	<b>-</b>	<b>45</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(3)</b>	<b>-</b>	<b>(44)</b>	<b>1,137</b>	<b>(2)</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	999	1,000	-	45	-	-	-	-	-	(3)	1,042	42
Overtime	1	5	-	-	-	-	-	-	-	-	5	-
Material & Services	150	119	-	-	-	-	-	-	-	(32)	87	(32)
Transfers/Grants/Financial Charges	2	-	-	-	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	7	15	-	-	-	-	-	-	-	(9)	6	(9)
Service Innovation & Efficiency Prog	-	-	-	-	-	-	-	(3)	-	-	(3)	(3)
<b>Gross Expenditures</b>	<b>1,159</b>	<b>1,139</b>	<b>-</b>	<b>45</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(3)</b>	<b>-</b>	<b>(44)</b>	<b>1,137</b>	<b>(2)</b>
Recoveries & Allocations	(20)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>1,139</b>	<b>1,139</b>	<b>-</b>	<b>45</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(3)</b>	<b>-</b>	<b>(44)</b>	<b>1,137</b>	<b>(2)</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>0.0%</b>	<b>4.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.3%</b>	<b>0.0%</b>	<b>-3.9%</b>	<b>-0.2%</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent of 2010 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>1,139</b>	<b>1,139</b>	<b>-</b>	<b>45</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(3)</b>	<b>-</b>	<b>(44)</b>	<b>1,137</b>	<b>(2)</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>0.0%</b>	<b>4.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.3%</b>	<b>0.0%</b>	<b>-3.9%</b>	<b>-0.2%</b>	
<b>Full Time Equivalents (FTE's)</b>	9.49	9.49	-	-	-	-	-	-	-	-	9.49	-
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

**City of Ottawa**

**Deputy City Manager - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Forecast vs. Budget Variance Explanation</b>			
No forecasted surplus/deficit.	-	-	-
<b>Total Surplus / (Deficit)</b>	-	-	-

2010 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for 2011 contract settlement, increments and benefit adjustments.	45	-	45	-
<b>Total Maintain Services</b>	<b>45</b>	-	<b>45</b>	-

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Efficiencies</b>				
Savings from Departmental Service Innovation & Efficiency.	(3)	-	(3)	-
<b>Total Efficiencies</b>	<b>(3)</b>	-	<b>(3)</b>	-
<b>Proposed Budget Changes</b>				
See following Proposed Budget Changes schedule for details.	(44)	-	(44)	-
<b>Total Proposed Budget Changes</b>	<b>(44)</b>	-	<b>(44)</b>	-
<b>Total Budget Changes</b>	<b>(2)</b>	-	<b>(2)</b>	-

**City of Ottawa**  
**Deputy City Manager - Proposed Budget Changes**  
 In Thousands (\$000)

Strategy Category	Dept.	Branch	Proposed Budget Change	2011 Proposed Budget Changes			
				Exp	Rev	Net Impact	FTE Impact
4	ISCS	DCM	<b>Proposed Budget Change</b> Reduction in various line items related to DCM-ISCS office operations' budget, including the purchase of office furniture, supplies, activities allocations, professional services and miscellaneous items.	44	-	44	-
			<b>Impact on Public / City Departments</b> The DCMO-ISCS will strategically manage the various line item budgets in order to deliver the Service Excellence plan and other initiatives related to strategic support to the Department as well as Council.				
<b>Total Proposed Budget Changes</b>				<b>44</b>	<b>-</b>	<b>44</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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# ***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 21<sup>st</sup> 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 21<sup>st</sup> 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:

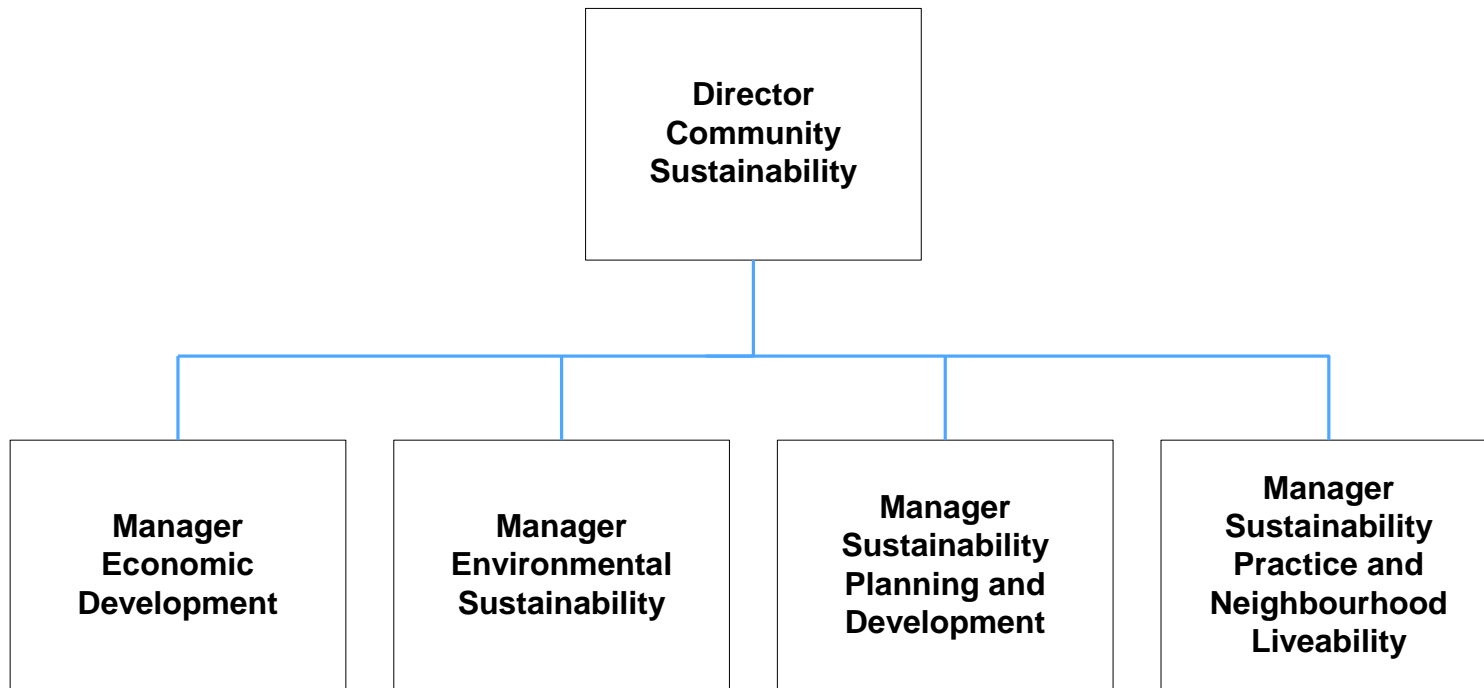
- A significantly reduced capacity **to complete the “Choosing our Future” initiative, which is in Stage 4 of 5. The initiative has been jointly funded by the City of Ottawa, Ville de Gatineau and the NCC throughout the previous stages.**
- A significantly reduced capacity to further implement the Neighbourhood 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
<b>Expenditures by Program</b>						
Economic Development	3,560	3,585	3,660	5,545	1,885	1,985
Service Innovation & Efficiency Prog	-	-	-	(7)	(7)	(7)
<b>Gross Expenditure</b>	<b>3,560</b>	<b>3,585</b>	<b>3,660</b>	<b>5,538</b>	<b>1,878</b>	<b>1,978</b>
Recoveries & Allocations	-	-	-	-	-	-
Revenue	-	-	-	-	-	-
<b>Net Requirement</b>	<b>3,560</b>	<b>3,585</b>	<b>3,660</b>	<b>5,538</b>	<b>1,878</b>	<b>1,978</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	529	543	563	598	35	69
Overtime	3	7	7	7	-	4
Material & Services	366	494	521	2,371	1,850	2,005
Transfers/Grants/Financial Charges	2,652	2,535	2,565	2,565	-	(87)
Fleet Costs	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-
Other Internal Costs	10	6	4	4	-	(6)
Service Innovation & Efficiency Prog	-	-	-	(7)	(7)	(7)
<b>Gross Expenditure</b>	<b>3,560</b>	<b>3,585</b>	<b>3,660</b>	<b>5,538</b>	<b>1,878</b>	<b>1,978</b>
Recoveries & Allocations	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>3,560</b>	<b>3,585</b>	<b>3,660</b>	<b>5,538</b>	<b>1,878</b>	<b>1,978</b>
<b>Revenues By Type</b>						
Federal	-	-	-	-	-	-
Provincial	-	-	-	-	-	-
Municipal	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Requirement</b>	<b>3,560</b>	<b>3,585</b>	<b>3,660</b>	<b>5,538</b>	<b>1,878</b>	<b>1,978</b>
<b>Full Time Equivalents</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>	<b>-</b>

**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
<b>Expenditures by Program</b>												
Economic Development	3,585	3,660	(150)	35	-	-	2,000	-	-	-	5,545	1,885
Service Innovation & Efficiency Prog	-	-	-	-	-	-	-	(7)	-	-	(7)	(7)
<b>Gross Expenditure</b>	<b>3,585</b>	<b>3,660</b>	<b>(150)</b>	<b>35</b>	<b>-</b>	<b>-</b>	<b>2,000</b>	<b>(7)</b>	<b>-</b>	<b>-</b>	<b>5,538</b>	<b>1,878</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Requirement</b>	<b>3,585</b>	<b>3,660</b>	<b>(150)</b>	<b>35</b>	<b>-</b>	<b>-</b>	<b>2,000</b>	<b>(7)</b>	<b>-</b>	<b>-</b>	<b>5,538</b>	<b>1,878</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	543	563	-	35	-	-	-	-	-	-	598	35
Overtime	7	7	-	-	-	-	-	-	-	-	7	-
Material & Services	494	521	(150)	-	-	-	2,000	-	-	-	2,371	1,850
Transfers/Grants/Financial Charges	2,535	2,565	-	-	-	-	-	-	-	-	2,565	-
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	6	4	-	-	-	-	-	-	-	-	4	-
Service Innovation & Efficiency Prog	-	-	-	-	-	-	-	(7)	-	-	(7)	(7)
<b>Gross Expenditure</b>	<b>3,585</b>	<b>3,660</b>	<b>(150)</b>	<b>35</b>	<b>-</b>	<b>-</b>	<b>2,000</b>	<b>(7)</b>	<b>-</b>	<b>-</b>	<b>5,538</b>	<b>1,878</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>3,585</b>	<b>3,660</b>	<b>(150)</b>	<b>35</b>	<b>-</b>	<b>-</b>	<b>2,000</b>	<b>(7)</b>	<b>-</b>	<b>-</b>	<b>5,538</b>	<b>1,878</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>-4.1%</b>	<b>1.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>54.6%</b>	<b>-0.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>51.3%</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent of 2010 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>3,585</b>	<b>3,660</b>	<b>(150)</b>	<b>35</b>	<b>-</b>	<b>-</b>	<b>2,000</b>	<b>(7)</b>	<b>-</b>	<b>-</b>	<b>5,538</b>	<b>1,878</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>-4.1%</b>	<b>1.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>54.6%</b>	<b>-0.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>51.3%</b>	
<b>Full Time Equivalents (FTE's)</b>	6.00	6.00	-	-	-	-	-	-	-	-	6.00	-
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

**City of Ottawa**

**Community Sustainability - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Forecast vs. Budget Variance Explanation</b>			
Miscellaneous expenditure savings.	75	-	75
<b>Total Surplus / (Deficit)</b>	<b>75</b>	<b>-</b>	<b>75</b>

2010 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Removal of the 2010 one-time item for "Refresh of the Economic Development Strategy".	(150)	-	(150)	-
<b>Total Adjustments to Base Budget</b>	<b>(150)</b>	<b>-</b>	<b>(150)</b>	<b>-</b>

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for 2011 contract settlement, increments and benefit adjustments.	35	-	35	-
<b>Total Maintain Services</b>	<b>35</b>	<b>-</b>	<b>35</b>	<b>-</b>

<b>New Services / Needs</b>				
The envelope of funds will be used to initiate actions that will advance the Council approved Economic Development Strategy (Plan for Prosperity.) The prioritization of the actions in the implementation plan, will be subject to Council direction as part of an upcoming report.	2,000	-	2,000	-
<b>Total New Services / Needs</b>	<b>2,000</b>	<b>-</b>	<b>2,000</b>	<b>-</b>

<b>Efficiencies</b>				
Savings from Departmental Service Innovation & Efficiency.	(7)	-	(7)	-
<b>Total Efficiencies</b>	<b>(7)</b>	<b>-</b>	<b>(7)</b>	<b>-</b>

<b>Total Budget Changes</b>	<b>1,878</b>	<b>-</b>	<b>1,878</b>	<b>-</b>
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**City of Ottawa**  
**Finance & Economic Development Committee**  
**Capital Program**  
**In Thousands (\$000)**

**2011 Draft Budget**

<b>Service Area: General Government</b>							
<b>Category</b>	<b>2011 Draft Capital Budget</b>	<b>Revenues</b>	<b>Tax Supported/ Dedicated Reserves</b>	<b>Gas Tax</b>	<b>Rate Supported Reserves</b>	<b>Development Charges</b>	<b>Debt</b>
Renewal of City Assets	<b>767</b>	-	767	-	-	-	-
Growth	-	-	-	-	-	-	-
Regulatory	-	-	-	-	-	-	-
Strategic Initiatives	<b>405</b>	-	405	-	-	-	-
<b>Total</b>	<b>1,172</b>	-	<b>1,172</b>	-	-	-	-



Program Information	Financial Details
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**Buildings and Parks- General Government**

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

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

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

<b>2011</b>	<b>767</b>	Unspent Previous Authority		2,153
Revenues	-	Rate Supported		-
Tax Supported/ Dedicated	767	Development Charges		-
Gas Tax	-	Debt		-
<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Authority	767	600	600	600
Spending Plan	767	600	600	600
FTE's	-	-	-	-
Operating Impact	-	-	-	-

**City of Ottawa**

**Service Area: General Government**

**In Thousands (\$000)**

**2011 Draft Budget**

Project	Ward	Location/Description	\$000's
<b>905657 Buildings-Heritage - General Government</b>		<b>CW</b>	<b>467</b>
The 2011 General Government – Buildings budget allocation has been adjusted to reflect change in need and affordability. Detailed information and costs associated with specific components and projects are as follows.			
Ben Franklin Place	8	Type II Building Condition Audit and Replace Computer Room	176
Campground Office and Store	7	Review Fire Alarm System	5
General Government Buildings	CW	Internal Project Management	86
General Government Buildings	CW	Contingency: General Government Buildings	25
General Government Buildings	CW	Contingency: General Government Heritage Buildings	25
Ottawa City Hall	14	Type II Building Condition Audit	22
Ottawa City Hall - Heritage Building	14	Masonry Restoration	115
Rapids Stadium	13	Replace Fire Alarm	13
<b>906031 Buildings-Heritage - General Government</b>		<b>CW</b>	<b>300</b>
Condition assessment of buildings and parks assets surrounding asbestos, type II conditional audits as well as validation of program of work for subsequent budget years and advance design.			

Program Information	Financial Details
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**Accessibility - General Gov**

Dept: Infrastructure Services	Category: Strategic Initiatives	Ward: Multiple	Year of Completion: Various
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The Buildings and Parks Program provides for accessibility retrofit works to existing building and park assets. This capital program supports barrier identification and barrier removal work in City buildings and facilities to ensure that the city is meeting the intent of the accessibility for Ontario with Disabilities Act (AODA). This program supports a wide assortment of facility modifications and adjustments such as the installation of power-assisted door operators; tactile improvements; door width enlargements; upgrades for the visually, hearing and mobility impaired facility users and includes necessary improvements to building elevators. Part of the funding is directed to undertaking accessibility audits to identify barriers as called for by this provincial legislation.

Service Area	Project Cost Grouping	
Parks & Recreation	Accessibility	\$1,295
Long Term Care	Accessibility	\$ 85
Social Housing	Accessibility	\$ 100
Cultural Services	Accessibility	\$ 30
General Government	Accessibility	\$ 405
Library Services	Accessibility	\$ 85
<b>2011 Authority Request</b>		<b>\$ 2,000</b>

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

2011	405	Unspent Previous Authority		
Revenues	-	Rate Supported	-	-
Tax Supported/ Dedicated	405	Development Charges	-	-
Gas Tax	-	Debt	-	-
Forecast	2011	2012	2013	2014
Authority	405	780	780	780
Spending Plan	405	780	780	780
FTE's Operating Impact	-	-	-	-

Project	Ward	Location/Description	\$000's
<b>905669</b>	<b>Accessability - General Gov</b>	<b>CW</b>	<b>405</b>
<p>The 2011 General Government – Accessability budget allocations has been adjusted to reflect change in need and affordability. Detailed information and costs associated with specific components and projects are provided following this summary.</p>			
General Government Buildings	CW	Accessibility Barrier Removal And Design	50
General Government Buildings	CW	Accessible Washrooms	65
General Government Buildings	CW	Accessibility Audit And Design	50
General Government Buildings	CW	Parking And Curb Cuts And Passenger Loading Area	100
General Government Buildings	CW	Power Door Operators	50
General Government Buildings	CW	Tactile And Way Finding Signage	75
Constellation Administration Building	08	Accessible Counter - Tim Hortons	15



## ***Rail Implementation Office - 2011 Budget Briefing Note***

### **Description**

The Rail Implementation office was created following Council approval of the functional design of the Downtown Ottawa Transit Tunnel (DOTT) to advance the implementation of **Ottawa's Light Rail Transit Plan (OLRT)**

### **Programs / Services Offered**

The Rail Implementation office advances OLRT implementation by undertaking the following:

- Secure contribution agreements with federal and provincial governments.
- Identify and manage project risks
- Secure land and property rights
- Identify and advance development opportunities
- Coordinate planning works to support Official Plan (OP) land use goals, TMP goals, and arts and culture.
- Manage federal and provincial government regulatory requirements
- Investigate procurement options
- Communications
- Stakeholder engagement and outreach
- Undertake preliminary engineering and detailed design
- Support the development of output specifications
- Secure contract and construction management support
- Coordinate urban design and business development
- Advance procurement strategy and project RFQ and RFP
- Project management and control of schedule, scope and audit
- Staffing and resourcing the project office
- Develop and implement appropriate rail safety legislative framework

## ***Rail Implementation Office - 2011 Budget Briefing Note***

### **Re-Organization**

Following the Corporate Realignment in the spring of 2009, the Rail Implementation Office was established, reporting directly to the Deputy City Manager.

### **Performance / Outcome Measures**

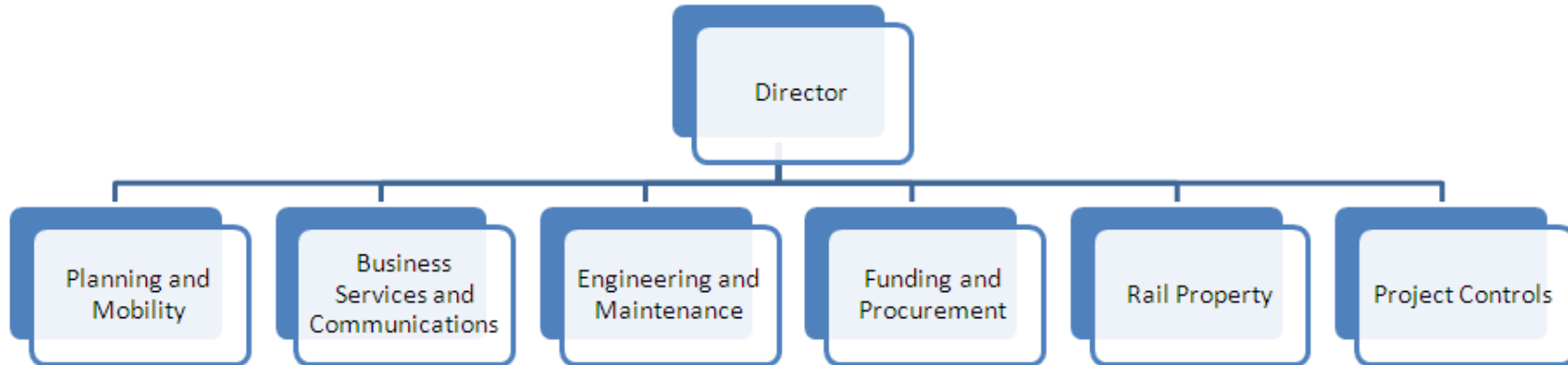
- Secured Approval in Principle for Federal and Provincial funding
- Successfully procured and engaged preliminary engineering Joint Venture
- Received Provincial EA approval
- Completed first round of geotechnical investigation
- Secured project expertise
- Began property acquisition
- Commenced station design

### **2011 Budget Risks / Other Considerations**

No budget risks have been identified for the 2011 Budget.

# Rail Implementation Office - 2011 Budget Briefing Note

## Org Chart





**City of Ottawa**  
**Rail Implementation - Operating Resource Requirement**  
**In Thousands (\$000)**

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Expenditure by Program</b>						
Rail Implementation	219	4,391	6,548	6,726	178	6,507
Service Innovation & Efficiency Prog	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>219</b>	<b>4,391</b>	<b>6,548</b>	<b>6,726</b>	<b>178</b>	<b>6,507</b>
Recoveries & Allocations	(219)	-	-	-	-	219
Revenue	-	(4,391)	(6,548)	(6,726)	(178)	(6,726)
<b>Net Requirement</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditure by Type</b>						
Salaries, Wages & Benefits	219	2,152	3,818	3,996	178	3,777
Overtime	-	-	25	25	-	25
Material & Services	-	2,214	2,669	2,669	-	2,669
Transfers/Grants/Financial Charges	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-
Other Internal Costs	-	25	36	36	-	36
Service Innovation & Efficiency Prog	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>219</b>	<b>4,391</b>	<b>6,548</b>	<b>6,726</b>	<b>178</b>	<b>6,507</b>
Recoveries & Allocations	(219)	-	-	-	-	219
<b>Net Expenditure</b>	<b>-</b>	<b>4,391</b>	<b>6,548</b>	<b>6,726</b>	<b>178</b>	<b>6,726</b>
<b>Revenue By Type</b>						
Federal	-	-	-	-	-	-
Provincial	-	-	-	-	-	-
Municipal	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-
Fines	-	-	-	-	-	-
Other	-	(4,391)	(6,548)	(6,726)	(178)	(6,726)
<b>Total Revenue</b>	<b>-</b>	<b>(4,391)</b>	<b>(6,548)</b>	<b>(6,726)</b>	<b>(178)</b>	<b>(6,726)</b>
<b>Net Requirement</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Full Time Equivalents</b>	<b>-</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>	<b>0.00</b>	<b>28.00</b>

**City of Ottawa**  
**Rail Implementation - 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	Efficien- cies	User Fees & Charges	Proposed Budget Changes	Estimate	
<b>Expenditures by Program</b>												
Rail Implementation	4,391	6,548	-	178	-	-	-	-	-	-	6,726	178
Service Innovation & Efficiency Prog	-	-	-	-	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>4,391</b>	<b>6,548</b>	<b>-</b>	<b>178</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,726</b>	<b>178</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
Revenue	(4,391)	(6,548)	-	(178)	-	-	-	-	-	-	(6,726)	(178)
<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>-</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	2,152	3,818	-	178	-	-	-	-	-	-	3,996	178
Overtime	-	25	-	-	-	-	-	-	-	-	25	-
Material & Services	2,214	2,669	-	-	-	-	-	-	-	-	2,669	-
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	25	36	-	-	-	-	-	-	-	-	36	-
Service Innovation & Efficiency Prog	-	-	-	-	-	-	-	-	-	-	-	-
<b>Gross Expenditures</b>	<b>4,391</b>	<b>6,548</b>	<b>-</b>	<b>178</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,726</b>	<b>178</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>4,391</b>	<b>6,548</b>	<b>-</b>	<b>178</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,726</b>	<b>178</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>0.0%</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>0.0%</b>	<b>2.7%</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	(4,391)	(6,548)	-	(178)	-	-	-	-	-	-	(6,726)	(178)
<b>Total Revenue</b>	<b>(4,391)</b>	<b>(6,548)</b>	<b>-</b>	<b>(178)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(6,726)</b>	<b>(178)</b>
<b>Percent of 2010 Revenue Budget</b>			<b>0.0%</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>0.0%</b>	<b>2.7%</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>-</b>
<b>Percent of 2010 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>	28.00	28.00	-	-	-	-	-	-	-	-	28.00	-
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

**City of Ottawa**

**Rail Implementation - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Forecast vs. Budget Variance Explanation</b>			
Rail Implementation - Following Council approval in January 2010 of the Light Rail recommended plan the project office received staffing allocations and began recruitment - the full staffing complement was only in place at Q3 which accounts for the majority of the operating budget variance in 2010.	2,157	(2,157)	-
<b>Total Surplus / (Deficit)</b>	<b>2,157</b>	<b>(2,157)</b>	<b>-</b>

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for 2011 contract settlement, increments and benefit adjustments.	178	-	178	-
Transit reserves.	-	(178)	(178)	-
<b>Total Maintain Services</b>	<b>178</b>	<b>(178)</b>	<b>-</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>178</b>	<b>(178)</b>	<b>-</b>	<b>-</b>

**City of Ottawa  
Finance & Economic Development Committee  
Capital Program  
In Thousands (\$000)**

**2011 Draft Budget**

<b>Service Area: Transit Services</b>							
<b>Category</b>	<b>2010 Draft Capital Budget</b>	<b>Revenues</b>	<b>Tax Supported/ Dedicated Reserves</b>	<b>Gas Tax</b>	<b>Rate Supported Reserves</b>	<b>Development Charges</b>	<b>Debt</b>
Renewal of City Assets	-	-	-	-	-	-	-
Growth	<b>148,991</b>	67,853	-	21,123	-	26,687	33,328
Regulatory	-	-	-	-	-	-	-
Strategic Initiatives	-	-	-	-	-	-	-
<b>Total</b>	<b>148,991</b>	<b>67,853</b>	-	<b>21,123</b>	-	<b>26,687</b>	<b>33,328</b>

Project Information		Financial Details			
<b>905176 LRT (Tunney's to Blair)</b>					
Dept: Rail	Category: Growth	Ward: CW	Year of Completion: 2020		
<p>In January 2010, Council approved the functional design of the Ottawa Light Rail Transit project running from Tunneys Pasture to Blair, with a downtown tunnel and a maintenance and storage facility. The project received Provincial EA approval in August 2010, and funding commitments of \$600M each from the Provincial (December 2009) and Federal governments (June 2010). The Federal Approval in principle was received in Aug 2010 and the Provincial Funding Greenlight Letter was received in Sept 2010.</p> <p>This request for funds will take the project through to the end of real property acquisition, the completion of Preliminary Engineering (PE), award of PE Phase 2 (Engineering and Project Management Support) and partially through the competitive procurement process for construction. These costs also include professional and advisory services supporting the planning, engineering, property and procurement activities.</p>	<b>2011 Request</b>	<b>148,991</b>	Unspent Previous Authority		47,301
	Revenues	67,853	Rate Supported		-
	Tax Supported/ Dedicated	-	Development Charges		26,687
	Gas Tax	21,123	Debt		33,328
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	Authority	148,991	-	1,824,000	-
	Spending Plan	83,000	83,000	94,000	190,000
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-

# Non Departmental - 2011 Budget Briefing Note

## Description

### Corporate Human Resource Provision

**Sick Leave Banks** – a provision for eligible employees, upon leaving the employment of the City, to receive compensation for accumulated sick leave credits. The provision applies primarily to staff hired before the introduction of income protection plans in the late 1970's. Details of how these provisions are administered are outlined in the specific collective agreements.

**Retiree Costs** – includes the following:

- Benefits for Retirees – to provide extended health care, dental and life insurance coverage to employees who have retired from the new city and its former partner municipalities.
- Pension Supplementation – to provide eligible retired former employees or their widows/widowers with a payment, based on a formula, to supplement their retirement income to a maximum of the poverty line. Indexation costs for the COSF plan are also included under this provision.

**Employee Benefits** – includes the following:

- Past Service Pension – a provision for the employer portion of pension buybacks initiated by employees for past service where pension contributions were not deducted i.e. parental leave, part-time.
- Disability Accommodation Provision – a provision to accommodate employees in the work force on a modified basis. This provision allows employees on WSIB or LTD the opportunity of rejoining the work force productively to progress to full-time duties. This provision reduces reliance on disability plans and costs and increases employee productivity and operational efficiency.

**Benefits Adjustments** – used to fund benefit adjustments for insurance and statutory benefit plans.

## Non Departmental - 2011 Budget Briefing Note

### **Capital Formation Costs**

This term refers to the combined total of contributions to capital reserve funds and the annual amounts for debt charges.

### **Contribution to Capital Reserves**

The yearly contributions from the operating budget to the Capital Reserve Funds in order to cash finance the City's capital program.

### **Endowment Fund**

A fund established with the proceeds of the Hydro Ottawa refinancing, in the amount of \$200 million. Council has adopted an investment policy and established an Endowment Fund Investment Committee to govern the fund. The current fund payout policy, which was adopted by Council on 14 June 2006, provides for an amount to be paid from the fund to the City, which is the lesser of the earnings in the year or 6.5%, provided that the market value of the fund is not reduced below the original investment. Ontario Regulations restrict the amounts that can be withdrawn from the fund for a seven-year period. As per Council policy, management fees for the fund are to be paid from investment returns of the fund. Investment return distributions from the fund are, as per policy, used to support the capital program.

### **Debt Charges**

Debt charges refer to the annual principal and interest payments made to holders of municipal debentures (bonds). The City of Ottawa issues long-term debt to finance municipal capital projects.

### **Sale of Surplus Lands**

Income generated by the sale of lands identified by the City as surplus to its need and sold in accordance with City policy.

### **Ottawa Lands Development**

Council-approved land sales generated by the Ottawa Community Lands Development Corporation.

### **100 Constellation Lease Payment**

In 2003, the City acquired the office building located at 100 Constellation for purposes of consolidating administrative office space as part of the City's Corporate Accommodation Master Plan (CAMP). The lease payments are presented in the non-departmental section of the budget.

# Non Departmental - 2011 Budget Briefing Note

## **Corporate Common Expenditures**

### **Election Reserve Fund**

To offset the operating costs of administering the municipal election, which is held every four years, an annual contribution to an Election Reserve Fund is made. In the year that the election is held, the operating costs of the election are funded from this reserve.

### **Self Insurance**

The portion the City pays up to the deductible for insurance claims.

### **Provision for Unforeseen and One-Time Expenditures**

An annual provision to provide for unanticipated operating expenditures and operating expenditures that are not expected to reoccur (one-time). All funds spent from the account are to be separately approved by Council. Any surplus in the account at year-end is to be contributed to the tax stabilization reserve, unless the City tax-supported accounts are in an overall deficit.

### **Financial and Miscellaneous Charges**

Expenditures relating to daily cash management of the City's operations and costs associated with placing and servicing long term financing for the City's capital program; provisions for doubtful accounts and other sundry financial charges that may occur during the year such as commodity tax adjustments and special audit fees.

Included in Financial charges is an \$855k budget pressure for Payment Card Industry compliance.

### **Corporate Efficiency Targets**

The savings targets for procurement, supplier discount and information technology investments for the year plus any carry forward from the previous year. This section also includes all identified vacancy allowance operating budget savings that have not been allocated to specific departments.



# Non Departmental - 2011 Budget Briefing Note

## **Corporate Common Revenues**

### **Penalties & Interest**

Revenue for properties in arrears on their taxes, water bills and accounts receivable.

### **Investment Income**

Income generated by the City's positive cash flow not required for current operations. Cash is invested on a "pooled" basis and earnings are allocated to operations and reserve funds.

### **Hydro Ottawa – Dividend Payment**

An annual payment to the City in the amount, which is the greater of \$14 million or 60% of Hydro Ottawa's net income as outlined in the Council-adopted dividend policy.

### **Other Sources of Revenue**

include the City's share of:

- Provincial Offence Act fine revenue
- Net proceeds from Rideau Carleton Raceway
- Lottery Fees

### **Tax Stabilization Reserve Fund**

Represents a transfer of funds from the Tax Stabilization Reserve to help finance the City's operations and capital program. Council has phased out this contribution with the last transfer occurring in 2009 for \$13 million.

### **Other Miscellaneous Revenues**

Include funds from Accounts Receivable administration fees, Provincial mineral aggregate program and other various revenues.

# Non Departmental - 2011 Budget Briefing Note

## **Tax Related Expenditures & Revenues**

### **Tax Rebates and Remissions**

Include the following:

- Reimbursement of property taxes when a property qualifies under various sections of the Municipal Act or a taxpayer is successful in appealing their assessed property value.
- Vacancy rebate program provides a tax rebate on vacant commercial and industrial properties when eligible property owners submit an application to the City.
- Charitable rebate program provides a tax rebate to eligible charities (tenants or owners) subject to submitting an application to the City.

### **Municipal Property Assessment Corporation (MPAC)**

The City's proportionate share of the annual MPAC operating costs, which the City is, obligated to pay.

### **Supplementary Assessment**

Tax revenue generated from new properties, which were assessed after the return of the annual assessment roll and therefore, not reflected in the current year tax bill.

### **Payments in lieu of Taxation**

Payments made by Federal and Provincial government institutions that own property within the City boundary. Legislation exempts government bodies from the obligation to pay property tax and the "payment in lieu" of taxes is intended to compensate for the provision of municipal services. The account also includes the taxes for education raised from these properties but retained by the City under the existing Provincial legislation.

### **Public Institutions**

Payments made by the Provincial government for payment in lieu of taxes for hospitals, universities and penitentiaries.

### **Local Improvement Revenue**

Taxes raised to reimburse the costs incurred by the City for works constructed on behalf of benefiting taxpayers.

## Non Departmental - 2011 Budget Briefing Note

### **Federal Revenue (Police)**

A Federal grant to cover additional Police costs. This budget was added in 2009 and it is anticipated the grant will be for more than one year.

### **Property Taxes**

Property taxes are the main source of revenue for funding municipal services. Tax rates are expressed as a percentage and are calculated for each property class based on the net taxation requirement of the municipality and the assessment values of properties within its boundaries. The tax rate times the assessed value of a property results in the property tax owed to the municipality.



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

In Thousands (\$000)

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Corporate Human Resource Provision</b>						
Corporate Accounts General	(264)	-	-	-	-	264
Sick Leave Banks	4,996	5,920	5,920	5,920	-	924
Retiree Costs	6,635	1,239	1,239	1,239	-	(5,396)
Employee Benefits	974	1,095	1,095	1,095	-	121
Benefits Adjustments	174	81	81	81	-	(93)
<b>Gross Expenditure</b>	<b>12,515</b>	<b>8,335</b>	<b>8,335</b>	<b>8,335</b>	<b>-</b>	<b>(5,368)</b>
Recoveries & Allocations	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>12,515</b>	<b>8,335</b>	<b>8,335</b>	<b>8,335</b>	<b>-</b>	<b>(5,368)</b>
<b>Capital Formation Cost</b>						
<b>Expenditure</b>						
Contribution to Capital Reserves	104,474	98,227	98,227	100,597	2,370	(3,877)
Transfer to Capital from Endowment Fund	-	13,000	9,000	13,000	4,000	13,000
Transfer to Capital from Endowment Fund	-	-	-	-	-	-
Debt Charges	70,807	79,176	79,176	83,782	4,606	12,975
Sales of Former Ottawa City Hall - Reserve	-	-	-	-	-	-
Sale of Surplus Lands	112	-	-	-	-	(112)
100 Constellation Lease	5,691	5,697	5,697	5,797	100	106
<b>Gross Expenditure</b>	<b>181,084</b>	<b>196,100</b>	<b>192,100</b>	<b>203,176</b>	<b>11,076</b>	<b>22,092</b>
Recoveries & Allocations	-	(303)	(303)	(303)	-	(303)
<b>Net Expenditure</b>	<b>181,084</b>	<b>195,797</b>	<b>191,797</b>	<b>202,873</b>	<b>11,076</b>	<b>21,789</b>
<b>Revenue</b>						
Contribution to Capital Reserves	-	(2,800)	(2,800)	(2,800)	-	(2,800)
Transfer to Capital from Endowment Fund	-	(13,000)	(9,000)	(13,000)	(4,000)	(13,000)
Debt Charges	(10,444)	(16,311)	(16,311)	(16,311)	-	(5,867)
Sale of Surplus Lands	(1,951)	(900)	-	-	-	1,951
Ottawa Lands Development	-	(5,500)	(5,500)	(5,500)	-	(5,500)
<b>Total Revenue</b>	<b>(12,395)</b>	<b>(38,511)</b>	<b>(33,611)</b>	<b>(37,611)</b>	<b>(4,000)</b>	<b>(25,216)</b>
<b>Net Capital Formation Costs Requirement</b>	<b>168,689</b>	<b>157,286</b>	<b>158,186</b>	<b>165,262</b>	<b>7,076</b>	<b>(3,427)</b>

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

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Corporate Common Expenditure</b>						
<b>Expenditure</b>						
Contribution to Election Expense Reserve	1,125	1,125	1,125	1,087	(38)	(38)
Self Insurance	5,827	1,077	1,077	1,187	110	(4,640)
One-Time Unforeseen Provision	-	23	23	2,800	2,777	2,800
Transit Mitigation Measures	1,912	-	-	-	-	(1,912)
Maple Grove Repairs	6	-	-	-	-	(6)
Financial Charges & Other	24,591	3,248	3,420	2,928	(492)	(21,663)
<b>Gross Expenditure</b>	<b>33,461</b>	<b>5,473</b>	<b>5,645</b>	<b>8,002</b>	<b>2,357</b>	<b>(25,459)</b>
Recoveries & Allocations	-	(16,898)	(16,898)	(17,632)	(734)	-
<b>Net Expenditure</b>	<b>33,461</b>	<b>(11,425)</b>	<b>(11,253)</b>	<b>(9,630)</b>	<b>1,623</b>	<b>(25,459)</b>
<b>Revenue</b>						
Self Insurance	(225)	(459)	(459)	(459)	-	(234)
Transit Mitigation Measures	(1,912)	-	-	-	-	1,912
<b>Total Revenue</b>	<b>(2,137)</b>	<b>(459)</b>	<b>(459)</b>	<b>(459)</b>	<b>-</b>	<b>1,678</b>
<b>Net Corp Common Expend Requirement</b>	<b>31,324</b>	<b>(11,884)</b>	<b>(11,712)</b>	<b>(10,089)</b>	<b>1,623</b>	<b>(23,781)</b>
<b>Corporate Efficiency Targets</b>						
Prior Years Efficiency Savings	-	-	-	(3,835)	(3,835)	(3,835)
Procurement	-	-	(2,000)	(2,000)	-	(2,000)
Supplier Discount	-	(562)	(562)	(562)	-	(562)
Service Innovation & Efficiency Program	(533)	-	-	-	-	533
Technology Investment	-	(108)	(108)	(108)	-	(108)
<b>Gross Expenditure</b>	<b>(533)</b>	<b>(670)</b>	<b>(2,670)</b>	<b>(6,505)</b>	<b>(3,835)</b>	<b>(5,972)</b>
Recoveries & Allocations	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>(533)</b>	<b>(670)</b>	<b>(2,670)</b>	<b>(6,505)</b>	<b>(3,835)</b>	<b>(5,972)</b>
<b>Corporate Common Revenue</b>						
<b>Revenue</b>						
Penalty & Interest	(10,734)	(10,949)	(10,949)	(11,194)	(245)	(460)
Investments Income	(12,201)	(11,875)	(15,816)	(13,136)	2,680	(935)
Hydro Ottawa Dividends	(17,200)	(17,600)	(16,000)	(16,000)	-	1,200
Provincial Offences Act	(10,274)	(13,607)	(13,607)	(13,607)	-	(3,333)
Rideau Carleton Raceway	(4,430)	(4,300)	(4,300)	(4,300)	-	130
Lottery Fees	(885)	(1,004)	(1,004)	(1,004)	-	(119)
Tax Rate Stabilization Reserve Fund	(13,000)	-	-	-	-	13,000
Other Miscellaneous Revenue	(39,877)	(1,695)	(1,693)	(1,693)	-	38,184
<b>Gross Revenue</b>	<b>(108,601)</b>	<b>(61,030)</b>	<b>(63,369)</b>	<b>(60,934)</b>	<b>2,435</b>	<b>47,667</b>
<b>Net Corporate Common Revenue</b>	<b>(108,601)</b>	<b>(61,030)</b>	<b>(63,369)</b>	<b>(60,934)</b>	<b>2,435</b>	<b>47,667</b>

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

In Thousands (\$000)

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Taxation Related Revenue &amp; Expenditure</b>						
<b>Expenditure</b>						
Tax Rebates & Remissions	18,712	19,102	19,102	19,102	-	390
Municipal Property Assessment Corp	11,243	11,921	11,921	11,921	-	678
<b>Gross Expenditure</b>	<b>29,955</b>	<b>31,023</b>	<b>31,023</b>	<b>31,023</b>	<b>-</b>	<b>1,068</b>
Recoveries & Allocations	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>29,955</b>	<b>31,023</b>	<b>31,023</b>	<b>31,023</b>	<b>-</b>	<b>1,068</b>
<b>Revenue</b>						
Supplemental Assessment	(21,917)	(35,417)	(24,417)	(24,417)	-	(2,500)
Payments-in-lieu of Taxation	(161,374)	(161,500)	(167,634)	(166,534)	1,100	(5,160)
Public Institutions	(5,184)	(5,444)	(5,184)	(5,444)	(260)	(260)
Local Improvement Revenue	(82)	(200)	(200)	(200)	-	(118)
Federal Revenue - Police	(2,000)	-	-	-	-	2,000
<b>Total Revenue</b>	<b>(190,557)</b>	<b>(202,561)</b>	<b>(197,435)</b>	<b>(196,595)</b>	<b>840</b>	<b>(6,038)</b>
<b>Net Taxation Related Revenue &amp; Expenditure</b>	<b>(160,602)</b>	<b>(171,538)</b>	<b>(166,412)</b>	<b>(165,572)</b>	<b>840</b>	<b>(4,970)</b>
<b>Property Tax Revenue</b>	(1,123,232)	(1,183,324)	(1,183,324)	(1,209,126)	(25,802)	(85,894)
<b>Total</b>	<b>(1,180,440)</b>	<b>(1,262,825)</b>	<b>(1,260,966)</b>	<b>(1,278,629)</b>	<b>(17,663)</b>	<b>(81,745)</b>
<b>Full Time Equivalents</b>	<b>(230.00)</b>	<b>(169.99)</b>	<b>(169.99)</b>	<b>(164.99)</b>	<b>5.00</b>	<b>65.01</b>

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

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
<b>Corporate Human Resource Provision</b>												
Corporate Accounts General	-	-	-	-	-	-	-	-	-	-	-	-
Sick Leave Banks	5,920	5,920	-	-	-	-	-	-	-	-	5,920	-
Retiree Costs	1,239	1,239	-	-	-	-	-	-	-	-	1,239	-
Employee Benefits	1,095	1,095	-	-	-	-	-	-	-	-	1,095	-
Benefits Adjustments	81	81	-	-	-	-	-	-	-	-	81	-
<b>Gross Expenditure</b>	<b>8,335</b>	<b>8,335</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,335</b>	<b>-</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>8,335</b>	<b>8,335</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,335</b>	<b>-</b>
<b>Capital Formation Cost Expenditure</b>												
Contribution to Capital Reserves	98,227	98,227	(301)	2,671	-	-	-	-	-	-	100,597	2,370
Transfer to Capital Reserve from Endowment Fund	13,000	9,000	-	4,000	-	-	-	-	-	-	13,000	4,000
Debt Charges	79,176	79,176	2,570	-	-	-	2,036	-	-	-	83,782	4,606
100 Constellation Lease	5,697	5,697	-	100	-	-	-	-	-	-	5,797	100
<b>Gross Expenditure</b>	<b>196,100</b>	<b>192,100</b>	<b>2,269</b>	<b>6,771</b>	<b>-</b>	<b>-</b>	<b>2,036</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>203,176</b>	<b>11,076</b>
Recoveries & Allocations	(303)	(303)	-	-	-	-	-	-	-	-	(303)	-
<b>Net Expenditure</b>	<b>195,797</b>	<b>191,797</b>	<b>2,269</b>	<b>6,771</b>	<b>-</b>	<b>-</b>	<b>2,036</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>202,873</b>	<b>11,076</b>
<b>Revenue</b>												
Contribution to Capital Reserves	(2,800)	(2,800)	-	-	-	-	-	-	-	-	(2,800)	-
Distribution from Endowment Fund	(13,000)	(9,000)	-	(4,000)	-	-	-	-	-	-	(13,000)	(4,000)
Debt Charges	(16,311)	(16,311)	-	-	-	-	-	-	-	-	(16,311)	-
Sale of Surplus Lands	(900)	-	-	-	-	-	-	-	-	-	-	-
Ottawa Lands Development	(5,500)	(5,500)	-	-	-	-	-	-	-	-	(5,500)	-
<b>Total Revenue</b>	<b>(38,511)</b>	<b>(33,611)</b>	<b>-</b>	<b>(4,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(37,611)</b>	<b>(4,000)</b>
<b>Net Capital Formation Costs Requirement</b>	<b>157,286</b>	<b>158,186</b>	<b>2,269</b>	<b>2,771</b>	<b>-</b>	<b>-</b>	<b>2,036</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>165,262</b>	<b>7,076</b>
<b>Corporate Common Expenditure</b>												
<b>Expenditure</b>												
Contribution to Election Expense Reserve & Other	1,125	1,125	(43)	130	-	-	-	-	-	(125)	1,087	(38)
Self Insurance	1,077	1,077	-	110	-	-	-	-	-	-	1,187	110
One-Time Unforeseen Provision	23	23	2,777	-	-	-	-	-	-	-	2,800	2,777
Transit Mitigation Measures	-	-	-	-	-	-	-	-	-	-	-	-
Maple Grove Repairs	-	-	-	-	-	-	-	-	-	-	-	-
Financial Charges & Other	3,248	3,420	(231)	855	-	-	-	-	-	(1,116)	2,928	(492)
<b>Gross Expenditure</b>	<b>5,473</b>	<b>5,645</b>	<b>2,503</b>	<b>1,095</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,241)</b>	<b>8,002</b>	<b>2,357</b>
Recoveries & Allocations	(16,898)	(16,898)	(112)	201	28	-	-	(851)	-	-	(17,632)	(734)
<b>Net Expenditure</b>	<b>(11,425)</b>	<b>(11,253)</b>	<b>2,391</b>	<b>1,296</b>	<b>28</b>	<b>-</b>	<b>-</b>	<b>(851)</b>	<b>-</b>	<b>(1,241)</b>	<b>(9,630)</b>	<b>1,623</b>
<b>Revenue</b>												
Self Insurance	(459)	(459)	-	-	-	-	-	-	-	-	(459)	-
Transit Mitigation Measures	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(459)</b>	<b>(459)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(459)</b>	<b>-</b>
<b>Net Corp Common Expend Requirement</b>	<b>(11,884)</b>	<b>(11,712)</b>	<b>2,391</b>	<b>1,296</b>	<b>28</b>	<b>-</b>	<b>-</b>	<b>(851)</b>	<b>-</b>	<b>(1,241)</b>	<b>(10,089)</b>	<b>1,623</b>



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

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
<b>Corporate Efficiency Targets</b>												
Corporate Vacancy Allowance	-	-	-	-	-	-	-	-	-	(3,835)	(3,835)	(3,835)
Procurement	-	(2,000)	-	-	-	-	-	-	-	-	(2,000)	-
Supplier Discount	(562)	(562)	-	-	-	-	-	-	-	-	(562)	-
Service Innovation & Efficiency Program	-	-	-	-	-	-	-	-	-	-	-	-
Technology Investment	(108)	(108)	-	-	-	-	-	-	-	-	(108)	-
<b>Gross Expenditure</b>	<b>(670)</b>	<b>(2,670)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(3,835)</b>	<b>(6,505)</b>	<b>(3,835)</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>(670)</b>	<b>(2,670)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(3,835)</b>	<b>(6,505)</b>	<b>(3,835)</b>
<b>Corporate Common Revenue</b>												
<b>Revenue</b>												
Penalty & Interest	(10,949)	(10,949)	-	(245)	-	-	-	-	-	-	(11,194)	(245)
Investments Income	(11,875)	(15,816)	-	2,680	-	-	-	-	-	-	(13,136)	2,680
Hydro Ottawa Dividends	(17,600)	(16,000)	-	-	-	-	-	-	-	-	(16,000)	-
Provincial Offences Act	(13,607)	(13,607)	-	-	-	-	-	-	-	-	(13,607)	-
Rideau Carleton Raceway	(4,300)	(4,300)	-	-	-	-	-	-	-	-	(4,300)	-
Lottery Fees	(1,004)	(1,004)	-	-	-	-	-	-	-	-	(1,004)	-
Tax Rate Stabilization Reserve Fund	-	-	-	-	-	-	-	-	-	-	-	-
Other Miscellaneous Revenue	(1,695)	(1,693)	-	-	-	-	-	-	-	-	(1,693)	-
<b>Total Revenue</b>	<b>(61,030)</b>	<b>(63,369)</b>	<b>-</b>	<b>2,435</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(60,934)</b>	<b>2,435</b>
<b>Net Corporate Common Revenue</b>	<b>(61,030)</b>	<b>(63,369)</b>	<b>-</b>	<b>2,435</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(60,934)</b>	<b>2,435</b>
<b>Taxation Related Revenue &amp; Expenditure</b>												
<b>Expenditure</b>												
Tax Rebates & Remissions	19,102	19,102	-	-	-	-	-	-	-	-	19,102	-
Municipal Property Assessment Corp	11,921	11,921	-	-	-	-	-	-	-	-	11,921	-
<b>Gross Expenditure</b>	<b>31,023</b>	<b>31,023</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>31,023</b>	<b>-</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>31,023</b>	<b>31,023</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>31,023</b>	<b>-</b>
<b>Revenue</b>												
Supplemental Assessment	(35,417)	(24,417)	-	-	-	-	-	-	-	-	(24,417)	-
Payments-in-lieu of Taxation	(161,500)	(167,634)	-	1,800	-	(700)	-	-	-	-	(166,534)	1,100
Public Institutions	(5,444)	(5,184)	(260)	-	-	-	-	-	-	-	(5,444)	(260)
Local Improvement Revenue	(200)	(200)	-	-	-	-	-	-	-	-	(200)	-
Federal Revenue - Police	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(202,561)</b>	<b>(197,435)</b>	<b>(260)</b>	<b>1,800</b>	<b>-</b>	<b>(700)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(196,595)</b>	<b>840</b>
<b>Net Taxation Related Revenue &amp; Expenditure</b>	<b>(171,538)</b>	<b>(166,412)</b>	<b>(260)</b>	<b>1,800</b>	<b>-</b>	<b>(700)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(165,572)</b>	<b>840</b>
<b>Property Tax Revenue</b>	(1,183,324)	(1,183,324)	-	-	-	(25,802)	-	-	-	-	(1,209,126)	(25,802)
<b>Total</b>	<b>(1,262,825)</b>	<b>(1,260,966)</b>	<b>4,400</b>	<b>8,302</b>	<b>28</b>	<b>(26,502)</b>	<b>2,036</b>	<b>(851)</b>	<b>-</b>	<b>(5,076)</b>	<b>(1,278,629)</b>	<b>(17,663)</b>
<b>Full Time Equivalents (FTE's)</b>	(169.99)	(169.99)	-	5.00	-	-	-	-	-	-	(164.99)	5.00
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>-2.9%</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>97.1%</b>	

**City of Ottawa**

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

In Thousands (\$000)

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Forecast vs. Budget Variance Explanation</b>			-
Endowment Fund, actual 2010 net distributions are \$13 M which is \$4 M in excess of amounts budgeted. The additional contribution is transferred to reserves to fund capital expenditures in accordance with legislation governing the use of Endowment Fund earnings.	(4,000)	4,000	-
Sale of Surplus Land, based on results at the third quarter.	(30)	930	900
Financial Charges - various one-time surpluses	174	-	174
Procurement savings were budgeted at \$5 million. This amount represents the estimated savings that cannot be achieved in 2010 and is carried forward into 2011.	(2,000)	-	(2,000)
Investment Income results are less than budgeted due to a continued low interest rate environment and reduced cash balances available for investment as a result of the significant increase in capital works during the year.	-	(3,941)	(3,941)
Hydro Ottawa Dividend surplus in excess of budget. Total receipt was \$17.6M based on 2009 Hydro Ottawa results.	-	1,600	1,600
Supplemental Tax Assessment revenues in excess of amounts budgeted.	-	11,000	11,000
Payments in Lieu of Taxes based on estimated 2010 year end results. Results projected to be under budget due to changes in the sector and the impact of commercial tax rate calculations being lower than projected.	-	(6,134)	(6,134)
Public Institutions forecast reflects year to date actuals.	-	260	260
<b>Total Surplus / (Deficit)</b>	<b>(5,856)</b>	<b>7,715</b>	<b>1,859</b>

**City of Ottawa**

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

In Thousands (\$000)

2010 Baseline Adjustments / Explanations	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2011 Changes	
<b>Adjustments to Base Budget</b>				
Contributions to Capital Reserves - reflects a shift between debt servicing and transfers to reserve as a result of the timing difference of 2010 debt issuance. Debt issued in the first half of the year only required a portion of the annual budget, resulting in a surplus in debt charges which was contributed to the capital reserves. These funds are now required for 2011.	(2,570)	-	(2,570)	-
Debt Charges - reflects a shift between debt servicing and transfers to reserve as a result of the timing difference of 2010 debt issuance as described above.	2,570	-	2,570	-
HST Adjustment For Election Office Activities (Election Reserve).	(43)	-	(43)	-
Provision for Unforeseen and One-Time Expenditures. Adjustment reflects the amounts that were transferred to departments for 2010 expenditures and which are now being returned to the account. For 2011, departments will again be required to report separately to Committee and Council when a request is made for funding of one- time and unanticipated expenditures.	2,777	-	2,777	-
Public Institutions reflects year to date actuals.	-	(260)	(260)	-
HST - reflects an increase contribution to fund capital expenditures impacted by the HST; this is offset by reductions in departmental operating budgets. Total HST impact is neutral.	2,326	-	2,326	-
The economic increase for Management and Professional Exempt (MPE) is set by Council policy. Using the formula as prescribed by the policy, MPE were to receive a 3.8% increase in 2011. The unions that have settled for 2011 have an average increase of 2.75% and MPE were initially limited to the same percentage. This provision represents a further reduction to limit the economic increase for MPE to 2%, roughly half of what they would receive through approved policy. This account will be distributed to the various departmental accounts after the budget is approved.	(400)	-	(400)	-
<b>Total Adjustments to Base Budget</b>	<b>4,660</b>	<b>(260)</b>	<b>4,400</b>	<b>-</b>

**City of Ottawa**

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

In Thousands (\$000)

2011 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2011 Changes	
<b>Maintain Services</b>				
Inflationary increase on Contribution to Capital Reserves based on the 2010 Construction price index, at 2.9%	2,671	-	2,671	-
Increase in Endowment Fund earnings based on actual 2010 and projected 2011 results. Additional funds are transferred to City Wide reserves to fund capital expenditures, in accordance with legislation governing the use of Endowment fund earnings.	4,000	(4,000)	-	-
Inflationary increase on lease at 100 Constellation.	100	-	100	-
Transfer to the Election Contribution Rebate program reserve based on a January 2010 Council decision to continue the program and establish a reserve to accumulate funds required for the 2014 election expense. This amount represents one quarter of the total estimated cost . Payments for the 2006 election totalled \$500 thousand. 2010 election costs are not finalized.	125	-	125	-
Payment Card Industry (PCI) compliance In order to continue to accept credit cards the City must maintain compliance with PCI data security standards to protect the public's credit card information. Sustainment costs include IT resourcing, software licensing and resources to perform compliance reviews.	855	-	855	5.00
Penalty and Interest increase due to expanded tax base.	-	(245)	(245)	-
Interest Income earnings adjustment based on forecasted cash balances and interest rates.	-	2,680	2,680	-
Payments in Lieu of Taxes: reduction in revenues based on 2010 experience and forecasted tax rate impacts and additional PILT properties.	-	1,800	1,800	-
Facility allocation for Election Office (Election Reserve).	5	-	5	-
Increase in insurance premiums.	110	-	110	-
Water and Wastewater Administration Allocation adjustment for fleet Costs	201	-	201	-
<b>Total Maintain Services</b>	<b>8,067</b>	<b>235</b>	<b>8,302</b>	<b>5.00</b>
<b>Provincial Legislated</b>				
Water and Wastewater Administration Allocation adjustment for fleet Costs	28	-	28	-
<b>Total Provincial Legislated</b>	<b>28</b>	<b>-</b>	<b>28</b>	<b>-</b>

## City of Ottawa

### Non Departmental - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2011 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2011 Changes	
<b>Growth</b>				
Additional Payment-in-lieu-taxes for the Industrial Garage	-	(700)	(700)	-
Recovery from expanded Urban fire zone	-	(1,802)	(1,802)	-
Additional taxation revenue for City Services of 2% from assessment growth (including Police).	-	(24,000)	(24,000)	-
<b>Total Growth</b>	-	<b>(26,502)</b>	<b>(26,502)</b>	-
<b>New Services / Needs</b>				
Additional debt servicing for Strategic Initiatives previously approved by Council - \$20M for 10 years at 4%. The 2011 budget is for half of the annual cost of the debt issue as only one of two debt payments will be required in 2011. Budgeting for actual costs, rather than ongoing annual costs requires a change to the Treasurer's delegation in the Delegation of Authority By law.	1,233	-	1,233	-
Congress Centre debt servicing for remaining \$20M for 20 years at 5%. Costs in 2011 are part year costs rather than annual costs as described above.	803	-	803	-
<b>Total New Services / Needs</b>	<b>2,036</b>	-	<b>2,036</b>	-
<b>Efficiencies</b>				
Water and Wastewater Administration Allocation adjustment for Service Innovation & Efficiency Initiative.	(851)	-	(851)	(169.20)
<b>Total Efficiencies</b>	<b>(851)</b>	-	<b>(851)</b>	<b>(169.20)</b>
<b>Proposed Budget Changes</b>				
See following Proposed Budget Changes schedule for details	(5,076)	-	(5,076)	-
<b>Total Proposed Budget Changes</b>	<b>(5,076)</b>	-	<b>(5,076)</b>	-
<b>Total Budget Changes</b>	<b>8,864</b>	<b>(26,527)</b>	<b>(17,663)</b>	<b>(164.20)</b>

**City of Ottawa**  
**Non-Departmental - Proposed Budget Changes**  
 In Thousands (\$000)

Strategy Category	Dept.	Branch	Program / Service Adjustment	2011 Proposed Budget Change			
				Exp	Rev	Net Impact	FTE Impact
	Non-Departmental		<b>Proposed Budget Changes</b> Eliminate the Election Contribution Rebate Program for the 2014 election.	(125)	-	(125)	-
			<b>Impact on Public / City Departments</b> The Election Contribution Rebate Program was established without any additional funding, and the cost of the program is increasing. As indicated in a 2010 report to Council (ACS2010-CMR-CCB-0003), continuing this program for the 2014 Election would require an additional contribution to the Election Reserve Fund of approximately \$600,000 (\$125,000 per year). This report further noted that a survey conducted by another municipality on rebate programs concluded that there is no direct evidence that these programs increase voter participation or enhance the election process.				
	Corporate		<b>Proposed Budget Changes</b> Corporate-wide reduction in discretionary expenditures.	(316)	-	(316)	-
			<b>Impact on Public / City Departments</b> The represents reductions to accounts for conferences and conventions, business travel and business luncheons and receptions. This represents a 17% reduction. This account will be allocated to specific departments after the budget has been approved.				
	Corporate		<b>Proposed Budget Changes</b> Corporate-wide reduction in advertising expenditures. This includes a change to various print advertising requirements. Revisions to the Public Notice By law will be made to remove print advertising for public notifications that are not mandated by Provincial legislation. For these non-mandatory notice requirements, public notice will be provided on the City's web site. The advertising reductions will be allocated to specific departments after the budget has been approved.	(800)	-	(800)	-
			<b>Impact on Public / City Departments</b> No impact to the public. Citizens will continue to receive notifications either in print (where mandated) or through Ottawa.ca.				
	Corporate		<b>Proposed Budget Changes</b> Increase in corporate vacancy allowance. An allowance of 2.6% of labour costs has been used in prior years. This adjustment is based on actual experience in 2010 and increases the allowance to 3%.	(3,835)	-	(3,835)	-
			<b>Impact on Public / City Departments</b> Staff will manage vacancies to achieve this target.				
<b>Total Proposed Budget Changes</b>				<b>(5,076)</b>	<b>-</b>	<b>(5,076)</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  
Finance & Economic Development Committee  
Capital Program - 4 Year Forecast  
In Thousands (\$000)**

**2011 Draft Budget**

Service Area/Category	2011	2012	2013	2014	Total
<b>City Manager's Office</b>					
<b>Strategic Initiatives</b>					
902456 SI Envelope Unallocated	-	8,330	8,742	9,464	26,536
905717 SIEP CBMW Community Based Mobile WF	1,501	3,565	5,469	4,827	15,362
	<b>1,501</b>	<b>11,895</b>	<b>14,211</b>	<b>14,291</b>	<b>41,898</b>
	<b>1,501</b>	<b>11,895</b>	<b>14,211</b>	<b>14,291</b>	<b>41,898</b>
<b>General Government</b>					
<b>Renewal of City Assets</b>					
905657 Buildings-Heritage - General Gov	467	500	500	500	1,967
906031 Buildings-Heritage- Condition Assessment	300	100	100	100	600
	<b>767</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>2,567</b>
<b>Strategic Initiatives</b>					
905669 Accessibility - General Gov	405	780	780	780	2,745
	<b>405</b>	<b>780</b>	<b>780</b>	<b>780</b>	<b>2,745</b>
	<b>1,172</b>	<b>1,380</b>	<b>1,380</b>	<b>1,380</b>	<b>5,312</b>
<b>Information Technology</b>					
<b>Renewal of City Assets</b>					
904922 IT Lifecycle RenewTelecom Sys 2009	-	670	865	265	1,800
905989 IT Business Systems:Renewal Program 2011	2,500	1,630	1,875	1,725	7,730
906007 IT Enterprise Systems: Info Mgmt 2011	625	900	720	315	2,560
906008 IT Network Infrastructure 2011	2,400	1,990	1,740	2,485	8,615
906009 IT Enterprise Systems: Content Mgmt 2011	340	480	520	385	1,725
906010 IT DesktopComputer,Laptop&Peripheral2011	2,390	2,200	1,570	2,175	8,335
906011 IT EnterpriseSystem:Database Mgt&BI 2011	340	420	610	370	1,740
906012 IT Enterprise Systems: Web Services 2011	340	420	435	490	1,685
906013 IT Enterprise Systems:Sec Services 2011	470	200	260	170	1,100
906014 IT Enterprise Systems: SAP 2011	2,020	1,630	1,920	2,065	7,635
906015 IT Enterprise Systems: GIS 2011	260	420	490	390	1,560
906016 IT Enterprise Systems: IT Svc Mgmt 2011	345	60	75	-	480
906018 IT Network Email Anti-Spam Firewall 2011	475	-	-	430	905
906019 IT Business Systems: Class 2011	95	80	95	95	365
906020 IT Business Systems: Marval 2011	-	400	325	140	865
	<b>12,600</b>	<b>11,500</b>	<b>11,500</b>	<b>11,500</b>	<b>47,100</b>
<b>Strategic Initiatives</b>					
905732 SIEP TECH RM (Roadmap)	750	1,230	910	450	3,340
	<b>750</b>	<b>1,230</b>	<b>910</b>	<b>450</b>	<b>3,340</b>
	<b>13,350</b>	<b>12,730</b>	<b>12,410</b>	<b>11,950</b>	<b>50,440</b>

**City of Ottawa  
Finance & Economic Development Committee  
Capital Program - 4 Year Forecast  
In Thousands (\$000)**

**2011 Draft Budget**

Service Area/Category	2011	2012	2013	2014	Total
<b>Real Estate Partnerships &amp; Development</b>					
<b>Renewal of City Assets</b>					
905963 Environmental Remediation 2011	2,000	2,000	2,000	2,000	8,000
	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>8,000</b>
	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>8,000</b>
<b>Transit Services</b>					
<b>Growth</b>					
905176 LRT (Tunney's to Blair)	148,991	-	1,824,000	-	1,972,991
	<b>148,991</b>	<b>-</b>	<b>1,824,000</b>	<b>-</b>	<b>1,972,991</b>
	<b>148,991</b>	<b>-</b>	<b>1,824,000</b>	<b>-</b>	<b>1,972,991</b>
<b>Communications</b>					
<b>Strategic Initiatives</b>					
905716 SIEP 311 Citizen Services	9,217	7,843	5,617	4,847	27,524
	<b>9,217</b>	<b>7,843</b>	<b>5,617</b>	<b>4,847</b>	<b>27,524</b>
	<b>9,217</b>	<b>7,843</b>	<b>5,617</b>	<b>4,847</b>	<b>27,524</b>
<b>Grand Total</b>	<b>176,231</b>	<b>35,848</b>	<b>1,859,618</b>	<b>34,468</b>	<b>2,106,165</b>



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

**2011 Draft Budget**

<b>Project Number &amp; Description</b>	<b>Authority</b>	<b>Total Expenditures &amp; Commitments</b>	<b>Unspent Balance</b>
<b>City Manager's Office</b>			
905717 SIEP CBMW Community Based Mobile WF	5,400	(459)	4,941
	<b>5,400</b>	<b>(459)</b>	<b>4,941</b>
<b>Communications &amp; Customer Services</b>			
905716 SIEP 311	12,000	(1,183)	10,817
	<b>12,000</b>	<b>(1,183)</b>	<b>10,817</b>
<b>Employee Services</b>			
904038 IT Employee Self Serve Phase 2	971	(976)	(5)
904811 ITIF RPA/OPCA Automation Project	1,945	(1,902)	43
	<b>2,916</b>	<b>(2,879)</b>	<b>37</b>
<b>Environment</b>			
904319 Environmental Site Remediation 2007	2,360	(2,219)	141
904646 Environmental Remediation 2008	3,850	(2,581)	1,269
	<b>6,210</b>	<b>(4,799)</b>	<b>1,411</b>
<b>Finance</b>			
904510 Tangible Capital Assets	1,600	(1,322)	278
905134 IT PCI Compliance	2,500	(1,200)	1,300
905186 ITIF Automated Invoice Payment System	1,070	(981)	89
	<b>5,170</b>	<b>(3,503)</b>	<b>1,667</b>
<b>General Government</b>			
903128 Lansdowne Partnership Plan Impl - Ph 1	3,330	(2,167)	1,163
903458 Life Cycle Renewal - General Bldgs	8,778	(8,763)	15
904311 Life Cycle Renewal-General Bldgs 2007	13,731	(13,797)	(66)

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

**2011 Draft Budget**

<b>Project Number &amp; Description</b>	<b>Authority</b>	<b>Total Expenditures &amp; Commitments</b>	<b>Unspent Balance</b>
904645 Accessibility 2008	1,000	(993)	7
904647 RG Lifecycle Renewal General Bldgs 2008	3,472	(3,334)	138
904650 Lifecycle Renewal General Bldgs 2008	12,552	(12,051)	500
904733 Lansdowne Park Design Competition	350	(349)	1
905083 Accessibility 2009 RPAM	825	(758)	67
905185 ITIF Council Agenda Building Tool	195	(24)	171
905641 Post Realignment Accommodations - 2009	300	(221)	79
905734 SIEP Sponsorship & Advertising	300	(163)	137
905875 Lansdowne Partnership Plan Impl Ph 2-4	4,700	(2,214)	2,486
905885 Lansdowne PP- Stadium Renovation-Parking	124,600	-	124,600
905886 Lansdowne PP - Urban Park	35,000	-	35,000
905887 Lansdowne PP -Trade Show&Exposition Hall	8,500	-	8,500
	<b>217,633</b>	<b>(44,835)</b>	<b>172,797</b>
<b>Information Technology</b>			
901052 IT OPL Telephone System Lifecycle-2005	700	(675)	25
903561 IT Lifecycle Renew Bus App 2 2009	850	(857)	(7)
904178 IT Lifecycle Renew-Network Infrastruct07	1,479	(1,482)	(3)
904179 IT Lifecycle Renewal - Telecom Systems07	1,590	(1,314)	276
904184 IT Lifecycle Renew Bus App 2010	1,210	(80)	1,130
904188 IT Security & Business Continuity-2007	140	(141)	(1)
904554 IT Lifecycle Renew Network Intrastruct08	990	(1,006)	(16)
904555 IT Lifecycle Renew Telecom Systems 2008	1,190	(1,190)	-
904557 IT Sustain Database & Business Intell 08	380	(248)	132
904560 IT Sustain Electronic Info Tech 2008	480	(455)	25
904561 IT Sustain Surveys & Mapping Tech 2008	121	(75)	46
904562 IT Electronic Records & Info Program2008	1,050	(953)	97
904563 IT Security & Business Continuity 2008	110	(112)	(2)
904565 IT Sustainment GIS Technology 2008	527	(490)	37

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

**2011 Draft Budget**

Project Number & Description	Authority	Total Expenditures & Commitments	Unspent Balance
904605 IT Server Virtualization 2010	1,000	(1,000)	0
904921 IT Lifecycle Renew Network Infr 2009	1,260	(1,195)	65
904922 IT Lifecycle Renew Telecom Sys 2009	1,540	(1,539)	1
904923 IT Lifecycle Renew Comp/Periph 2009	1,940	(1,685)	255
904924 IT Sustain Database & Bus Intell 2009	270	(41)	229
904925 IT Sustain Web Based Svs Tech 2009	430	(414)	16
904926 IT Sustain Elect Info Tech 2 2009	370	(257)	113
904927 IT Sustain Survey & Map 2009	90	(90)	(0)
904928 IT Elec Records & Info 2009	460	(200)	260
904929 IT Security & Bus Cont 2009	210	(210)	0
904930 IT Sustain SAP Tech 2009	1,730	(1,713)	17
904931 IT Sustain GIS Tech 2009	650	(164)	486
904932 IT Service Mgt ITSM 2009	370	(370)	(0)
905022 ITEG eGovt	50	(42)	8
905023 IT Lifecycle Renew Network Inf 2010	1,975	(1,996)	(21)
905375 ITEG SAP Licensing	3,990	(3,649)	341
905376 ITEG eMedia	90	(40)	50
905377 ITEG Business Intelligence Strategy	250	(253)	(3)
905378 ITEG Integrated Infrastructure Mgmt Sys	4,520	(535)	3,985
905680 IT Sustain Electronic Info Tech 2010	840	-	840
905685 IT Lifecycle Renew Comp/Periph 2010	4,100	(2,068)	2,032
905686 IT Sustain Database & Bus Intell 2010	305	-	305
905687 IT Sustain Web Based Svs Tech 2010	580	(339)	241
905689 IT Security & Business Continuity 2010	370	(176)	194
905690 IT Sustain SAP Technology 2010	1,710	(836)	874
905691 IT Sustain GIS Technology 2010	460	-	460
905692 IT Service Management ITSM 2010	230	(209)	21
905695 IT eGovernment Technology	250	-	250
905709 IT Performance Measurement (TCO) 2010	100	-	100

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

**2011 Draft Budget**

<b>Project Number &amp; Description</b>	<b>Authority</b>	<b>Total Expenditures &amp; Commitments</b>	<b>Unspent Balance</b>
905720 IT Strategic Plan Refresh 2010	120	-	120
905732 SIEP TECH RM (Roadmap)	1,500	(248)	1,252
	<b>42,577</b>	<b>(28,347)</b>	<b>14,230</b>
<b>Infrastructure Svcs &amp; Comnty Sustain. DCM</b>			
905250 ISF-Ottawa Chinatown Gateway Project	660	(640)	20
905609 LCR - General Government	1,904	(543)	1,361
905661 RG-LCR - General Government	481	(276)	205
905667 Accessibility - General Government	570	(537)	33
905725 LCR Lansdowne Park - 2010	1,223	-	1,223
	<b>4,838</b>	<b>(1,995)</b>	<b>2,843</b>
<b>Planning &amp; Development</b>			
903365 Econ Strategy Implement-Talent/Broadband	2,748	(2,560)	188
903640 Congress Centre *Legacy*	40,000	(40,000)	-
	<b>42,748</b>	<b>(42,560)</b>	<b>188</b>
<b>Real Estate Partnerships &amp; Development</b>			
904732 Manotick Mill Quarter *Legacy*	2,440	(2,394)	46
905673 Business Park Properties Buy Back 2010	1,800	(141)	1,659
905674 Environmental Remediation 2010	2,061	(1,616)	445
905831 Greenspace Acquisition	975	-	975
905855 Manotick Boat Launch	90	(3)	87
905866 St Thomas School - 9 Leeming Dr.	2,000	(1,762)	238
905882 255 Centrum	820	-	820
905891 Qualicum - Graham Park Community Centre	1,000	-	1,000
	<b>11,186</b>	<b>(5,916)</b>	<b>5,270</b>

**City of Ottawa**  
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**2011 Draft Budget**

Project Number & Description	Authority	Total Expenditures & Commitments	Unspent Balance
<b>Transit Services</b>			
905176 LRT (Tunney's to Blair)	74,267	(26,966)	47,301
	<b>74,267</b>	<b>(26,966)</b>	<b>47,301</b>
<b>Grand Total</b>	<b>424,945</b>	<b>(163,442)</b>	<b>261,503</b>