



**OTTAWA POLICE SERVICE  
SERVICE DE POLICE D'OTTAWA**

*Working together for a safer community  
La sécurité de notre communauté, un travail d'équipe*

P.O. Box 9634, Station T  
Ottawa, Ontario K1G 6H5  
Tel.: 613-236-1222  
Fax: 613-236-9360

C.P. 9634, Succursale T  
Ottawa (Ontario) K1G 6H5  
Tél. : 613-236-1222  
Télééc.: 613-236-9360

[ottawapolice.ca](http://ottawapolice.ca)

October 26, 2011

**Confidential until tabled**

Councillor Eli El-Chantiry  
Chair, Ottawa Police Services Board  
110 Laurier Avenue West  
Ottawa, ON K2P 2L7

Dear Chair El-Chantiry:

I am pleased to present the 2012 Draft Operating and Capital Budgets for the Ottawa Police Service.

In line with the Board's direction, staff is tabling a budget proposal which will achieve the 2.5% tax rate increase for 2012. The document outlines a four-year operating and ten-year capital forecast for the Police Service.

The 2012 Draft Operating Budget reflects the Chief's operational priorities of:

- Expanding public education, community engagement and mobilization,
- Enhancing partnerships and interoperability,
- Reducing, investigating and preventing crime,
- Responding to the changing economics of policing.

The gross operating budget totals \$270.3 million. With the deduction of non-taxation revenue and recoveries, the net operating budget for the Police Service is \$246.7 million. This level represents an increase of \$9.3 million over 2011. With the assessment growth assumption of \$4.1 million, the resulting net increase to the police tax rate is \$5.2 million or 2.5%. In dollar terms, this equates to approximately \$13.00 per year for the average urban resident.

The 2012 draft capital budget is tabled at \$10.7 million. Including 2012, the ten year capital forecast is \$221.7 million.

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OPS staff will attend the four multi-ward bilingual City budget consultation meetings being held during the week of October 31, 2011. Public consultation will occur on November 28, 2011 at 5:00 p.m. during the regular meeting of the Police Services Board in the Champlain Room at City Hall. At this same meeting, formal consideration and review of the 2012 Budget will occur. Approval is also scheduled for this date.

Copies of the Ottawa Police Service 2012 Draft Operating and Capital Budgets are now available and will be widely circulated throughout the city to satellite service centres, libraries, and community police centres. A complete copy can also be viewed or downloaded at [ottawapolice.ca](http://ottawapolice.ca) and can be requested through [info@ottawapolice.ca](mailto:info@ottawapolice.ca).



Vern White  
Chief of Police



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Le 26 octobre 2011

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Télééc.: 613-236-9360

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**Lettre confidentielle jusqu'à son dépôt**

Monsieur Eli El-Chantiry, conseiller  
Président de la Commission de services policiers d'Ottawa  
110, avenue Laurier Ouest  
Ottawa (ON) K2P 2L7

Monsieur le président,

Je suis heureux de présenter les projets de budget opérationnels et d'investissements préliminaires 2012 au nom du Service de police d'Ottawa.

Conformément à l'orientation dictée par la Commission, le personnel dépose un projet budgétaire qui permettra d'obtenir la hausse du taux d'imposition de 2,5 p. 100 établie pour 2012. Le document résume les prévisions opérationnelles sur quatre ans et les prévisions d'investissements sur dix ans du Service de police.

La version préliminaire 2012 du budget opérationnel témoigne des priorités opérationnelles du chef, soit :

- élargir l'éducation populaire et la mobilisation communautaire;
- améliorer les partenariats et l'interopérabilité;
- réduire, étudier et prévenir la criminalité;
- réagir aux profils économiques évolutifs en matière de services policiers.

Le budget opérationnel brut s'élève à 270,3 millions de dollars. Avec la déduction des recettes et recouvrements autres que l'imposition, le budget opérationnel net du Service de police se chiffre à 246,7 millions de dollars. Ce niveau représente une hausse de 9,3 millions de dollars par rapport à l'exercice 2011. Compte tenu de l'hypothèse de croissance de l'évaluation de 4,1 millions de dollars, l'augmentation nette subséquente du taux d'imposition en matière de services policiers est de 5,2 millions de dollars ou 2,5 p. 100. En termes de dollars, cela équivaut à environ 13,00 dollars par année par résidant urbain moyen.

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Le budget d'investissements préliminaire 2012 est déposé à hauteur de 10.7 millions de dollars. Y compris l'exercice 2012, les prévisions d'investissements décennales se situent à 221.7 millions de dollars.

Le personnel du SPO assistera aux quatre séances de consultation budgétaire municipales bilingues mettant en jeu plusieurs quartiers, qui se dérouleront durant la semaine du 31 octobre 2011. La consultation populaire aura lieu le 28 novembre 2011 à 17 h durant l'assemblée ordinaire de la Commission de services policiers, à la salle Champlain de l'Hôtel de ville. Lors de cette assemblée, on étudiera et examinera officiellement le budget 2012. L'approbation doit également avoir lieu à cette date.

Des exemplaires des budgets opérationnels et d'investissements préliminaires 2012 du Service de police d'Ottawa sont maintenant prêts et feront l'objet d'une diffusion élargie dans toute la ville, soit dans les centres de services auxiliaires, les bibliothèques et les centres de services policiers communautaires. Un exemplaire intégral est également disponible pour fins de visionnement ou de téléchargement à [ottawapolice.ca](http://ottawapolice.ca). On peut également en faire la demande à l'adresse [info@ottawapolice.ca](mailto:info@ottawapolice.ca).

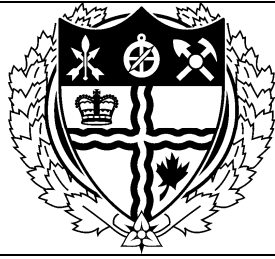


Vern White  
Chef de police

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**REPORT  
RAPPORT**

**DATE:** 26 October 2011

**TO:** Chair and Members of the Ottawa Police Services Board

**FROM:** Chief of Police, Ottawa Police Service

**SUBJECT: 2012 DRAFT OPERATING AND CAPITAL BUDGETS**

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**RECOMMENDATIONS**

**That the Ottawa Police Services Board:**

- 1. Receive and table the Ottawa Police Service 2012 Draft Operating and Capital Budgets;**
- 2. Consider and approve at its regular meeting on 28 November 2011:**
  - a. the Ottawa Police Service 2012 Draft Operating and Capital Budgets;**
  - b. the reduction of capital authority for the Portable Radio Replacement (Capital Project No. 903450) from \$10.5 million to \$6.8 million;**
  - c. the creation of the Ottawa Police Service Facilities Strategic Plan Reserve Fund**
- 3. Upon approval, forward the Ottawa Police Service Operating and Capital Budgets and related motions to Council for review and approval.**

**BACKGROUND**

At its meeting on 26 September 2011, the Board directed staff to prepare the 2012 Draft Operating and Capital Budgets in accordance with a 2.5% tax rate increase. This direction is consistent with the one approved by Council at its 22 June 2011 meeting:

*BE IT FURTHER RESOLVED that the Long-Range Financial Plan be developed with a maximum tax increase of 2.5% for the years 2012 to 2014.*

Staff followed the Board's direction in preparing the 2012 Draft Operating and Capital Budgets. It represents a 2.5% Police Tax Rate increase for 2012. The OPS 2013-2014 Operating Forecast being tabled with the Board aligns with Council's direction and reflects a 2.5% tax rate increase.

**DISCUSSION**

The Ottawa Police Service (OPS) provides core services to the residents, businesses and visitors to the City of Ottawa as outlined in the Ontario *Police Services Act*. The demands for these services—both reactive and pro-active—are, by their very nature, driven by the needs of people in our community.

To ensure funding is in place to meet community demands, Section 39 of the *Police Services Act* requires the Board to approve annual budget allocations for the police service to provide the funding to maintain the police force and provide it with equipment and facilities. In conjunction with the OPS Business Plan and other strategic planning documents, the annual budget enables the Board to set its priorities and provide direction to management. It supports service levels, provides the authority to proceed with key operational projects, and confirms the necessary funding to carry out the 2012 operational plans.

In 2006 City Council implemented a policy to fund the operations of the Ottawa Police Service through a separate municipal Police tax rate that is distinct from citywide operations. This funding model provides transparency to the public about the cost of police services, and provides the OPS with the direct benefit of a proportional share of City assessment growth revenue.

### Policing Context

Ottawa faces a unique challenge in Canadian municipal policing. As the nation's capital, the Ottawa Police Service is responsible for public safety and security at almost 1,300 events annually, including parades, marches, strikes, demonstrations and special events. These events require the development and implementation of police operational plans supported by co-ordinated intelligence gathering, threat assessments, and public safety strategies.

Policing everywhere in Canada faces the challenge of operating in an environment of changing crime types and levels, while at the same time responding to the public safety needs of changing and growing communities. To successfully manage this environment, strong planning approaches are needed based upon operational, financial and strategic frameworks.

Ottawa's size and geography pose additional unique challenges for the Ottawa Police Service. The City of Ottawa covers 2,796 square kilometres and spans 90 kilometres from east to west. This area is greater than Toronto, Montreal, Calgary, Edmonton and Vancouver combined. Furthermore, the area is almost 80% rural, with more farmland than any other city in Canada. This diversity creates the need for differential police service models tailored to urban, suburban and rural needs supported by specialized equipment often resulting in increased vehicle costs.

The nature of policing means that the OPS will continue to face both planned and unforeseen issues each year. Both needs must be balanced within a defined budget envelope which can be very challenging in years when unplanned events reach peak levels. During such occasions, the organization adjusts its operational and financial priorities accordingly. Stable financing facilitates the effective management of unplanned events and also services needs associated with growth in the city's population.

The total crime rate in Ottawa mirrors the national downward trend. Total criminal code offences are dropping, while violent youth crimes, drug-related violence and gang activity continue to rise. Overall safety has increased, but fear of crime is still prevalent as the vulnerable sectors of our society are susceptible to more frequent and more violent crimes. Reducing, investigating and preventing crime remain key operational priorities for 2012.



## Canadian Police Staffing Comparisons

The most recent data published by Statistics Canada shows that Ottawa Police staffing levels fall within the mid-range of the twelve larger urban centres in Canada. Table 1 presents data for the twelve comparator police services, along with Gatineau. As shown in Table 1, there are 466 residents for every police member (sworn and civilian) in Ottawa, an improvement from 473 in 2008.

**Table 1**  
**Population per Police Member**

Service	2009 Stats Can Population	Actual Strength 2010			Population per Police member
		Police Officers	Other Personnel	Total Police Members	
Toronto	2,677,708	5,774	2,848	8,622	311
Montreal	1,906,811	4,486	1,384	5,870	325
Vancouver	640,963	1,427	377	1,804	355
Edmonton	818,339	1,628	571	2,199	372
Winnipeg	675,324	1,341	366	1,707	396
Calgary	1,125,001	1,882	665	2,547	442
Ottawa	882,477	1,351	542	1,893	466
Peel	1,249,341	1,855	814	2,669	468
Durham	613,655	915	338	1,253	490
Hamilton	530,420	802	265	1,067	497
Gatineau	256,240	348	157	505	507
York	1,016,010	1,425	522	1,947	522
Waterloo	518,203	730	263	993	522

*Source: Police Resources in Canada 2010. Statistics Canada*

## Canadian Police Cost Comparisons

Per capita costs are no longer published by Statistics Canada. As they stated, “due to the different ways that individual police services report expenditure information, comparisons at the municipal level are problematic.”

## Chief’s Operational Priorities for 2012

The Chief’s operational priorities for 2012 are an important input to the budget development process. As in prior years, the Service will focus on the continuation of successful enforcement activities while ensuring the efficient deployment of front-line policing resources. A new category of initiatives will be launched to address the changing economics of policing.

The operational priorities are:

1. Expanding Public Education, Community Engagement and Mobilization
  - Launch the social media initiative to enhance our ability to communicate with the public and augment our investigational abilities

- Optimize public safety by leveraging Ontario’s Mobilization and Engagement Model of Community Policing
2. Enhancing Partnerships and Interoperability
    - Identify additional cost sharing partnerships with community youth service providers and school boards for effective delivery of early intervention strategies
    - Partner with the University of Ottawa to undertake a review of OPS Youth Services’ service delivery strategy
    - In collaboration with community partners, research and action multi – disciplinary approaches to resolving chronic call for service issues (e.g. homelessness, addictions, mental health)
    - Identify and leverage new opportunities to create operational efficiencies by enhancing partnerships
  3. Reducing, Investigating and Preventing Crime
    - Develop comprehensive strategies to resolve high calls for service locations and problem addresses
    - Actively support the Integrated Road Safety Program by conducting traffic enforcement and education on identified priorities resulting in safer roads and a change in driver, cyclist and pedestrian behaviour
    - Continue to work with community partners to actively pursue crimes seriously impacting quality of life issues in our community resulting in a safer Ottawa
    - Organize resources/processes to address new emerging crimes such as Human Trafficking
  4. Economics of Policing / Value for Money
    - Conduct a Public Safety Core Services review to identify ways to provide more efficient, effective, economic and innovative policing services for the citizens of Ottawa
    - Access, prioritize and acquire new technologies and software through a business governance model to provide officers with more efficient and effective tools to do their jobs
    - Prioritize response to activities that present the most organizational risk, through the implementation of enhanced organizational risk management tools and processes
    - Incorporate the Balanced Scorecard into the Ottawa Police Business Performance Measurement Framework and Reporting System
    - Implement a solution to significantly enhance our Collision Reporting Center model
    - Implement a solution to provide enhanced police and criminal record check services to the community

#### 2012 Budget Development Process

Staff met with the Board’s Finance and Audit Committee in August 2011 to discuss 2012 Budget strategies. The Board directed staff to prepare the 2012 Draft Operating budget in accordance with a 2.5% tax rate increase during its regular meeting held on 26 September 2011. At the same meeting, the Board also approved the adoption of the Budget Timetable as presented by the City. The *Police Services Act* requires that the Police Service comply with the process established by the municipal council.

In order to attain a 2.5% tax rate increase for 2012, a budget reduction of \$1.4 million is required. Staff met with directorates in September 2011 to review budget submissions and to help identify areas where

budget bases could be adjusted in 2012. Current year expenditures were reviewed and new pressures were identified during these meetings. The revised budget estimates were then reviewed with the Deputy Chiefs and the Director General to determine further adjustments. A review of the budget was conducted with the Chief in early October.

This year, the budget tabling is scheduled for late October. This accelerated schedule ensures that an approved operating budget is in place prior to the start of the respective fiscal year. However, the shortened timeframe affected the extent of consultations with the Finance and Audit Committee. In order to avoid this in next year's budget preparation, staff will begin the 2013 budget process in May 2012.

### 2011 Financial Status

The 2011 Third Quarter Financial Report is a key piece of information used in preparing the 2012 Draft Budget. It identifies areas of surplus funds or alternatively, budget pressures that need to be addressed. Based on current information, the OPS is forecasting a balanced budget for 2011. The fuel provision is the only significant pressure arising in the current year that must be addressed in 2012.

### Financial Principles

The 2012 Draft Operating and Capital Budgets were developed using the following financial principles:

1. Operations are fully funded from:
  - assessment base growth
  - police tax rate increases
  - efficiencies
  - reductions in other areas of the budget
2. One-time funding sources are not used for ongoing operational requirements.
3. A User Fee Policy, initially approved in 2006, continues to ensure that the user fee rates are adjusted in proportion to the overall change in the tax rate.
4. New revenue sources will continue to be identified.
5. Capital budgets will not be permitted to fall into a deficit position. Sufficient funding has been allocated for adequate lifecycle replacement of facilities, fleet, and IT infrastructure. Capital growth projects are funded from development charges and debt.
6. Revenue from the Provincial uploading program will be used to fund strategic initiatives.

### 2012 Draft Operating Budget Highlights

The OPS has a requirement for \$9.3 million of new funding in 2012. When assessment base growth of \$4.1 million is applied to this amount, the net increase in the budget is \$5.2 million which is equivalent to a 2.5% Police Tax rate increase.

Table 2 summarizes both the pressures and solutions which bring about the net increase of \$5.2 million. A more detailed version is included in Annex A-1. The budget is categorized in accordance with the budget format for the City of Ottawa which is briefly described below. The changes in each of these categories are discussed in more detail in the section that follows:

1. Maintain Services – ensure continued delivery of quality policing services
2. Provincially Legislated – ensure compliance with relevant legislation
3. Growth – expansion of policing services in support of the growth of the City’s population
4. New Services and Needs – new operational requirements including the Core Services Review
5. Across the Service Reductions or Efficiencies – base budget reductions; efficiency savings achieved through productivity improvements, technology investments, asset rationalization and effective procurement
6. User Fees and Charges – adjustments to user fee rates in proportion to the overall tax rate increase

**Table 2**  
**2012 Draft Operating Budget – 2.5% Police Tax Rate Option**  
**(\$ millions)**

<b>Category</b>	<b>Incremental Budget Increase</b>
1. Maintain Services	\$10.5
2. Provincially Legislated	\$0.0
3. Growth	\$0.0
4. New Services and Needs	\$0.4
5. Across the Service Reductions and Efficiencies	(\$1.4)
6. User Fees and Charges	(\$0.2)
<b>Incremental Requirement</b>	<b>\$9.3</b>
Less: Assessment Growth	(\$4.1)
<b>Net Taxation Increase Requirement</b>	<b>\$5.2</b>
<b>Police Tax Rate Increase</b>	<b>2.5%</b>

Category 1: Maintain Services - \$10.5 million increase

Net Compensation	\$8.3 M
Non-compensation items	2.2 M
<b>Maintain Services</b>	<u><u>\$10.5 M</u></u>

Maintaining existing service levels creates an incremental budget requirement of \$10.5 million for 2012. On its own, this category exceeds the total incremental funding requirement in the 2012 Budget of \$9.3 million.

Compensation Increases and Increments - \$8.6 million increase

With 84% of the Ottawa Police Service gross operating budget dedicated to staffing costs for the 1,363 sworn officers and 583 civilian members (including Special Constables and casual employees), the compensation element of the budget constitutes the most significant cost driver each year (see Annexes A-2 and A-3 for further detail).

Collective agreements with both the Ottawa Police Association (OPA) and the Senior Officers' Association (SOA) expired on 1 January 2011. With the results of negotiations presently unknown, key factors such as pay rate increases, the duration of the new agreements and any changes to member benefits may create pressure on future OPS budgets. An estimated settlement provision has been included in the 2012 budget envelope.

In addition to economic settlements, the 2012 draft budget includes provisions for both of the following situations:

1. members moving through their salary steps;
2. members achieving levels of Responsibility Pay in accordance with their collective agreement.

For example, an officer's salary doubles as he/she progresses from 4<sup>th</sup> Class Constable level in the first year of employment to the 1<sup>st</sup> Class Constable level in year four of their career. Officers also receive further increments known as "Responsibility Pay" in accordance with the Collective Agreement. This occurs when officers enter their 8<sup>th</sup>, 17<sup>th</sup> and 23<sup>rd</sup> year of service and responsibility pay increments of 3%, 6% and 9% are applied respectively.

Full Year Impact of Previous Year Hiring - \$0.0 million

No civilian or sworn staff was added to the complement in 2011.

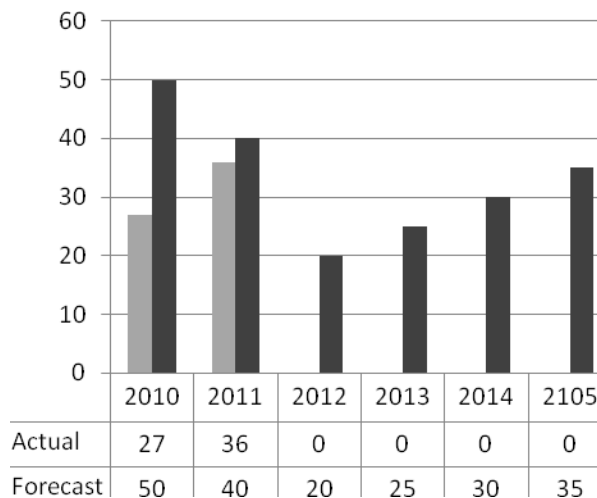
Retirement Costs - \$1.9 million reduction

Retirement costs have been reduced by \$1.9 million in the 2012 Draft Operating budget to reflect fewer than expected retirements.

The retirement provision has been set at a level that will cover the peak of retirement costs for the period 2012-2015. Based on current information, retirement levels are expected to decrease in 2012 from the 2011 level, but start to rise again slightly in 2013 and 2014. The corresponding payout per retiree is expected to remain relatively level over this forecast period. Retirements not only create a financial pressure, but they also place challenges on policing operations. The OPS has a strong forecasting and recruitment process in place. A project is underway to introduce formal succession planning into the organization.

Table 3 summarizes the forecasted sworn retirements, with actual figures to date for 2011.

**Table 3**  
**Sworn Retirements 2010-2015**  
**(Forecast vs. Actual)**



OMERS - \$1.6 million increase

A budget increase is required to reflect OMERS premium increases, which is in accordance with the direction from the OMERS Pension Fund. Starting in 2011, OMERS has planned for increases to contributions. The 2012 budget is \$1.6 million.

Materials, Supplies and Services – Inflation - \$0.2 million increase

In general, an inflation adjustment totalling \$0.2 million was applied to this area of the budget based on the identification of items which require inflationary adjustments, such as maintenance contracts.

Materials, Supplies and Services – Fuel - \$0.7 million increase

As identified in each quarterly Financial Status Report presented to the Board throughout 2011, escalating fuel prices have created budget pressure during the year. The 2011 fuel budget was developed based on a pump price assumption of \$1.00/litre and a volume of 2.7 million litres of fuel. The estimated discounted price for the OPS was \$0.85/litre, when tax exemptions and discounts are taken into account. The average discounted price in 2011 to the end of September is \$1.08/litre.

For the purposes of the 2012 Draft Operating Budget, a pump price assumption of \$1.25/litre was used, which is equivalent to a price of \$1.07/litre net of tax exemptions and discounts. The volume is assumed to be 2.7 million litres. Accordingly, a budget increase of \$0.7 million is required to reflect higher fuel prices in 2012. Staff is implementing various mitigating strategies to address this pressure, including the implementation of anti-idling technology to help reduce fuel consumption.

Debt Servicing - \$0.9 million increase

As identified last year, an incremental budget increase of \$900,000 is needed in 2012 to finance the Board's debt obligations on projects that have been completed and are ready for inclusion in a debenture issue.

Fleet Capital Contributions - \$0.8 million increase

The contributions to the Fleet Reserve Fund have been increased in order to return it to its normal level, after taking a reduction last year due to favourable fleet pricing.

General Capital Contributions - \$0.4 million decrease

The decrease in the contribution to the General Reserve Fund is necessary to allow the Fleet Capital contributions to return to normal levels as discussed above.

Category 2: Provincially Legislated – no change

No provincially-legislated spending increases have been identified for 2012.

Category 3: Growth – no change

No additions to the OPS staff complement have been included in the 2012 budget. The complement will remain at the approved 2010 level.

Category 4: New Services/Needs - \$0.4 million increase

The 2012 draft budget includes \$0.4 million to support new operational requirements described below.

Material, Supplies and Services – New Requirements - \$0.5 million increase

A variety of new expenditures are required in 2012 to support police operations. A detailed list can be found in Annex A-4.

Public Safety Core Services Review and Projects - \$0.5 million increase

In 2012, a provision of \$0.4 million is included in the operating budget to implement a Public Safety Core Services Review. From the perspective of police operations, this organization-wide initiative will result in a new service delivery model for OPS, one focused on the core police services required by the community and OPS stakeholders. From a financial perspective, the goal of the review is to ensure that the new model is of a scale that fits with the tax rate increase environment for the coming five years.

As noted below, one-time money from the General Capital Reserve Fund will be used to fund this initiative. The other projects included in this category are summarized in Annex A-5.

One-Time Funding from Reserves – (\$0.6) million

One-time funding will be provided in 2012 to offset the budget impact of the Core Services Review, the employee census, and other smaller items. This approach is consistent with the principles of funding one-time costs with one-time revenue. Annex A-4 and A-5 to this report identify the items funded with one-time money.

Revenue – Court Uploading (\$0.6) million

In accordance with the court cost upload agreement with the province, the OPS will receive revenue from the province beginning in 2012 to help offset the cost of providing Court security. This amount is \$600,000 in 2012, and it will increase annually by \$600,000 for the next 6 years, reaching a peak level of \$4,200,000 in 2018.

Facilities Strategic Plan Reserve Contributions - \$0.6 million increase

Beginning in 2012, a pay-as-you-go (PAYG) contribution to the Facilities Strategic Plan Reserve Fund will be launched. The goal of this contribution is to build a reserve fund that will assist the Service in funding future police facilities. It is a proactive and financially responsible initiative that will help to ensure that funds are on-hand to help offset the cost of the projects outlined in the Facilities Strategic Plan currently under development.

The cost of the contribution will be offset by the revenue received from the province for Court Security costs. This approach is consistent with Council's direction that provincial up-loading funds be used to finance new strategic initiatives.

Category 5: Across the Service Reductions and Efficiencies - \$1.4 million increase

In order to meet the 2.5% tax rate objective, \$1,400,000 of reductions to the operating budget needed to be identified. Each directorate was required to review their respective budget base and determine where reductions could be achieved. The total amount is made up of the following items and listed in detail in Annex A-6.

Reductions and Efficiencies - \$1.2 million increase

The list is made up of 57 items, averaging \$24,000 each, most of which are less than \$10,000. The majority are found in the Corporate Services Directorate, which has the largest material and service budget base. A detailed list is provided in Annex A-6.

Revenue –\$0.2 million increase

In September 2009, the Board approved the elimination of the mandatory registration of alarm systems, and increased the false alarm response fee in June 2010 to reflect cost recovery. The overall budget increase in 2012 reflects the volume of false alarms experienced in 2011.



Category 6: User Fees & Charges - \$0.2 million increase

The objective of the Board's 2007 User Fee policy is to ensure that the pool of revenue generated by user fees grows at the same pace as the tax rate. This policy requires an annual review and analysis of user fees. Based on this review, recommendations for fee increases may ensue (see Annex A-7). For 2012, user fees are increasing on average by 2.5%, corresponding to a revenue increase of \$150,000. Annex A-8 summarizes all revenues and recoveries captured in the 2012 draft budget, with comparisons to 2011.

2013 – 2015 Draft Operating Budget Forecast

As noted earlier, the operating budget forecast for 2013-2014 is based on a Police tax rate increase of 2.5% annually, consistent with Council's resolution. In 2015, the tax rate is forecasted to increase by 2.7% to reflect the planned addition of 23 new employees. The Draft Operating Budget forecast is summarized in Table 4.

**Table 4**  
**2013-2015 Draft Operating Forecast**  
**(\$ millions)**

<b>Incremental Requirement</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Maintain Services	\$9.6	\$10.0	\$10.2
Growth	\$0.0	\$0.0	\$0.6
New Services and Needs	\$0.2	\$0.2	\$0.2
User Fees and Charges	(\$0.2)	(\$0.2)	(\$0.2)
<b>Incremental requirement</b>	<b>\$9.6</b>	<b>\$10.0</b>	<b>\$10.8</b>
Less Assessment Growth at 2%	(\$4.1)	(\$4.2)	(\$4.3)
<b>Net Taxation Increase Requirement</b>	<b>\$5.5</b>	<b>\$5.8</b>	<b>\$6.5</b>
<b>Police Tax Rate Increase</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.7%</b>

**2013**

The net incremental budget requirement for 2013 is \$9.6 million, or a 2.5% tax increase based on the following estimates and assumptions:

- A vacancy factor of \$1.8 million which is equivalent to approximately 17 employees.
- A provision of \$1.6 million for an increase in OMERS costs

- A reduction of \$0.5 million in retirement costs
- No growth in complement
- A discontinuation of funding of \$0.7 million from the province for the 1,000 Officer program
- A provision of \$0.3 million for debt servicing costs relating to completed projects
- Incremental revenue of \$0.6 million from the province for court uploading costs
- An increase of \$0.6 million to the contribution to the Facilities Strategic Reserve Fund

## **2014**

The net incremental budget requirement for 2014 is \$10.0 million, or a 2.5% tax increase based on the following estimates and assumptions:

- No incremental change to the vacancy factor
- No incremental increase to OMERS premium costs
- Retirement provisions are unchanged
- No growth in complement
- No incremental change to provision for debt servicing
- Incremental revenue of \$0.6 million from the province for court uploading costs
- An increase of \$0.6 million to the contribution to the Facilities Strategic Reserve Fund

## **2015**

The net incremental budget requirement for 2015 is \$10.8 million, or a 2.7% tax increase, based on the following estimates and assumptions:

- No incremental change to the vacancy factor
- No incremental increase to OMERS premium costs
- Retirement provisions are unchanged
- A provision for the addition of 23 employees in the 4<sup>th</sup> quarter of 2015
- No incremental change to the provision for debt servicing costs
- Incremental revenue of \$0.6 million from the province for court uploading costs
- An increase of \$0.6 million to the contribution to the Facilities Strategic Reserve Fund

## 2012 Draft Capital Budget

For 2012, the Board will consider a capital budget request totalling \$10.7 million as summarized in Table 5. The majority of projects are for the renewal of OPS assets such as fleet, IT infrastructure and facilities. These projects are all funded from OPS reserve funds.

A detailed narrative explanation for each of these projects is provided in Annex B-3. A Capital Works in Progress report is also provided in Annex B-1 to summarize the status of all existing capital projects.

**Table 5**  
**2012 Ottawa Police Service Capital Budget**  
(\$ millions)

Capital Project	Total Need	Funding Source			
		PAYG	Revenues	DC	Debt
<b>Renewal of Assets</b>					
Fleet Program	\$ 3.1	\$ 2.8	\$ 0.3		
IT Infrastructure	1.0	1.0			
IT Storage	0.7	0.7			
IT Telecommunication	0.7	0.7			
IT Applications	0.5	0.5			
Building Security Access Control Upgrades	0.1	0.1			
Facility Minor Capital Projects	0.8	0.8			
Facility Lifecycle	2.2	2.2			
<b>Subtotal</b>	9.1	\$ 8.8	\$ 0.3	\$ -	\$ -
<b>Growth</b>					
<b>Subtotal</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Strategic Initiatives</b>					
OPS Specialized Equipment	\$ 0.9	\$ 0.9			
Facilities Strategic Plan	0.3	0.3			
Facility Security Initiatives	0.3	0.3			
Facility Initiatives	0.1	0.1			
<b>Subtotal</b>	\$ 1.6	\$ 1.6	\$ -	\$ -	\$ -
<b>Total</b>	\$ 10.7	\$ 10.4	\$ 0.3	\$ -	\$ -

Reduction of Capital Authority for Radio Project (903450)

Staff divided the Portable Radio Equipment Project (903450) into two separate capital projects. The portion that will remain in 903450 represents the radio equipment and regular handsets, estimated at \$6.8 million. The project currently has \$10.5 million of authority; therefore, staff is requesting the authority for the project to be reduced to \$6.8 million.

The funding for this project will be provided by the OPS General Reserve Fund. It was replenished earlier this year from the allocation of the 2010 OPS operating surplus and the surplus arising from the Police Tax Rate accounts.

The balance of the project, the encrypted handsets, is now a separate capital project shown in 2016 in the Capital Forecast. It will be funded from the General Reserve Fund at that time.

Ten-Year Capital Forecast

The Ottawa Police Services Board aims to provide an adequate capital envelope to ensure that assets such as fleet, facilities and information technology are replaced as required.

Annex B-2 presents the 2012–2021 Ten-Year Capital Forecast for the Ottawa Police Service by individual project and by category of need. The ten-year gross requirement totals \$221.7 million, and

ranges from a low of \$10.7 million in 2012, to a high of \$57.9 million in 2019. The capital needs summary is shown in Table 6.

**Table 6**  
**OPS Ten-Year Capital Needs Summary – 2012 to 2021**  
(\$ millions)

Category	Gross Need	Funding			
		PAYG Reserves	Revenue	DC	Debt
Renewal of Assets	\$114.9	\$107.8	\$2.7		\$4.4
Growth	\$59.2				\$59.2
Strategic Initiatives	\$47.6	\$29.6			\$18.0
<b>TOTAL</b>	<b>\$221.7</b>	<b>\$137.4</b>	<b>\$2.7</b>		<b>\$81.6</b>
<b>% of Total</b>		62%	1%	0%	37%

The majority of the forecast is required for the ongoing replacement of existing police assets. The renewal of assets category includes fleet replacement, facility maintenance, and information technology. These items comprise \$114.9 million of the \$221.7 million requirement, or 52% of the total.

The second category—Growth—includes those projects that are eligible for development charge (DC) funding in accordance with the City’s Development Charge By-law (2009). The growth requirements include new facility acquisition and/or construction. New facilities cost a total of \$59.2 million over the ten-year planning horizon. Debt will be the primary source of funding for these projects, financed either by Development Charges or the operating budget.

The third category in the forecast is Strategic Initiatives. This category includes all strategic investments in support of long term objectives. Facilities projects total \$31 million, and business transformation projects total \$5 million. Overall, projects for Strategic Initiatives total \$47.6 million over the forecast period. Funding for this category is primarily from tax-supported capital contributions, with the exception of certain initiatives that qualify for debt funding.

Status of OPS Reserve Funds

Currently, the OPS has three permanent reserve funds that play key roles in capital funding. Staff recommends the Facilities Strategic Plan Reserve Fund be created as a fourth reserve fund. This reserve would be used to provide funding for the Facilities Strategic Plan that will be developed in 2012 in conjunction with the City.

The status of the current reserve funds are as follows:

### Fleet Replacement Reserve Fund

This fund finances vehicle replacement projects. It carries a minimal balance year over year. In 2012, the annual contribution to the Fleet Replacement Reserve Fund will return to pre-2011 levels of \$2.9 million and remain at that level for the balance of the forecast. This will provide enough funding to meet the vehicle replacements required for each year, which is in the range of \$2.8 million to \$2.9 million. The revenue from the disposal of fleet vehicles funds any shortfall.

### OPS Development Charges Reserve Fund

This fund finances growth-related projects. It is used strictly for the growth portion of certain projects identified within the 2009 DC By-Law.

### OPS General Capital Reserve Fund

This fund finances the remainder of the OPS capital work plan, excluding those projects that are debt-financed. The continuity schedule for the reserve fund, showing the contributions, expenditures and final balance for 2012–2015 is provided in Table 7. This schedule shows that all planned projects can be funded.

A \$1.6 million balance in the General Capital Reserve Fund will be on hand in 2012. The balance accrued to date has arisen primarily as a result of the capital formation strategy that the Board adopted during the 2008–2010 Financial Framework. The continuity is based on the capital formation contributions for the 2012–2015 periods as outlined in Annex A-1.

**Table 7**  
**OPS General Capital Reserve Fund Continuity Schedule**  
**(\$ millions)**

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Opening Balance</b>	\$1.6	\$4.2	\$6.2	\$4.8
<b><u>Sources</u></b>				
Tax Base Contribution	\$10.8	\$10.8	\$10.8	\$10.8
Project Closures	\$0.0	\$0.0	\$0.0	\$0.0
Interest Earnings*	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Sources</b>	<b>\$10.8</b>	<b>\$10.8</b>	<b>\$10.8</b>	<b>\$10.8</b>
<b><u>Uses</u></b>				
Project Funding	\$7.6	\$8.8	\$12.2	\$8.4
Contribution to Operations	\$0.6	\$0.0	\$0.0	\$0.0
<b>Total Uses</b>	<b>\$8.2</b>	<b>\$8.8</b>	<b>\$12.2</b>	<b>\$8.4</b>
<b>Ending Balance</b>	<b>\$4.2</b>	<b>\$6.2</b>	<b>\$4.8</b>	<b>\$7.2</b>

\* Less than \$0.1 million

The 2012 Draft Operating and Capital estimates will be presented and tabled with the Ottawa Police Services Board on 26 October 2011.

OPS staff will attend the four multi-ward bilingual City budget consultation meetings being held during the week of 31 October 2011. Public consultation will occur on 28 November 2011 at 5:00 p.m. during the regular meeting of the Police Services Board in the Champlain Room at City Hall. At this same meeting, formal consideration and review of the 2012 Budget will occur. Approval is also scheduled for this date.

City Council will begin its approval process on 30 November 2011.

### FINANCIAL IMPLICATIONS

Financial implications are presented within the report.

### CONCLUSION

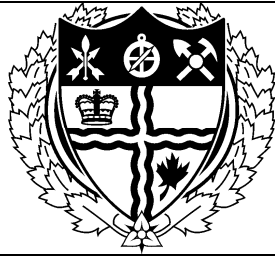
The Ottawa Police Service is tabling a draft 2012 gross operating budget of \$270.3 million which achieves a Police Tax Rate increase of 2.5%. The 2012 draft capital budget is tabled at \$10.7 million. Approval of the budget will ensure that the Board and the Service have the funds required to meet the Chief's Operational priorities for 2012.

*(original signed by)*

Vern White  
Chief of Police

### Annexes

Annex A-1	OPS 2012 to 2015 Operating Forecast
Annex A-2	OPS 2012 Staff Complement Summary by Section
Annex A-3	OPS 2011/2012 Staff Complement Summary by Rank
Annex A-4	OPS 2012 Material, Supplies and Services – New Requirements
Annex A-5	OPS 2012 Core Services Review and Projects
Annex A-6	OPS 2012 Across the Service Reductions, Efficiencies and Revenues
Annex A-7	OPS 2012 Recommended Inflationary Increases to Fees and Charges
Annex A-8	OPS 2012 Detail of all Revenues
Annex A-9	OPS Community Police Centres – 2012 Net Budget by Centre



**OTTAWA POLICE SERVICE  
SERVICE DE POLICE D'OTTAWA**

*Working together for a safer community  
La sécurité de notre communauté, un travail d'équipe*

**REPORT  
RAPPORT**

**DATE:** Le 26 octobre 2011

**DESTINATAIRES:** Le président et les membres de la Commission de services policiers d'Ottawa

**DE LA PART DE:** Chef de police, Service de police d'Ottawa

**OBJET:** **PROJETS DE BUDGETS OPÉRATIONNELS ET  
D'INVESTISSEMENTS PRÉLIMINAIRES 2012**

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**RECOMMANDATIONS**

Que la Commission de services policiers d'Ottawa :

1. **reçoive et dépose les projets de budget opérationnels et d'investissements préliminaires 2012 du Service de police d'Ottawa;**
2. **étudie et approuve lors de sa réunion le 28 novembre 2011 :**
  - a. **les projets de budget opérationnels et d'investissements préliminaires 2012 du Service de police d'Ottawa;**
  - b. **la réduction de l'autorité d'investissement pour le remplacement des radiotéléphones portatifs (Projet d'investissement n° 903450) de 10,5 M\$ à 6,8 M\$; et**
  - c. **la création d'un fonds de réserve pour la planification stratégique des installations du Service de police d'Ottawa.**
3. **lors de son approbation, faire parvenir les Budgets opérationnels et d'investissements 2012 du Service de police d'Ottawa ainsi que les motions qui s'y rapportent au Conseil aux fins d'examen et d'approbation.**

**INFORMATION DE BASE**

Dans le cadre de la réunion du 26 septembre 2011, la Commission a demandé au personnel de préparer la version préliminaire des budgets opérationnels et d'investissements 2012 en tenant compte de l'augmentation de 2,5 % de la taxe. Cette directive est conforme à celle qui a été approuvée par le Conseil à l'occasion de la réunion du 22 juin 2011 :

*IL EST EN OUTRE RÉSOLU QUE le Plan financier à long terme sera mis au point avec une augmentation fiscale maximale de 2,5 % pour les années 2012 à 2014.*

Le personnel a observé la directive de la Commission en préparant la version préliminaire des budgets opérationnels et d'investissements 2012. Elle représente une augmentation de 2,5 % de la taxe de police pour 2012. Les prévisions opérationnelles de 2013-2014 du SPO présentées à la Commission correspondent à la directive du Conseil et reflètent une augmentation de 2,5 % de la taxe.

## DISCUSSION

Le Service de police d'Ottawa (SPO) fournit les services de base aux résidents, aux entreprises et aux visiteurs de la Ville d'Ottawa comme en fait état la *Loi sur les services policiers de l'Ontario*. La demande pour ces services, réactive comme proactive, est par sa nature même, poussée par les besoins des membres de notre collectivité.

Dans le but d'assurer la disponibilité des fonds permettant de répondre aux demandes de la collectivité, l'article 39 de la *Loi sur les services policiers* exige de la part de la Commission qu'elle approuve une allocation budgétaire annuelle à l'intention du service de police pour que celui-ci dispose des fonds nécessaires au maintien du corps policier et en lui procurant l'équipement et les installations. Conjointement avec le Plan directeur du SPO et autres documents de planification stratégique, le budget annuel permet à la Commission d'établir ses priorités et apporte une direction aux gestionnaires. Il appuie les niveaux de service, accorde l'autorité requise pour l'avancement de projets opérationnels clés, et confirme le financement nécessaire pour mener à bien les plans opérationnels prévus pour 2012.

En 2006, le Conseil municipal a mis en œuvre une politique visant à financer les opérations du Service de police d'Ottawa par la voie de sa propre taxe municipale, distincte des opérations générales de la ville. Ce modèle de financement offre à la population une certaine transparence quant au coût des services policiers, et accorde au SPO l'avantage direct d'une part proportionnelle des revenus de la croissance de l'évaluation municipale.

### Contexte policier

Ottawa doit relever un défi unique dans le milieu policier municipal au Canada. Puisqu'elle est la capitale nationale, le Service de police d'Ottawa est chargé de veiller à la sécurité et à la protection du public de près de 1 300 événements par année, comprenant parades, marches, grèves, démonstrations et événements spéciaux. Ces événements nécessitent l'élaboration et la mise en œuvre de plans d'opérations policières appuyées par un travail coordonné de collecte de renseignements, d'évaluation des risques et menaces, et de stratégie en matière de sécurité publique.

Le travail policier partout au Canada doit faire face à l'enjeu de fonctionner dans un environnement dont les types et les niveaux de criminalité changent constamment, tout en répondant parallèlement aux besoins en matière de sécurité publique de collectivités en croissance et en évolution. Pour parvenir à gérer cet environnement, de solides approches de planification s'imposent, fondées sur des cadres opérationnels, financiers et stratégiques.

La taille d'Ottawa et sa situation géographique posent d'autres défis singuliers au Service de police d'Ottawa. La ville d'Ottawa s'étend sur 2 796 kilomètres carrés et fait 90 kilomètres d'est en ouest. Cette superficie dépasse celles de Toronto, Montréal, Calgary, Edmonton et Vancouver réunies. En outre, la zone est rurale à près de 80 %, et possède plus de terres agricoles que toute autre ville canadienne. Cette diversité crée un besoin de modèles de services policiers différents, personnalisés pour tenir compte des réalités urbaines, suburbaines et rurales, appuyées par de l'équipement spécialisé, ce qui entraîne fréquemment des coûts plus élevés liés aux véhicules.



La nature du travail policier signifie que le SPO devra continuer à composer tous les ans avec des problèmes prévus et imprévus. Ces deux besoins doivent être équilibrés entre eux dans le cadre d'une enveloppe budgétaire définie, ce qui pose des défis particulièrement corsés lorsque les événements imprévus atteignent des sommets. En de telles occasions, l'organisation ajuste ses priorités opérationnelles et financières en conséquence. Un financement stable facilite la gestion efficace des événements imprévus et les besoins de service associés à la croissance de la population de la ville.

Le taux global de criminalité à Ottawa reflète la tendance nationale vers une diminution. Le nombre total des infractions au code criminel est en décroissance, tandis que les crimes violents perpétrés par les jeunes, la violence liée à la drogue et l'activité des gangs de rue continuent à croître. Dans l'ensemble, la sécurité s'améliore, mais la peur face au crime prévaut toujours, puisque les secteurs vulnérables de la société font face à des actes criminels plus fréquents et plus violents. La réduction, l'investigation et la prévention des crimes demeurent les priorités opérationnelles centrales pour 2012.

#### Comparaison du nombre d'employés policiers au Canada

Les plus récentes données publiées par Statistique Canada indiquent que les niveaux de dotation en personnel de la Police d'Ottawa se retrouvent à une position intermédiaire parmi les douze principaux centres urbains du Canada. Le tableau 1 présente des données relatives aux comparaisons de douze services policiers, ainsi que celui de Gatineau. Comme le montre le Tableau 1, on retrouve 466 résidents pour chaque membre de la police (assermenté et civil) à Ottawa, une amélioration par rapport aux 473 que l'on comptait en 2008.

**Tableau 1**  
**Population par membre de la police**

Service	Population en 2009 (Statistique Canada)	Effectifs réels 2010			Population par membre de la police
		Agents de police	Autre personnel	Nombre total de membres de la police	
Toronto	2 677 708	5 774	2 848	8 622	311
Montréal	1 906 811	4 486	1 384	5 870	325
Vancouver	640 963	1 427	377	1 804	355
Edmonton	818 339	1 628	571	2 199	372
Winnipeg	675 324	1 341	366	1 707	396
Calgary	1 125 001	1 882	665	2 547	442
Ottawa	882 477	1 351	542	1 893	466
Peel	1 249 341	1 855	814	2 669	468
Durham	613 655	915	338	1 253	490
Hamilton	530 420	802	265	1 067	497
Gatineau	256 240	348	157	505	507
York	1 016 010	1 425	522	1 947	522
Waterloo	518 203	730	263	993	522

Source : Ressources policières au Canada en 2010. Statistique Canada

## Comparaisons des coûts policiers au Canada

Les coûts par habitant ne sont plus publiés par Statistique Canada puisque, « en raison des différentes manières dont chacun des services de police rapporte l'information sur ses dépenses, les comparaisons sur le plan municipal sont difficiles ».

## Les priorités opérationnelles du chef pour 2012

Les priorités opérationnelles du chef pour 2012 représentent un facteur important au sein du processus d'élaboration du budget. Comme par les années précédentes, le Service se concentrera sur la poursuite des activités d'application qui ont fait leurs preuves, tout en assurant le déploiement efficace des ressources policières de première ligne. Une nouvelle catégorie d'initiatives verra le jour pour tenir compte des changements apportés à la situation économique du service de police.

Voici les priorités opérationnelles :

1. Élargir l'éducation populaire et la mobilisation communautaire :
  - lancer l'initiative de média social pour améliorer notre capacité de communication avec le public et accroître nos compétences en matière d'investigation;
  - optimiser la sécurité publique en tirant profit du modèle ontarien en matière de mobilisation et d'engagement dans le cadre de services de police communautaires.
  
2. Améliorer les partenariats et l'interopérabilité :
  - identifier les partenariats financiers additionnels avec les fournisseurs de services communautaires pour adolescents et les commissions scolaires pour la fourniture efficace de stratégies d'intervention précoces;
  - entrer en partenariat avec l'Université d'Ottawa afin d'entreprendre l'examen de la stratégie de fourniture de services auprès des jeunes du SPO;
  - en collaboration avec des partenaires de la collectivité, entreprendre la recherche et les mesures concernant des approches multidisciplinaires en vue de résoudre les problèmes chroniques de services rendus sur demande (p. ex., itinérance, dépendances, santé mentale);
  - relever et tirer profit de nouvelles occasions de créer des économies opérationnelles par l'amélioration des partenariats.
  
3. Réduire, étudier et prévenir la criminalité :
  - mettre au point des stratégies détaillées pour résoudre les problèmes liés aux secteurs à forte incidence d'appels de service;
  - appuyer activement le Programme intégré de sensibilisation à la sécurité routière en effectuant l'application et l'éducation des règlements de la circulation, en tenant compte des priorités identifiées, ce qui favorise des routes plus sécuritaires et des changements de comportement chez les automobilistes, les cyclistes et les piétons;
  - continuer à travailler avec les partenaires de la collectivité afin d'engager activement des poursuites contre les crimes qui ont un impact considérable sur les enjeux liés à la qualité de vie dans notre collectivité en vue de rendre Ottawa plus sécuritaire;
  - organiser les ressources/processus afin de traiter de nouveaux crimes émergents, tels que le trafic de personnes.

4. Profils économiques des services policiers / optimisation des ressources :
- effectuer l'examen des services de base en matière de sécurité publique afin d'identifier des manières de fournir des services de police plus efficaces, efficaces, économiques et innovateurs aux citoyens d'Ottawa;
  - accéder et accorder la priorité à de nouvelles technologies et logiciels, et en faire l'acquisition, par le biais d'un modèle de gouvernance commerciale pour offrir aux agents des outils plus efficaces et plus efficaces pour l'exécution de leur travail;
  - accorder la priorité aux activités d'intervention qui présentent les risques organisationnels les plus élevés, au moyen de la mise en œuvre d'outils et de processus améliorés en matière de gestion des risques organisationnels;
  - intégrer le tableau de bord équilibré au cadre d'évaluation de la performance financière de la police d'Ottawa, ainsi qu'au système de production de rapports;
  - mettre en œuvre une solution qui puisse améliorer considérablement notre modèle relatif au centre de déclaration des accidents;
  - mettre en œuvre une solution qui puisse procurer à la collectivité des services améliorés en matière de vérification des dossiers et casiers judiciaires.

#### Processus d'élaboration du budget pour 2012

L'équipe du personnel a rencontré le Comité des finances et de la vérification de la Commission en août 2011 pour discuter des stratégies relatives au budget de 2012. La Commission a demandé au personnel de préparer la version préliminaire des budgets opérationnels et d'investissements 2012 en tenant compte de l'augmentation de 2,5 % de la taxe de police lors de sa réunion qui a eu lieu le 26 septembre 2011. Lors de la même réunion, la Commission a également fait l'adoption du calendrier budgétaire, tel que proposé par la Ville. La *Loi sur les services policiers* stipule que le Service de police doit se conformer au processus mis sur pied par le Conseil municipal.

Pour en arriver à une hausse de 2,5 % de la taxe de police en 2012, une réduction de 1,4 M\$ du budget est nécessaire. Le personnel a rencontré les membres de la direction en septembre 2011 pour passer en revue les présentations budgétaires et permettre de déterminer les secteurs où les bases budgétaires pourraient être ajustées en 2012. Les dépenses de l'exercice en cours ont été revues et de nouvelles pressions ont été déterminées au cours de ces réunions. Les estimations budgétaires révisées ont été ensuite passées en revue avec les chefs adjoints et la directrice générale pour déterminer si d'autres changements s'imposaient. Un examen du budget a été effectué avec le chef au début octobre.

Cette année, le dépôt du budget est prévu pour la fin octobre. Ce calendrier accéléré assure l'établissement d'un budget opérationnel adopté avant le début de l'exercice respectif. Cependant, le délai d'exécution plus court a eu une incidence sur l'ampleur des consultations avec le Comité des finances et de la vérification. Pour éviter une telle situation pour la préparation du budget du prochain exercice, le personnel entreprendra le processus budgétaire de 2013 en mai 2012.

#### Situation financière de 2011

Le Rapport financier du 3<sup>e</sup> trimestre de 2011 représente un élément d'information essentiel servant à la préparation du projet de budget pour 2012. Il permet d'identifier des secteurs à excédent ou, à l'inverse, des pressions budgétaires devant être abordées. Selon l'information actuelle, le SPO prévoit un budget équilibré pour 2011. La charge estimative du carburant représente la seule pression budgétaire importante qui se pose pour l'exercice en cours et qui doit être traitée en 2012.

## Principes financiers

Les projets de budgets opérationnels et d'investissements préliminaires pour 2012 ont été élaborés à partir des principes financiers suivants :

1. Les opérations sont entièrement financées par :
  - la croissance de la base d'évaluation;
  - des majorations de la taxe de police;
  - les efficiences; et
  - des réductions réalisées à d'autres parties du budget.
2. Les sources exceptionnelles de capitalisation ne sont pas utilisées pour combler les besoins opérationnels de base continus.
3. Une politique des frais d'utilisation, approuvée initialement en 2006, permet de continuer à s'assurer que le montant des frais d'utilisateur sont ajustés proportionnellement au changement général apporté au taux d'imposition.
4. La détermination de nouvelles sources de revenu se poursuivra.
5. Il ne sera pas permis aux budgets d'investissements de se retrouver en position déficitaire. Des fonds suffisants ont été octroyés pour le remplacement adéquat, à la fin de leur cycle de vie, des installations, du parc, et de l'infrastructure des technologies de l'information. Les plans de croissance du capital sont financés à partir des redevances d'exploitation et de l'endettement.
6. Les revenus provenant du programme provincial de reprise en charge des coûts de sécurité seront utilisés pour financer des initiatives stratégiques.

## Points saillants de la version préliminaire 2012 du budget opérationnel

Le Service de police d'Ottawa (SPO) a besoin de 9,3 M\$ de nouveau capital en 2012. Lorsque la croissance de la base d'évaluation de 4,1 M\$ est appliquée à ce montant, la hausse nette du budget se chiffre à 5,2 M\$, ce qui correspond à une augmentation de 2,5 % de la taxe de police.

Le tableau 2 dresse un résumé des pressions et des solutions qui aboutissent à la hausse nette de 5,2 M\$. Une version plus détaillée se trouve à l'Annexe A-1. Le budget est catégorisé selon le modèle de budget pour la Ville d'Ottawa, lequel est décrit brièvement ci-dessous. Les changements apportés à chacune de ces catégories sont présentés de manière plus détaillée dans la section suivante :

1. Maintien des services – assurer une prestation continue de services policiers de haute qualité.
2. Législation provinciale – assurer le respect de la législation pertinente.
3. Croissance – expansion des services policiers appuyant la croissance de la population locale.

4. Nouveaux services ou besoins – nouvelles exigences opérationnelles comprenant l'examen des services de base.
5. Réductions ou efficacités générales des services – réductions apportées au budget de base; gains d'efficacité réalisés au moyen d'améliorations de productivité, d'investissements dans les technologies, de rationalisation des actifs et d'un approvisionnement efficace.
6. Frais d'utilisation et redevances – ajustements des tarifs liés aux frais d'utilisation en proportion à l'augmentation globale de la taxe de police.

**Tableau 2**  
**Projet de budget opérationnel 2012 – Option de hausse de 2,5 % de la taxe de police**  
**(en millions de dollars)**

Catégorie	Hausse budgétaire différentielle
1. Maintien des services	10,5 \$
2. Législation provinciale	0,0 \$
3. Croissance	0,0 \$
4. Nouveaux services ou besoins	0,4 \$
5. Réductions générales des services	(1,4 \$)
6. Frais d'utilisation et redevances	(0,2 \$)
<b>Besoin différentiel</b>	<b>9,3 \$</b>
Moins : Croissance de l'évaluation	(4,1 \$)
<b>Besoin net de hausse de taxation</b>	<b>5,2 \$</b>
<b>Majoration de la taxe de police</b>	<b>2,5 %</b>

Catégorie 1 : Maintien des services – hausse de 10,5 M\$

Rémunération nette	8,3 M\$
Points non liés à la rémunération	2,2 M\$
<b>Maintien des services</b>	<u>10,5 M\$</u>

Le maintien des niveaux de service actuels engendre un besoin budgétaire différentiel de 10,5 M\$ pour 2012. À elle seule, cette catégorie du budget dépasse le besoin de financement différentiel total du budget de 2012 de 9,3 M\$.

Augmentations et ajouts à la rémunération – hausse de 8,6 M\$

Étant donné que 84 % du budget opérationnel brut du Service de police d'Ottawa est consacré aux coûts de dotation du personnel, soit 1 363 agents assermentés and 583 membres civils (y

compris les agents spéciaux et les employés occasionnels), l'élément relatif à la rémunération du budget représente le facteur de coût le plus important chaque année (se reporter aux Annexes A-2 et A-3 pour obtenir plus de détails).

Des conventions collectives avec l'Association du personnel de la police d'Ottawa et l'Association des Officiers d'états-majors du Service de police d'Ottawa sont parvenues à expiration le 1<sup>er</sup> janvier 2011. Les résultats des négociations n'étant présentement pas connus, des facteurs clés comme les hausses salariales, la durée des nouvelles ententes et toute modification aux bénéfices des membres risquent de donner lieu à des pressions importantes sur les futurs budgets du SPO. Une clause de règlement approximative a été incluse à l'enveloppe budgétaire de 2012.

En plus des règlements financiers, le projet de budget pour 2012 comprend des provisions relatives aux deux situations suivantes :

1. membres gravissant l'échelle salariale; et
2. membres atteignant des niveaux de paie de responsabilité conformément aux dispositions de leur convention collective.

Par exemple, le salaire d'un agent double lorsqu'il (ou elle) passe du niveau d'agent de 4<sup>e</sup> classe, la première année de son emploi, au niveau d'agent de 1<sup>ère</sup> classe, la quatrième année de sa carrière. De plus, les agents reçoivent d'autres augmentations appelées « paie de responsabilité » selon les dispositions de leur convention collective. Cette situation se produit lorsque un agent atteint sa 8<sup>e</sup> année, sa 17<sup>e</sup> année et sa 23<sup>e</sup> année de service. Des augmentations de paie de responsabilité sont par conséquent appliquées, soit de 3 %, 6 % et 9 % respectivement.

#### Répercussions des embauches de l'année précédente sur l'année entière – 0,0 M\$

Aucun ajout de personnel civil ou assermenté n'a été effectué au complément en 2011.

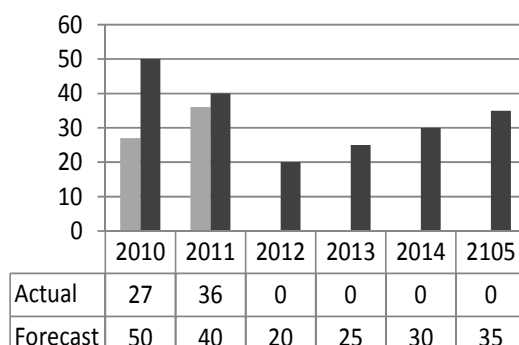
#### Charges de retraite – baisse de 1,9 M\$

Les charges de retraite ont été réduites de 1,9 M\$ dans le Projet de budget opérationnel pour 2012 pour correspondre à un nombre inférieur de retraites prévues.

La provision relative à la retraite a été établie à un niveau qui couvrira le sommet en matière de charges de retraite pour la période de 2012 à 2015. D'après des renseignements actuels, le nombre de départs à la retraite devrait diminuer en 2012, par rapport à celui de 2011, en repartant toutefois légèrement à la hausse en 2013 et en 2014. On prévoit que les prestations correspondantes par retraité demeurent relativement stables durant cette période de prévisions. En plus d'exercer des pressions financières, les retraites posent des défis aux organismes policiers. Le SPO a établi un solide processus en matière de prévision et de recrutement. Un projet est actuellement entrepris dans le but d'intégrer une planification officielle de la relève au sein de l'organisation.

Le tableau 3 résume les retraites prévues au niveau des assermentés, incluant les chiffres réels pour 2011.

**Tableau 3**  
**Retraites des assermentés 2010-2015**  
**(prévues vs réelles)**



OMERS – hausse de 1,6 M\$

Une hausse budgétaire s’impose pour refléter les augmentations des primes d’OMERS, laquelle est conforme à la directive du fonds de pension OMERS. À compter de 2011, OMERS prévoit des augmentations des cotisations. Le budget de 2012 s’élève à 1,6 M\$.

Matériel, fournitures et services – Inflation – hausse de 0,2 M\$

De manière générale, un rajustement en fonction de l’inflation totalisant 0,2 M\$ a été appliqué à ce secteur du budget selon la détermination des éléments qui nécessitaient des rajustements inflationnistes, tels que les contrats de maintenance.

Matériel, fournitures et services – Carburant – hausse de 0,7 M\$

Comme il a été déterminé à chaque rapport trimestriel de la situation financière présenté à la Commission pour l’année 2011, la hausse des prix du carburant a créé une pression budgétaire au cours de l’année. En effet, le budget de 2011 relatif au carburant a été élaboré en supposant un prix à la pompe de 1,00 \$/litre et un volume de 2,7 millions de litres de carburant. Le prix réduit estimé pour le SPO se situait à 0,85 \$/litre, une fois les exonérations fiscales et les réductions prises en compte. Ainsi, le prix moyen réduit en 2011 jusqu’à la fin septembre correspondait à 1,08 \$/litre.

Dans le cadre du projet de budget opérationnel de 2012, l’hypothèse d’un prix à la pompe de 1,25 \$/litre a été retenue, laquelle est équivalente à un prix de 1,07 \$/litre net d’exonérations fiscales et de réductions. On suppose également que le volume s’élève à 2,7 millions de litres. Par conséquent, une hausse budgétaire de 0,7 M\$ est nécessaire pour tenir compte des prix de carburant plus élevés en 2012. L’équipe du personnel entreprend la mise en œuvre de diverses stratégies d’atténuation pour répondre à cette pression, y compris la mise en place d’une technologie empêchant la marche au ralenti des moteurs pour contribuer à des réductions de consommation de carburant.

### Service de la dette – hausse de 0,9 M\$

Tel que déterminé l'année dernière, une hausse budgétaire différentielle de l'ordre de 900 000 \$ est requise en 2012 pour financer les créances de la Commission pour des projets qui ont été finalisés et qui sont prêts à être intégrés à une émission de débentures.

### Apport au parc automobile – hausse de 0,8 M\$

L'apport au parc automobile a été augmenté de manière à ce que celui-ci revienne à des niveaux normaux, après avoir connu une diminution d'apport l'année dernière en raison de prix de parc automobile favorables.

### Apport au capital général – baisse de 0,4 M\$

Une réduction de l'apport au Fonds de réserve de capital général est nécessaire pour faire en sorte que l'apport au parc automobile revienne à des niveaux normaux tel que mentionné précédemment.

### Catégorie 2 : Législation provinciale – aucun changement

Aucune hausse des dépenses exigée par la législation provinciale n'a été relevée pour 2012.

### Catégorie 3 : Croissance – aucun changement

Aucun ajout au complément du personnel du SPO n'a été effectué au budget de 2012. Le complément demeurera au niveau approuvé en 2010.

### Catégorie 4 : Nouveaux services/besoins – hausse de 0,4 M\$

Le projet de budget pour 2012 comprend 0,4 M\$ réservé à l'appui de nouvelles exigences opérationnelles décrites plus bas.

#### Matériel, fournitures et services – Nouvelles exigences – hausse de 0,5 M\$

Diverses nouvelles dépenses sont requises en 2012 pour appuyer les activités policières. Se reporter à la liste détaillée à l'Annexe A-4.

#### Examen et projets concernant les services de base en matière de sécurité publique – hausse de 0,5 M\$

En 2012, une provision de 0,4 M\$ est incluse au budget opérationnel afin de mettre en œuvre un examen des services de base en matière de sécurité publique. Du point de vue des activités policières, cette initiative destinée à l'ensemble de l'organisation produira un nouveau modèle de fourniture de services pour le SPO, lequel mettra l'accent sur les services policiers de base requis par la collectivité et les intervenants du SPO. D'un point de vue financier, cet examen a comme objectif de s'assurer que le nouveau modèle correspond à une échelle qui convienne à la situation relative à la hausse de la taxe de police pour les cinq prochaines années.



Comme il a été mentionné plus bas, on aura recours à un apport financier unique du Fonds de réserve de capital général pour le financement de cette initiative. Le sommaire des autres projets figurant dans cette catégorie est présenté à l'Annexe A-5.

Financement unique à partir des réserves – (0,6 M\$)

Un financement unique sera versé en 2012 pour compenser l'incidence au budget produite par l'examen des services de base, le recensement des employés et d'autres éléments de moindre importance. Cette démarche est conforme aux principes de financement des coûts uniques au moyen d'un revenu unique. Les annexes A-4 et A-5 du présent rapport déterminent les éléments financés par cet apport monétaire unique.

Revenu – Reprise en charge des coûts de services de sécurité de la cour (0,6 M\$)

Conformément à l'entente avec la province concernant la reprise en charge des coûts de services de sécurité, le SPO bénéficiera de revenus de la province dès 2012 en compensation des frais liés à assurer la sécurité dans les palais de justice. Ce montant s'élève à 600 000 \$ en 2012, et connaîtra des hausses annuelles de 600 000 \$ au cours des six prochaines années, en atteignant un niveau maximum de 4 200 000 \$ en 2018.

Apport au fonds de réserve pour la planification stratégique des installations – hausse de 0,6 M\$

L'année 2012 marquera le début de la contribution du Programme de paiement à l'usage (PAYG) par un apport au fonds de réserve pour la planification stratégique des installations. Cette contribution a comme objectif de bâtir un fonds de réserve qui permettra d'aider le Service à financer de futures installations policières. Il s'agit d'une initiative proactive et responsable sur le plan financier qui permettra d'assurer que des fonds soient disponibles pour aider à compenser le coût des projets exposés dans la planification stratégique des installations en cours d'élaboration.

Le coût de l'apport sera compensé par les revenus provenant de la province pour les frais liés à assurer la sécurité de la cour. Cette démarche est conforme à la directive du Conseil, à savoir que des fonds de provenance provinciale soient utilisés pour financer de nouvelles initiatives stratégiques.

Catégorie 5 : Réductions et efficiences générales des services – hausse de 1,4 M\$

Pour être en mesure d'atteindre l'objectif de taxe de 2,5 %, il a fallu identifier des réductions de l'ordre de 1 400 000 \$ au budget opérationnel. Chaque direction a dû passer en revue sa base budgétaire respective et déterminer à quel endroit des réductions pouvaient être réalisées. Le montant total est constitué des éléments suivants qui sont énumérés en détail à l'Annexe A-6.

Réductions et efficiences – hausse de 1,2 M\$

La liste comporte 57 éléments, pour une moyenne globale de 24 000 \$, dont la majeure partie correspond à moins de 10 000 \$. La majorité des éléments se rapportent à la Direction des services généraux, laquelle détient la base budgétaire la plus importante sur le plan du matériel et des services. Une liste détaillée est fournie à l'Annexe A-6.

### Revenu – hausse de 0,2 M\$

En septembre 2009, la Commission a approuvé la cessation de l'enregistrement obligatoire des systèmes d'alarme, et en juin 2010, tout en augmentant les frais d'intervention liés aux fausses alertes pour refléter le recouvrement des coûts. La hausse budgétaire globale en 2012 reflète le volume des fausses alertes connues en 2011.

### Catégorie 6 : Frais d'utilisation et redevances – hausse de 0,2 M\$

L'objectif de la politique (de 2007) des frais d'utilisation de la Commission est de faire en sorte que le fonds de revenu engendré par les frais d'utilisation croisse au même rythme que le taux d'imposition. Cette politique nécessite annuellement une révision et une analyse des frais d'utilisation. À partir de cette révision, des recommandations relatives à leur augmentation peuvent suivre (voir l'Annexe A-7). Pour l'année 2012, les frais d'utilisation augmentent, en moyenne, de 2,5 %, ce qui correspond à une hausse de revenus de 150 000 \$. L'Annexe A-8 fournit le sommaire de tous les revenus et les recouvrements saisis dans le cadre du projet de budget de 2012, et présente des comparaisons par rapport à 2011.

### Projet de prévision du budget opérationnel pour 2013 à 2015

Tel que mentionné précédemment, les prévisions relatives au budget opérationnel pour 2013 à 2015 se basent sur une majoration annuelle de la taxe de police de 2,5 %, conformément à la résolution du Conseil municipal. En 2015, on prévoit une hausse de 2,7 % de la taxe de police pour tenir compte de l'ajout prévu de 23 employés. Le Tableau 4 présente le sommaire des prévisions du projet de budget opérationnel.

**Tableau 4**  
**Ébauche de prévision financière d'exploitation pour 2013-2015**  
**(en millions de dollars)**

<b>Besoin différentiel</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Maintien des services	9,6 \$	10,0 \$	10,2 \$
Croissance	0,0 \$	0,0 \$	0,6 \$
Nouveaux services ou besoins	0,2 \$	0,2 \$	0,2 \$
Frais d'utilisation et redevances	(0,2 \$)	(0,2 \$)	(0,2 \$)
<b>Besoin différentiel</b>	<b>9,6 \$</b>	<b>10,0 \$</b>	<b>10,8 \$</b>
Moins la croissance de l'évaluation à 2 %	(4,1 \$)	(4,2 \$)	(4,3 \$)
<b>Besoin net de hausse fiscale</b>	<b>5,5 \$</b>	<b>5,8 \$</b>	<b>6,5 \$</b>
<b>Hausse de la taxe de police</b>	<b>2,5 %</b>	<b>2,5 %</b>	<b>2,7 %</b>

## 2013

Le besoin net additionnel pour 2013 correspond à 9,6 M\$, ou à une augmentation de 2,5 % de la taxe d'après les estimations et hypothèses suivantes :

- Un facteur de postes à pourvoir de l'ordre de 1,8 M\$, soit l'équivalent d'environ 17 employés.
- Un apport de 1,6 M\$ en raison d'une augmentation des coûts d'OMERS.
- Une réduction de 0,5 M\$ en raison des coûts liés à la retraite.
- Aucune augmentation du complément n'est prévue.
- Une interruption de financement de l'ordre de 0,7 M\$ de la part de la province dans le cadre du programme d'ajouter 1 000 agents de police.
- Une provision de 0,3 M\$ pour assumer les coûts liés au service de la dette relativement aux projets achevés.
- Un revenu additionnel de 0,6 M\$ provenant de la province en raison des coûts liés à la reprise en charge de la sécurité dans les palais de justice.
- Une augmentation de 0,6 M\$ pour contribuer au Fonds de réserve pour la planification stratégique des installations.

## 2014

Le besoin net additionnel pour 2014 correspond à 10,0 M\$, ou à une augmentation de 2,5 % de la taxe d'après les estimations et hypothèses suivantes :

- Aucun changement additionnel au facteur de postes à pourvoir n'est prévu.
- Aucune hausse additionnelle des primes d'OMERS n'est prévue.
- Les provisions relatives à la retraite demeurent inchangées.
- Aucune augmentation du complément n'est prévue.
- Aucune provision additionnelle en prévision des coûts liés au service de la dette n'est prévue.
- Un revenu additionnel de 0,6 M\$ provenant de la province en raison des coûts liés à la reprise en charge de la sécurité dans les palais de justice.
- Une augmentation de 0,6 M\$ pour contribuer au Fonds de réserve pour la planification stratégique des installations.

## 2015

Le besoin net additionnel pour 2015 correspond à 10,8 M\$, ou à une augmentation de 2,7 % de la taxe d'après les estimations et hypothèses suivantes :

- Aucun changement additionnel au facteur de postes à pourvoir n'est prévu.
- Aucune hausse additionnelle des primes d'OMERS n'est prévue.
- Les provisions relatives à la retraite demeurent inchangées.
- Une provision pour l'ajout de 23 employés au 4<sup>e</sup> trimestre de 2015 est prévue.
- Aucune provision additionnelle en prévision des coûts liés au service de la dette n'est prévue.
- Un revenu additionnel de 0,6 M\$ provenant de la province en raison des coûts liés à la reprise en charge de la sécurité dans les palais de justice.
- Une augmentation de 0,6 M\$ pour contribuer au Fonds de réserve pour la planification stratégique des installations.

## Projet de budget d'investissements pour 2012

Pour 2012, la Commission envisagera une demande de budget d'investissement totalisant 10,7 M\$, tel que présenté sommairement au Tableau 5. La majorité des projets correspond au renouvellement des actifs du SPO, comme le parc automobile, les infrastructures des TI et les installations. Le financement de l'ensemble de ces projets est effectué à partir des fonds de réserve du SPO.

Une explication narrative détaillée de chacun de ces projets est présentée dans l'Annexe B-3. Un rapport des grands travaux en cours se retrouve dans l'Annexe B-1 pour résumer le statut de tous les grands travaux courants.

**Tableau 5**  
**Budget d'investissements du Service de police d'Ottawa pour 2012**  
**(en millions de dollars)**

Projets d'investissement	Besoin total	Source de financement			
		PAYG	Revenus	RA	Endettement
<b>Renouvellement des actifs</b>					
Programme du parc automobile	\$ 3,1	\$ 2,8	\$ 0,3		
Infrastructure des TI	1,0	1,0			
Entreposage des TI	0,7	0,7			
Télécommunications des TI	0,7	0,7			
Applications des TI	0,5	0,5			
Sécurité des immeubles/mises à niveau des contrôle d'accès	0,1	0,1			
Projets mineurs d'investissement d'installations	0,8	0,8			
Cycle de vie des installations	2,2	2,2			
<b>Sous-total</b>	9,1	\$ 8,8	\$ 0,3	\$ -	\$ -
<b>Croissance</b>					
<b>Sous-total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Initiatives stratégiques</b>					
Matériel spécialisé du SPO	\$ 0,9	\$ 0,9			
Plan stratégique d'installations	0,3	0,3			
Initiatives de sécurité d'installations	0,3	0,3			
Initiatives d'installations	0,1	0,1			
<b>Sous-total</b>	\$ 1,6	\$ 1,6	\$ -	\$ -	\$ -
<b>Total</b>	\$ 10,7	\$ 10,4	\$ 0,3	\$ -	\$ -

### Réduction de l'autorité d'investissement pour le projet de remplacement des radiotéléphones (903450)

Le personnel a divisé le projet de remplacement des radiotéléphones portatifs (903450) en deux projets d'investissement distincts. La partie qui demeurera avec le projet 903450 représente le matériel de radiotéléphonie et les combinés réguliers, estimés à une valeur de 6,8 M\$. Le projet présente actuellement une autorité s'élevant à 10,5 M\$; c'est pourquoi le personnel demande à l'autorité responsable du projet d'être abaissée à 6,8 M\$.

Le financement de ce projet proviendra du Fonds de réserve de capital général du SPO. Ce dernier a été réapprovisionné plus tôt cette année par l'allocation de l'excédent d'exploitation du SPO de 2010, ainsi que de l'excédent provenant des comptes de la taxe de police.

En ce qui concerne la partie restante du projet, soit les combinés encodés, elle constitue maintenant un projet d'investissement distinct en 2016 dans le cadre des prévisions d'investissement. Celui-ci sera financé par le Fonds de réserve de capital général à ce moment.

Prévisions d'investissement pour les dix prochaines années

La Commission de services policiers d'Ottawa vise à offrir une enveloppe budgétaire adéquate pour faire en sorte que des actifs comme le parc automobile, les installations et les technologies de l'information soient adéquatement remplacés, au besoin.

L'Annexe B-2 présente les prévisions d'investissement du Service de police d'Ottawa pour les années 2012 à 2021, par projet et par catégorie de besoin. Les besoins bruts pour les dix prochaines années s'élèvent à 221,7 M\$, et varient d'un minimum de 10,7 M\$ en 2012 à un maximum de 57,9 M\$ en 2019. Le Tableau 6 présente le sommaire des besoins en capitaux.

**Tableau 6**  
**Sommaire des besoins en capitaux du SPO sur dix années – 2012 à 2021**  
**(en millions de dollars)**

Catégorie	Besoin brut	Financement			
		Réserve PAYG	Revenu	RA	Endettement
<b>Renouvellement des actifs</b>	114,9 \$	107,8 \$	2,7 \$		4,4 \$
<b>Croissance</b>	59,2 \$				59,2 \$
<b>Initiatives stratégiques</b>	47,6 \$	29,6 \$			18,0 \$
<b>TOTAL</b>	<b>221,7 \$</b>	<b>137,4 \$</b>	<b>2,7 \$</b>		<b>81,6 \$</b>
<b>% du total</b>		62 %	1 %	0 %	37 %

La majeure partie des prévisions est requise dans la première catégorie pour le renouvellement continu des présents actifs de la police. La catégorie de renouvellement des actifs comprend le remplacement du parc automobile, la maintenance des installations et la technologie de l'information. Ces éléments comptent pour 114,9 M\$ des 221,7 M\$ requis, soit 52 % du total.

La deuxième catégorie, la Croissance, comprend les projets qui sont admissibles au financement des redevances d'aménagement (RA) en vertu du Règlement municipal sur les redevances d'aménagement (2009). Les exigences en matière de croissance comprennent l'acquisition ou la construction de nouvelles installations. Les coûts prévus de ces nouvelles installations totalisent 59,2 M\$ au cours des dix années à venir. L'endettement représentera la principale source de financement pour ces projets, lesquels seront financés soit par les redevances d'aménagement ou le budget opérationnel.

Les initiatives stratégiques constituent la troisième catégorie des prévisions de dépenses. Cette catégorie comprend tous les investissements stratégiques à l'appui d'objectifs à long terme. Les projets d'installations liés au plan de 10 ans des installations coûteront en tout 31 M\$, alors que les projets de transformation des activités totalisent 5 M\$. Globalement, les projets liés aux Initiatives stratégiques se chiffrent à 47,6 M\$ au cours de la période concernée par les prévisions. Le financement relatif à cette catégorie provient surtout d'apports en capital provenant de recettes fiscales, à l'exception de certaines initiatives qui se qualifient pour un financement par l'emprunt.

### État des fonds de réserve du SPO

Le SPO dispose actuellement de trois fonds de réserve permanents qui jouent des rôles clés dans le financement en capital. Le personnel recommande la création d'un fonds de réserve pour la planification stratégique des installations comme quatrième fonds de réserve. Ce fonds servirait à assurer le financement de la planification stratégique des installations qui sera élaborée en 2012 de concert avec la Ville d'Ottawa.

Voici l'état des fonds de réserve actuels :

#### *Fonds de réserve pour le remplacement du parc automobile*

Ce fonds de réserve sert à financer les projets de remplacement de véhicules. Il reporte un solde minimum année après année. En 2012, l'apport annuel au fonds de réserve du remplacement du parc automobile reviendra aux montants antérieurs à 2011, soit à 2,9 M\$, et demeurera stable jusqu'à la fin des prévisions. Ceci donnera suffisamment d'argent pour atteindre le montant annuel requis en matière de remplacements de véhicules, qui se chiffre entre 2,8 et 2,9 M\$. Les revenus de la vente de véhicules du parc automobile compensent tout déficit engagé.

#### *Fonds de réserve des redevances d'aménagement du SPO*

Ce fonds sert à financer les projets liés à la croissance. Il ne sert strictement qu'à la portion croissance de certains projets identifiés en vertu du règlement municipal sur les redevances d'aménagement de 2009.

#### *Fonds de réserve de capital général du SPO*

Ce fonds de réserve sert à financer le reste du plan de travail des investissements du SPO, à l'exclusion des projets financés par l'emprunt. Le calendrier de continuité du fonds de réserve, montrant les apports, les dépenses et le solde final pour 2012 à 2015 figure au Tableau 7. Ce calendrier montre que tous les projets prévus peuvent être financés.

Un solde de 1,6 M\$ du Fonds de réserve de capital général sera disponible en 2012. La croissance du solde accumulé à date découle principalement de la stratégie de formation de capital adoptée par la Commission au cours du cadre financier de 2008 à 2010. La continuité est fondée sur l'apport de formation de capital pour les périodes allant de 2012 à 2015, tel que présenté à l'Annexe A-1.

**Tableau 7**  
**Calendrier de continuité du Fonds de réserve de capital général du SPO**  
**(en millions de dollars)**

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Solde de départ</b>	1,6 \$	4,2 \$	6,2 \$	4,8 \$
<b>Sources</b>				
Apport à base fiscale	10,8 \$	10,8 \$	10,8 \$	10,8 \$
Finalisations de projet	0,0 \$	0,0 \$	0,0 \$	0,0 \$
Intérêts*	0,0 \$	0,0 \$	0,0 \$	0,0 \$
<b>Total des sources</b>	<b>10,8 \$</b>	<b>10,8 \$</b>	<b>10,8 \$</b>	<b>10,8 \$</b>
<b>Utilisations</b>				
Financement de projet	7,6 \$	8,8 \$	12,2 \$	8,4 \$
Apport aux opérations	0,6 \$	0,0 \$	0,0 \$	0,0 \$
<b>Total des utilisations</b>	<b>8,2 \$</b>	<b>8,8 \$</b>	<b>12,2 \$</b>	<b>8,4 \$</b>
<b>Solde final</b>	<b>4,2 \$</b>	<b>6,2 \$</b>	<b>4,8 \$</b>	<b>7,2 \$</b>

\* Moins de 0,1 million

## CONSULTATION

Les estimations opérationnelles et d'investissement pour 2012 seront présentées et déposées auprès de la Commission de service policiers d'Ottawa, le 26 octobre 2011.

Le personnel du SPO sera aussi présent lors des quatre réunions de consultation municipale bilingues et multi-quartiers qui seront présentées au cours de la semaine du 31 octobre 2011. Une consultation publique sur le Projet de budget pour 2012 aura lieu le 28 novembre 2011, à 17 h, lors de la réunion de la Commission de services policiers, à la Salle Champlain de l'Hôtel de ville. Parallèlement, l'examen formel et la révision du budget 2012 auront lieu. L'adoption du budget est également prévue à cette date.

Le Conseil municipal entamera son processus d'approbation le 30 novembre 2011.

## IMPLICATIONS FINANCIÈRES

Les implications financières sont présentées dans le cadre du présent rapport.

## CONCLUSION

Le Service de police d'Ottawa présente un projet de budget opérationnel brut pour 2012 de 270,3 M\$ lequel réalisant une augmentation de la taxe de police de 2,5 %. Le projet de budget d'investissements pour 2012 est présenté 10,7 M\$. L'adoption du budget assurera que la Commission et le Service de police possèdent les fonds nécessaires pour répondre aux priorités opérationnelles du chef pour 2012.

*(original signé par)*

Vern White  
Chef de police

## Annexes

Annexe A-1	Prévisions opérationnelles du SPO pour 2012 à 2015
Annexe A-2	Résumé du complément de personnel du SPO pour 2012, par section
Annexe A-3	Résumé du complément de personnel du SPO pour 2011-2012, par rang
Annexe A-4	Matériel, fournitures et services du SPO pour 2012 – Nouvelles exigences
Annexe A-5	Examen et projets concernant les services de base du SPO pour 2012
Annexe A-6	Réductions, efficiences et recettes générales des services du SPO pour 2012
Annexe A-7	Hausse inflationniste recommandée des taxes et redevances du SPO pour 2012
Annexe A-8	Résumé détaillé de tous les revenus du SPO pour 2012
Annexe A-9	Centres de police communautaire du SPO – Budget net par centre pour 2012



# Annexes A-1 to A-9



**OTTAWA POLICE SERVICE**  
**2012 TO 2015 OPERATING FORECAST**  
(\$000)

Category	Draft	Forecast		
	2012	2013	2014	2015
<b>Maintain Services</b>				
Compensation Increase & Increments	8,607	8,900	9,120	9,400
Full Year Impact Of Previous Hiring	0	0	0	0
Retirement Costs	(1,850)	(500)	0	0
OMERS	1,545	1,600	0	0
Vacancy Factor	0	(1,760)	0	0
<b>Net Compensation</b>	<b>8,302</b>	<b>8,240</b>	<b>9,120</b>	<b>9,400</b>
Material, Supplies & Services - Inflationary	144	400	850	850
Material, Supplies & Services - Fuel	702	0	0	0
Revenue - Government Recruitment Funding	0	700	0	0
Debt Servicing - Old	903	300	0	0
Fleet Capital Contributions	800	0	0	0
General Capital Contributions	(400)	0	0	0
<b>Net Other</b>	<b>2,149</b>	<b>1,400</b>	<b>850</b>	<b>850</b>
<b>Subtotal Maintain Services</b>	<b>10,451</b>	<b>9,640</b>	<b>9,970</b>	<b>10,250</b>
<b>Growth</b>				
SGI - Compensation	0	0	0	450
SGI - Training & Equipment	0	0	0	150
<b>Subtotal Growth</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600</b>
<b>New Services/Needs</b>				
Business Plan Initiatives	0	150	150	150
Material, Supplies & Services - New Requirements	515	0	0	0
Core Service Review & Projects	492	0	0	0
One Time Funding	(592)	0	0	0
Revenue - Upload Of Court Costs	(600)	(600)	(600)	(600)
Facilities Strategic Plan Contributions (re:court upload)	600	600	600	600
<b>Subtotal New Services/Needs</b>	<b>415</b>	<b>150</b>	<b>150</b>	<b>150</b>
<b>Across the Service Reduction &amp; Efficiencies</b>				
Reductions and Efficiencies	(1,198)	0	0	0
Revenue Adjustments	(188)	0	0	0
<b>Subtotal Across the Service Reductions &amp; Efficiencies</b>	<b>(1,386)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>User Fees &amp; Charges</b>				
User Fee Policy	(150)	(150)	(150)	(150)
<b>Subtotal User Fees &amp; Charges</b>	<b>(150)</b>	<b>(150)</b>	<b>(150)</b>	<b>(150)</b>
<b>Incremental Requirement</b>	<b>\$9,330</b>	<b>\$9,640</b>	<b>\$9,970</b>	<b>\$10,850</b>
<b>Less Assessment Growth (2%)</b>	<b>(\$4,080)</b>	<b>(\$4,160)</b>	<b>(\$4,240)</b>	<b>(\$4,320)</b>
<b>Incremental Net Budget Increase</b>	<b>\$5,250</b>	<b>\$5,480</b>	<b>\$5,730</b>	<b>\$6,530</b>
<b>Police Tax Rate Increase</b>	<b>2.50%</b>	<b>2.50%</b>	<b>2.50%</b>	<b>2.73%</b>
<b>Estimated City Tax Rate Increase</b>	<b>0.42%</b>	<b>0.43%</b>	<b>0.45%</b>	<b>0.50%</b>
<b>FTE</b>	<b>1,946.3</b>	<b>1,946.3</b>	<b>1,946.3</b>	<b>1,969.3</b>

**OTTAWA POLICE SERVICE  
2012 STAFF COMPLEMENT SUMMARY BY SECTION**

Section	Sworn	Civilian	Sub Total	Full Time Terms	Casual	Total
<b>1. Police Services Board</b>						
Police Services Board	-	2	2	-	0.0	2.0
Subtotal	-	2	2	-	0.0	2.0
<b>2. Executive Directorate</b>						
Executive Command	3	5	8	-	0.0	8.0
Executive Officer	1	1	2	-	0.0	2.0
Legal Services	-	4	4	1	0.0	5.0
Corporate Planning	1	6	7	-	0.0	7.0
Professional Standards	9	2	11	-	0.0	11.0
Media Relations	2	2	4	-	0.0	4.0
Quality Assurance	2	3	5	-	0.0	5.0
Community Development Section	-	4	4	-	0.0	4.0
Corporate Communications	-	3	3	-	0.0	3.0
Diversity & Race Relations	2	1	3	-	0.0	3.0
Crime Free Multi-Housing Program	2	1	3	-	0.0	3.0
Crime Intelligence Analysis Unit	-	16	16	-	0.0	16.0
Subtotal	22	48	70	1	0.0	71.0
<b>3. Corporate Support/ Corporate Accounts</b>						
Divisional Support-Corporate Support	-	2	2	-	0.0	2.0
Financial Services	-	17	17	-	0.0	17.0
Alarm Management	-	3	3	-	0.0	3.0
Mail Services	-	4	4	-	0.1	4.1
Inspector Material Management	1	-	1	-	0.0	1.0
Evidence Control	-	14	14	-	0.0	14.0
QM Stores	-	3	3	-	0.0	3.0
Fleet Services	1	12	13	-	0.6	13.6
Technical Services	-	4	4	-	0.0	4.0
Police Facilities	-	6	6	-	0.0	6.0
Security Operations	-	3	3	-	0.0	3.0
Director Information Technology & Records	-	2	2	-	0.0	2.0
Information Technology - Operations	-	20	20	-	0.5	20.5
Records Services	-	62	62	-	2.0	64.0
Telecommunications	-	5	5	-	0.0	5.0
Information Technology - Applications	-	15	15	-	0.0	15.0
Operational Backfill (plus 5 in CIS - DART)	30	-	30	-	0.0	30.0
Staffing for Growth (SGI) - 2012 Positions	-	-	-	-	0.0	0.0
Subtotal	32	172	204	-	3.2	207.2

**OTTAWA POLICE SERVICE**  
**2012 STAFF COMPLEMENT SUMMARY BY SECTION**

Section	Sworn	Civilian	Sub Total	Full Time Terms	Casual	Total
<b>4. Resourcing &amp; Development Directorate</b>						
Divisional Support - Resourcing & Development	1	1	2	-	0.0	2.0
Director Human Resources	-	2	2	-	0.0	2.0
Employee Services	-	2	2	-	0.0	2.0
Workforce Management	-	4	4	-	0.0	4.0
Respectful Workplace	-	1	1	-	0.0	1.0
Health, Safety & Lifestyles	-	4	4	-	0.0	4.0
Employee Relations	-	3	3	-	0.0	3.0
Inspector, Outreach and Development	1	-	1	-	0.0	1.0
Professional Development	25	4	29	-	0.0	29.0
Just-in-Time Program	50	-	50	-	0.0	50.0
Recruiting	6	2	8	-	1.9	9.9
Career Development	1	3	4	-	0.0	4.0
Subtotal	84	26	110	-	1.9	111.9
<b>5. Operations Support - Emergency Operations Directorate</b>						
Emergency & Operational Support	3	2	5	-	0.0	5.0
Non-Active Staffing	3	-	3	-	0.0	3.0
Business Continuity	2	1	3	-	0.0	3.0
Duty Inspectors	5	-	5	-	0.0	5.0
Tactical	32	1	33	-	0.0	33.0
Canine	9	-	9	-	0.0	9.0
Airport Police Services	21	1	22	-	0.0	22.0
Public Safety	15	1	16	-	0.0	16.0
Alcohol Counter-Measures	1	-	1	-	0.0	1.0
Traffic Escort	26	-	26	-	0.0	26.0
Special Events	3	-	3	-	0.0	3.0
Emergency Services Unit	1	-	1	-	0.0	1.0
Public Labour Relations	1	-	1	-	0.0	1.0
Paid Duties	1	1	2	-	0.0	2.0
Marine & Trail Enforcement Unit	8	-	8	-	0.0	8.0
Subtotal	131	7	138	-	0.0	138.0
<b>6. Operations Support - Support Services Directorate</b>						
Operations Support Administration	1	1	2	-	0.0	2.0
Non-Active Staffing	1	-	1	-	0.0	1.0
Inspector Courts/Temp. Custody	1	-	1	-	0.0	1.0
Court Security	9	37	46	-	0.0	46.0
POA Telesat Court	-	2	2	-	0.0	2.0
Court Liaison	4	49	53	-	0.7	53.7
Temporary Custody - Central Cellblock	8	19	27	-	1.0	28.0
Victim Crisis Unit	-	7	7	-	0.8	7.8
Inspector Communications	2	3	5	-	0.0	5.0
Communications / 911	-	114	114	-	0.7	114.7
Switchboard	-	6	6	-	1.4	7.4
Call Center	-	31	31	-	0.0	31.0
Subtotal	26	269	295	-	4.6	299.6

**OTTAWA POLICE SERVICE  
2012 STAFF COMPLEMENT SUMMARY BY SECTION**

Section	Sworn	Civilian	Sub Total	Full Time Terms	Casual	Total
<b>7. Operations Support - Criminal Investigative Directorate</b>						
Divisional Support - CID	5	1	6	-	0.0	6.0
Non-Active Staffing	6	-	6	-	0.0	6.0
Special Projects	-	-	-	-	5.2	5.2
Intelligence	17	5	22	-	1.4	23.4
Hate Crime/NCR Security	3	-	3	-	0.0	3.0
Drugs	24	1	25	-	0.0	25.0
Proceeds of Crime	4	-	4	-	0.0	4.0
Guns & Gangs Unit	11	1	12	-	0.0	12.0
Firearms Registration	-	2	2	-	0.0	2.0
DART - (5 - Operational Backfill)	6	-	6	-	0.0	6.0
Major Crime	16	1	17	-	0.0	17.0
Polygraph	1	-	1	-	0.0	1.0
Sexual Assault / Child Abuse	18	1	19	-	0.0	19.0
Internet Child Exploitation	4	-	4	-	0.0	4.0
Partner Assault Section	24	2	26	-	0.0	26.0
Robbery Unit	13	-	13	-	0.0	13.0
Special Services	1	-	1	-	0.0	1.0
Surveillance Team	21	1	22	-	0.0	22.0
Air Support	1	2	3	-	0.0	3.0
Forensic Identification	25	3	28	-	0.0	28.0
Imaging Unit	-	4	4	-	0.0	4.0
High Tech Crime Unit	4	-	4	-	0.0	4.0
Organized Fraud	17	1	18	-	0.0	18.0
Organized Auto Theft	5	-	5	-	0.0	5.0
Arson	2	-	2	-	0.0	2.0
Elder Abuse	2	-	2	-	0.0	2.0
High Risk / Offender Management	5	1	6	-	0.0	6.0
Missing Person	3	-	3	-	0.0	3.0
Major Case Management	5	4	9	-	0.0	9.0
Mental Health Crisis Services	4	-	4	-	0.0	4.0
Crime Stoppers	1	1	2	-	0.0	2.0
<b>Subtotal</b>	<b>248</b>	<b>31</b>	<b>279</b>	<b>-</b>	<b>6.6</b>	<b>285.6</b>

**OTTAWA POLICE SERVICE  
2012 STAFF COMPLEMENT SUMMARY BY SECTION**

Section	Sworn	Civilian	Sub Total	Full Time Terms	Casual	Total
<b>8. Operations - District Directorate</b>						
Divisional Support	2	1	3	-	0.0	3.0
Non-Active Staffing	10	-	10	-	0.0	10.0
Central Community Support	8	1	9	-	0.0	9.0
NHO	26	-	26	-	0.0	26.0
CPCs	4	-	4	-	0.0	4.0
Traffic	4	-	4	-	0.0	4.0
Foot Patrol	14	-	14	-	0.0	14.0
Investigations Support	3	1	4	-	0.0	4.0
Street Crime	7	-	7	-	0.0	7.0
Break & Enter	15	-	15	-	0.0	15.0
District Investigation	25	-	25	-	0.0	25.0
West Support	11	1	12	-	0.0	12.0
NHO	18	-	18	-	0.0	18.0
CPCs	6	-	6	-	0.0	6.0
Traffic	4	-	4	-	0.0	4.0
District Investigation	16	-	16	-	0.0	16.0
East Support	11	1	12	-	0.0	12.0
NHO	18	-	18	-	0.0	18.0
CPCs	5	-	5	-	0.0	5.0
Traffic	4	-	4	-	0.0	4.0
District Investigation	14	-	14	-	0.0	14.0
District Support	3	1	4	-	0.0	4.0
Information Desks	34	-	34	-	0.0	34.0
SROs	27	-	27	-	0.0	27.0
Youth Investigators/Initiatives	4	2	6	-	0.0	6.0
<b>Subtotal</b>	<b>293</b>	<b>8</b>	<b>301</b>	<b>-</b>	<b>0.0</b>	<b>301.0</b>
<b>9. Operations - Patrol Directorate</b>						
Divisional Support	2	1	3	-	0.0	3.0
Non-Active Staffing	15	-	15	-	0.0	15.0
Central	168	-	168	-	0.0	168.0
West	180	1	181	-	0.0	181.0
East	162	1	163	-	0.0	163.0
<b>Subtotal</b>	<b>527</b>	<b>3</b>	<b>530</b>	<b>-</b>	<b>0.0</b>	<b>530.0</b>
<b>Grand Total</b>	<b>1,363</b>	<b>566</b>	<b>1,929</b>	<b>1.0</b>	<b>16.3</b>	<b>1,946.3</b>

**OTTAWA POLICE SERVICE  
2011 STAFF COMPLEMENT SUMMARY BY RANK**

Rank	2011	Revised 2011						Total
	Original Reporting	Service Delivery Model	Airport	Operational Backfill <sup>2</sup>	100% Active Staffing	Just-in-Time Replacement	SGI	
<b>Sworn</b>								
<u>Executive</u>								
Chief	1	1						1
Deputy Chief	2	2						2
Subtotal Executive	3	3	0	0	0	0	0	3
<u>Senior Officers</u>								
Superintendent	6	7						7
Inspector	25	24		1				25
Subtotal Senior Officers	31	31	0	1	0	0	0	32
<u>Officers</u>								
Staff Sergeant	61	57	1	4				62
Sergeant	211	196	2	12				210
Constable	1,056	930	18	23	35	50		1,056
Subtotal Officers	1,328	1,183	21	39	35	50	0	1,328
<b>Subtotal Sworn <sup>1</sup></b>	<b>1,362</b>	<b>1,217</b>	<b>21</b>	<b>40</b>	<b>35</b>	<b>50</b>	<b>0</b>	<b>1,363</b>
<b>Civilians</b>								
Director General	1	1						1
Executive Director <sup>3</sup>	2	1						1
Director	6	7						7
Civilians <sup>3</sup>	558	544	1			12		557
Full-Time Term Positions <sup>4</sup>	1	1						1
<b>Subtotal Civilians</b>	<b>568</b>	<b>554</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>567</b>
<b>Total - Sworn &amp; Civilian</b>	<b>1,930</b>	<b>1,771</b>	<b>22</b>	<b>40</b>	<b>35</b>	<b>62</b>	<b>0</b>	<b>1,930</b>
Term/Casual FTEs <sup>5</sup>	16.3	16.3						16.3
<b>TOTAL FTEs</b>	<b>1,946.3</b>	<b>1,787.3</b>	<b>22</b>	<b>40</b>	<b>35</b>	<b>62</b>	<b>0</b>	<b>1,946.3</b>

**Notes:**

1. Sworn - Revised 2011 - Adjustments to reflect actual ranks; increase to Superintendent offset by Executive Director decrease
2. Operational Backfill: 40 Sworn Positions - Funded by Revenue (secondments)
  - 2 - Ottawa Police Association, 1 - OPC, 2 - Provincial ROPE project, 2 - CPC, 1 - JOPIS
  - 1 - CISC, 5 - Operational Backfill MHCS, 12 - UN Peacekeeping, 1 - CPA, 2 - AINSET
  - 5 - DART, 1 - OPP Firearms, 1 - RCMP, 1 - PICP&LSP, 1 - IPOB, 1 - VICLAS, 1 - Central SRO
3. Civilians - 2011 Revised - Executive Director decrease offset by increase to Superintendent; new Director of Employee Relations as part of civilianization process
4. Full-Time Term Positions - 2011 Revised - No Change - 1 position (1 - Articling Student)
5. 2011 Term/Casual FTEs - 16.3 positions



**OTTAWA POLICE SERVICE  
2012 STAFF COMPLEMENT SUMMARY BY RANK**

Rank	2012						
	Service Delivery Model	Airport	Operational Backfill <sup>2</sup>	100% Active Staffing	Just-in-Time Replacement	SGI	Total
<b>Sworn</b>							
<u>Executive</u>							
Chief	1						1
Deputy Chief	2						2
Subtotal Executive	3	0	0	0	0	0	3
<u>Senior Officers</u>							
Superintendent	7						7
Inspector	24		1				25
Subtotal Senior Officers	31	0	1	0	0	0	32
<u>Officers</u>							
Staff Sergeant	59	1	4				64
Sergeant	193	2	12				207
Constable	936	18	18	35	50	0	1,057
Subtotal Officers	1,188	21	34	35	50	0	1,328
<b>Subtotal Sworn <sup>1</sup></b>	<b>1,222</b>	<b>21</b>	<b>35</b>	<b>35</b>	<b>50</b>	<b>0</b>	<b>1,363</b>
<b>Civilians</b>							
Director General	1						1
Executive Director	1						1
Director	7						7
Civilians <sup>3</sup>	544	1	0	0	12	0	557
Full-Time Term Positions <sup>4</sup>	1						1
<b>Subtotal Civilians</b>	<b>554</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>567</b>
<b>Total - Sworn &amp; Civilian</b>	<b>1,776</b>	<b>22</b>	<b>35</b>	<b>35</b>	<b>62</b>	<b>0</b>	<b>1,930</b>
Term/Casual FTEs <sup>5</sup>	16.3						16.3
<b>TOTAL FTEs</b>	<b>1,792.3</b>	<b>22</b>	<b>35</b>	<b>35</b>	<b>62</b>	<b>0</b>	<b>1,946.3</b>

**Notes:**

1. 2012 Sworn - Changes in rank reflective of Criminal Investigative Directorate enhancement project
2. Operational Backfill: Decreased to 35 Sworn Positions - Funded by Revenue (secondments)
  - 2 - Ottawa Police Association, 1 - OPC, 2 - Provincial ROPE project, 1 - CPC, 1 - JOPIS
  - 1 - CISC, 12 - UN Peacekeeping, 2 - AINSET, 5 - DART, 1 - OPP Firearms, 1 - RCMP
  - 1 - PICP&LSP, 1 - VICLAS, 1 - Central SRO, 1 - MEC, 1 - CSC, 1 - INAC
3. 2012 Civilians - No Change
4. 2012 Full-Time Term Positions - No Change, 1 - Articling Student,
5. 2012 Term/Casual FTEs - 16.3 positions (See Annex A-2).

**OTTAWA POLICE SERVICE**  
**2012 MATERIAL, SUPPLIES & SERVICES - NEW REQUIREMENTS**

Section Name	Description	Amount	Operating (O) or 1 Time (1X)
<i>Police Services Board</i>	Various increases to advertising, translation, and professional services that are partially offset by parking reductions.	8,800	O
	<b>Total Police Services Board</b>	<b>8,800</b>	
<i>Community Development</i>	Racial Profiling Project - 6 months (compensation and benefits)	47,600	O
	<b>Total Executive Support Directorate</b>	<b>47,600</b>	
<i>Emergency Services Unit (Public Order)</i>	Loss, damage, wear, expired and new issue for all Safety Supplies, clothes, equipment, munitions and weapons.	104,000	O
<i>Tactical</i>	Training - BTOC course	16,000	O
<i>Emergency Operations Directorate</i>	Other individual request under \$5K	6,800	O
	<b>Total Emergency Operations Directorate</b>	<b>126,800</b>	
<i>School Resource Officers</i>	Increase to base costs	7,000	O
<i>Youth in Policing Initiative</i>	Increase to unfunded portion (additional supervision and program costs)	15,900	O
	<b>Total District Directorate</b>	<b>22,900</b>	
<i>Quartermaster</i>	Police Related Supplies	7,000	O
<i>Records</i>	Shredding (increase service)	11,400	O
<i>Records</i>	Storage (increase space)	30,000	O
<i>Fleet</i>	New vehicle requests operating costs (8 vehicles x \$10K/yr)	80,000	O
	<b>Total Corporate Support Directorate</b>	<b>128,400</b>	
<i>Health , Safety &amp; Lifestyles</i>	Real You - extend the program	62,000	O
<i>Employee Relations</i>	Employee Census	100,000	1 X
<i>Professional Development Centre</i>	Training	18,500	O
	<b>Total Resourcing &amp; Development Directorate</b>	<b>180,500</b>	
<i>Total of Items</i>		<b>515,000</b>	

Operating            **415,000**  
One Time            **100,000**

**OTTAWA POLICE SERVICE  
2012 CORE SERVICES REVIEW AND PROJECTS**

<b>Section Name</b>	<b>Description</b>	<b>Amount</b>	<b>Operating (O) or 1 Time (1X)</b>
<i>Service Wide</i>	Core Services Review	400,000	1X
	<b>Total Service Wide</b>	<b>400,000</b>	
<i>Cellblock</i>	Cellblock Review Project Manager - 3 months	33,400	1X
<i>Cellblock</i>	Cellblock Review Project Specialist - 3 months	23,200	1X
	<b>Total Support Services Directorate</b>	<b>56,600</b>	
<i>IT Operations</i>	4 month term position required to finish the mobile workstation installation and testing	35,000	1X
	<b>Total Corporate Support Directorate</b>	<b>35,000</b>	
<i>Total of Items</i>		<b>491,600</b>	-

One Time      **491,600**



**OTTAWA POLICE SERVICE  
2012 ACROSS THE SERVICE REDUCTIONS, EFFICIENCIES  
AND REVENUE ADJUSTMENTS**

Item	Description	Amount
<b>Executive Support Directorate</b>		
1. Corporate Communications	Red pages discontinued	34,000
2. Professional Standards	Savings in dispute resolution costs	10,000
3. Corporate Communications	Various small reductions	6,400
4. Corporate Communications	Translation costs reduced	5,000
5. Various	Various small reductions from several sections	4,600
6. Corporate Planning	Outside printing efficiency	4,500
7. Community Development	Various small reductions	2,600
8. Executive Command	Membership costs reduced	2,000
<b>Sub-Total</b>		<b>69,100</b>
<b>Support Services Directorate</b>		
1. Radio System	Discontinue Provincial Communications Channel	20,000
2. Radio System	Reduction in batteries, chargers and other related equipment	10,000
<b>Sub-Total</b>		<b>30,000</b>
<b>Emergency Operations Directorate</b>		
1. Tactical	Equipment	13,500
2. CBRNe	Personal/Safety Supplies/Clothing	6,100
3. Canine	Training	5,200
4. Canine	Dog purchase	8,000
5. Public Safety	Integrated Road Safety Program	20,000
6. Business Continuity	Safety Supplies	18,000
7. Various	Various small reductions from several sections	23,300
<b>Sub-Total</b>		<b>94,100</b>
<b>Criminal Investigative Directorate</b>		
1. Air Support	Replaced plane engine in 2011	40,000
2. Drugs	Reduced buy money	30,000
3. Identification & Imaging Services Unit	Various savings identified by zero based budget	12,500
4. Intelligence	Reduced equipment & supplies	5,000
5. Various	Various small reductions from several sections	4,300
<b>Sub-Total</b>		<b>91,800</b>

**OTTAWA POLICE SERVICE  
2012 ACROSS THE SERVICE REDUCTIONS, EFFICIENCIES  
AND REVENUE ADJUSTMENTS**

Item	Description	Amount
<b>District Directorate</b>		
1. Various	Additional Publications cut from E/D review	7,300
2. Various	Various small reductions from several sections	18,400
<b>Sub-Total</b>		<b>25,700</b>
<b>Patrol Directorate</b>		
1. Various	Various small reductions from several sections	7,000
<b>Sub-Total</b>		<b>7,000</b>
<b>Corporate Support</b>		
<b>Material Management</b>		
1. Quartermaster	Clothing	122,600
2. Evidence	Paint/Solvent Disposal	7,000
3. Fleet	City Secondary efficiencies	49,100
4. Fleet	Anti-idling fuel savings (only achievable with capital purchases; 2011 \$90K, 2012 \$112.5K)	52,500
5. Various	Various small reductions from several sections	2,300
<b>Sub-Total</b>		<b>233,500</b>
<b>Building Operations</b>		
1. Police Facilities	R & M Building (Tenant Service Requests)	5,000
2. Police Facilities	R & M Equipment, emergency relocation	16,500
3. Various	Various small reductions from several sections	7,600
<b>Sub-Total</b>		<b>29,100</b>
<b>Information Technology, Telecommunications &amp; Records</b>		
1. Various	Items double counted in budget, recovery of costs related to Fire CAD services, removed amount proportionately from affected sections in IT.	257,700
2. IT Operations	Hardware & software maintenance	68,800
3. Director IT	Training	29,100
4. IT Operations	Professional services	18,000
5. Telecommunications	Data communications	16,900
6. Telecommunications	Long distance & pagers (\$5K each)	10,000
7. Telecommunications	Other various reductions	8,800
8. IT Operations	Computer requests	6,900
9. IT Applications	Software Maintenance	1,800
<b>Sub-Total</b>		<b>418,000</b>

**OTTAWA POLICE SERVICE  
2012 ACROSS THE SERVICE REDUCTIONS, EFFICIENCIES  
AND REVENUE ADJUSTMENTS**

<b>Item</b>	<b>Description</b>	<b>Amount</b>
<b>Financial Services</b>		
1. Various	Various small reductions	4,000
<b>Sub-Total</b>		<b>4,000</b>
<b>Resourcing &amp; Development Directorate</b>		
1. Health, Safety & Lifestyles	Professional Services	6,000
2. Health, Safety & Lifestyles	Medical Services	10,000
4. Professional Development Centre	Professional Services	16,500
5. Professional Development Centre	Misc Repairs & Maintenance	25,000
6. Professional Development Centre	Small Tools & Parts	32,800
7. Professional Development Centre	Ammunition	6,100
8. Professional Development Centre	Misc Equipment	11,100
9. Career Development	Professional Services	6,200
10. Outreach & Recruiting	Training	9,200
11. Outreach & Recruiting	Professional Services	20,000
12. Outreach & Recruiting	Civilian background Investigators (Temp Salaries, Benefits)	42,800
13. Various	Various small reductions from several sections	9,700
<b>Sub-Total</b>		<b>195,400</b>
<b>Grand Total Service Reductions / Efficiencies</b>		<b>1,197,700</b>
<b>Revenue Adjustments</b>		
1. Alarms	Revenue	150,000
2. Corporate Accounts	Background clearance revenue	38,000
<b>Grand Total Revenue Adjustments</b>		<b>188,000</b>

**OTTAWA POLICE SERVICE  
2012 INFLATIONARY INCREASES TO FEES AND CHARGES**

Program / Service	2009 Rate	2010 Rate	2011 Rate	2012 Rate	Effective Date	Full Year Revenue Impact	Part Year Revenue Impact
<u>Police Records Check</u>	\$	\$	\$	\$		\$	\$
Police Records Check - Vulnerable Sector Employment	14.00	15.00	15.00	15.00	01-Jan-12		
Police Records Check - Non-Resident	47.00	49.00	50.00	51.00	01-Jan-12		
Police Records Check - Vulnerable Sector Volunteer	n/c	n/c	n/c	n/c			
Police Records Check - Vulnerable Sector Employment Express	47.00	49.00	50.00	51.00	01-Jan-12		
Police Records Check - Vulnerable Sector Volunteer Express	34.00	34.00	35.00	36.00	01-Jan-12		
Police Records Check - Adoption	40.00	42.00	43.00	44.00	01-Jan-12		
Police Records Check - Pardon Applicants	50.00	53.00	54.00	55.00	01-Jan-12		
Police Records Check - Out Of Country	47.00	49.00	50.00	51.00	01-Jan-12		
Criminal Records Check	40.00	42.00	43.00	44.00	01-Jan-12		
Criminal Records Check - Non-Resident	74.00	76.00	78.00	80.00	01-Jan-12		
Crime Free Multi-Housing Records Check	28.00	29.00	30.00	31.00	01-Jan-12		
Occurrence Report	45.00	47.00	48.00	49.00	01-Jan-12		
MVA Report	45.00	47.00	48.00	49.00	01-Jan-12		
False Alarm Registration Fee	45.00	0.00	0.00	0.00			
False Alarm Fee	80.00	80.00	130.00	130.00	01-Jun-10		
Off Duty Policing Assignments - Hourly Rates including Admin Fee							
Constable	67.66	69.87	71.97	74.13	01-Jan-12		
Sergeant	76.71	79.22	81.60	84.05	01-Jan-12		
Staff Sergeant	83.89	86.64	89.24	91.92	01-Jan-12		
Snow Removal	54.17	55.94	57.62	59.35	01-Jan-12		
Special Constable	61.63	63.65	65.56	67.53	01-Jan-12		
Communication Dispatch	65.39	67.53	69.55	71.64	01-Jan-12		
Vehicle	40.00	42.00	44.00	45.00	01-Jan-12		
<b>Total Police Services</b>						<b>(150,000)</b>	<b>(150,000)</b>



**OTTAWA POLICE SERVICE  
2012 DETAIL OF ALL REVENUES**

(\$000)

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase/ (Decrease)</b>
<b>Revenues</b>			
Secondment Revenue	\$ 3,780	\$ 3,894	\$ 114
Off-Duty Policing	2,660	2,740	80
General Other Revenue	3,099	3,099	-
One-Time Funding From Reserves	2,149	592	(1,557)
Development Charge Revenue	1,533	1,565	32
False Alarm Fees	1,000	1,150	150
Records Clearance Checks	1,562	1,658	96
Occurrence/Accident Reports	200	210	10
Provincial Conditional Transfers	5,711	6,401	690
<b>Subtotal</b>	<b>\$21,694</b>	<b>\$21,309</b>	<b>(\$385)</b>
<b>Recoveries</b>			
9-1-1 from City	\$1,559	\$1,611	\$52
Fire CAD	475	475	-
Off-Duty Policing (City)	75	75	-
Expenditure Recoveries	91	127	36
<b>Subtotal</b>	<b>\$2,200</b>	<b>\$2,288</b>	<b>\$88</b>
<b>Total Revenues and Recoveries</b>	<b>\$23,894</b>	<b>\$23,597</b>	<b>(\$297)</b>

**OTTAWA POLICE SERVICE  
COMMUNITY POLICE CENTRES  
2012 NET BUDGET BY CENTRE**

Centre	2012 Budget		
	Compensation	Other	Total Budget
Somerset CPC - Central West	102,100	2,700	104,800
Hintonburg CPC - Central West	103,200	2,700	105,900
Vanier CPC - Central East	102,700	2,700	105,400
Rockcliffe CPC - Central East	103,400	2,700	106,100
Manotick CPC - West Rural	103,200	2,600	105,800
West Carleton CPC - West Rural	4,100	2,600	6,700
Kanata CPC - West	105,900	2,700	108,600
Parkwood Hills CPC - West	105,700	2,400	108,100
Greenbank CPC - West	101,800	2,400	104,200
Barrhaven CPC - West	105,800	2,400	108,200
Bayshore CPC - West	106,000	2,400	108,400
Metcalfe/Osgoode CPC - East Rural	102,100	2,400	104,500
Cyrville CPC - East	103,100	2,400	105,500
Cedarwood CPC - East	203,200	4,800	208,000
Cumberland/Orleans CPC - East	104,300	2,400	106,700
<b>TOTAL NET EXPENDITURES</b>	<b>1,556,600</b>	<b>40,300</b>	<b>1,596,900</b>

# Draft Operating Estimates



**City of Ottawa**  
**Ottawa Police Service - Operating Resource Requirement**  
 In Thousands (\$000)

Operating Resource Requirement	2010		2011		2012 Estimate	\$ Change over 2011 Budget
	Actual	Forecast	Budget	Budget		
<b>Expenditures by Program</b>						
Police Services Board	680	705	705	705	719	14
Executive Support Directorate	8,159	8,571	8,571	8,571	8,808	237
Corporate Support Directorate	34,934	36,997	36,997	36,997	35,941	(456)
Resourcing and Development Directorate	10,490	11,406	11,406	11,406	11,839	433
Support Services Directorate	26,279	26,842	26,842	26,842	27,013	171
Emergency Operations Directorate	20,092	19,420	19,420	19,420	19,619	149
Criminal Investigative Directorate	33,902	33,266	33,266	33,266	33,643	377
District Directorate	33,378	33,440	33,440	33,440	33,520	30
Patrol Directorate	54,339	56,131	56,131	56,131	57,223	1,092
Corporate Accounts	18,472	21,807	21,707	21,707	29,553	7,846
Financial Accounts	9,970	13,622	13,322	13,322	12,462	(860)
<b>Gross Expenditure</b>	<b>250,695</b>	<b>262,207</b>	<b>261,307</b>	<b>261,307</b>	<b>270,340</b>	<b>9,033</b>
Recoveries & Allocations	(3,431)	(2,200)	(2,200)	(2,200)	(2,288)	(88)
Revenue	(21,230)	(22,594)	(21,694)	(21,694)	(21,309)	385
<b>Net Requirement</b>	<b>226,034</b>	<b>237,413</b>	<b>237,413</b>	<b>237,413</b>	<b>246,743</b>	<b>9,330</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	200,936	210,582	210,482	210,482	218,126	7,644
Overtime	6,818	5,976	6,076	6,076	6,076	-
Material & Services	17,444	18,049	17,049	17,049	16,432	(617)
Transfers/Grants/Financial Charges	16,395	17,920	17,920	17,920	19,855	1,935
Fleet Costs	1,951	1,988	2,088	2,088	2,118	30
Program Facility Costs	5,685	5,900	5,900	5,900	5,886	(14)
Other Internal Costs	1,466	1,792	1,792	1,792	1,847	55
<b>Gross Expenditures</b>	<b>250,695</b>	<b>262,207</b>	<b>261,307</b>	<b>261,307</b>	<b>270,340</b>	<b>9,033</b>
Recoveries & Allocations	(3,431)	(2,200)	(2,200)	(2,200)	(2,288)	(88)
<b>Net Expenditure</b>	<b>247,264</b>	<b>260,007</b>	<b>259,107</b>	<b>259,107</b>	<b>268,052</b>	<b>8,945</b>
<b>Revenues By Type</b>						
Federal	347	-	-	-	-	-
Provincial	(6,212)	(5,711)	(5,711)	(5,711)	(6,401)	(690)
Municipal	-	-	-	-	-	-
Own Funds	-	(3,682)	(3,682)	(3,682)	(2,157)	1,525
Fees and Services	(3,004)	(2,864)	(2,764)	(2,764)	(3,020)	(256)
Fines	-	-	-	-	-	-
Other	(12,361)	(10,337)	(9,537)	(9,537)	(9,731)	(194)
<b>Total Revenue</b>	<b>(21,230)</b>	<b>(22,594)</b>	<b>(21,694)</b>	<b>(21,694)</b>	<b>(21,309)</b>	<b>385</b>
<b>Net Requirement</b>	<b>226,034</b>	<b>237,413</b>	<b>237,413</b>	<b>237,413</b>	<b>246,743</b>	<b>9,330</b>
<b>Full Time Equivalents</b>	<b>1,958.00</b>	<b>1,946.30</b>	<b>1,946.30</b>	<b>1,946.30</b>	<b>1,946.30</b>	<b>-</b>

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

Operating Resource Requirement Analysis	2011 Baseline			2012 Adjustments						2012	\$ Change Over '11 Budget	
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services/Needs	Service Reductions/Efficiencies	User Fees & Charges	Estimate		
<b>Expenditures by Program</b>												
Police Services Board	705	705		5			9				719	14
Executive Support Directorate	8,571	8,571		258			48	(69)			8,808	237
Corporate Support Directorate	36,997	36,397	(1,628)	1,694			163	(685)			35,941	(456)
Resourcing and Development Directorate	11,406	11,406	(471)	919			180	(195)			11,839	433
Support Services Directorate	26,842	26,842	(50)	194			57	(30)			27,013	171
Emergency Operations Directorate	19,420	19,470		116			127	(94)			19,619	149
Criminal Investigative Directorate	33,266	33,266		469				(92)			33,643	377
District Directorate	33,440	33,490		27			29	(26)			33,520	30
Patrol Directorate	56,131	56,131		1,099				(7)			57,223	1,092
Corporate Accounts	21,807	21,707		6,846			1,000				29,553	7,846
Financial Accounts	13,622	13,322		(860)							12,462	(860)
<b>Gross Expenditure</b>	<b>262,207</b>	<b>261,307</b>	<b>(2,149)</b>	<b>10,767</b>	<b>-</b>	<b>-</b>	<b>1,613</b>	<b>(1,198)</b>	<b>-</b>	<b>-</b>	<b>270,340</b>	<b>9,033</b>
Recoveries & Allocations	(2,200)	(2,200)		(88)							(2,288)	(88)
Revenue	(22,594)	(21,694)	2,149	(234)			(1,192)	(188)	(150)		(21,309)	385
<b>Net Requirement</b>	<b>237,413</b>	<b>237,413</b>	<b>-</b>	<b>10,445</b>	<b>-</b>	<b>-</b>	<b>421</b>	<b>(1,386)</b>	<b>(150)</b>	<b>-</b>	<b>246,743</b>	<b>9,330</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	210,582	210,482	(740)	8,406			145	(167)			218,126	7,644
Overtime	5,976	6,076									6,076	-
Material & Services	18,049	17,049	(1,409)	955			868	(1,031)			16,432	(617)
Transfers/Grants/Financial Charges	17,920	17,920		1,335			600				19,855	1,935
Fleet Costs	1,988	2,088		30							2,118	30
Program Facility Costs	5,900	5,900		(14)							5,886	(14)
Other Internal Costs	1,792	1,792		55							1,847	55
<b>Gross Expenditures</b>	<b>262,207</b>	<b>261,307</b>	<b>(2,149)</b>	<b>10,767</b>	<b>-</b>	<b>-</b>	<b>1,613</b>	<b>(1,198)</b>	<b>-</b>	<b>-</b>	<b>270,340</b>	<b>9,033</b>
Recoveries & Allocations	(2,200)	(2,200)		(88)							(2,288)	(88)
<b>Net Expenditure</b>	<b>260,007</b>	<b>259,107</b>	<b>(2,149)</b>	<b>10,679</b>	<b>-</b>	<b>-</b>	<b>1,613</b>	<b>(1,198)</b>	<b>-</b>	<b>-</b>	<b>268,052</b>	<b>8,945</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>-0.8%</b>	<b>4.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.6%</b>	<b>-0.5%</b>	<b>0.0%</b>	<b>0.0%</b>		<b>3.5%</b>
<b>Revenues By Type</b>												
Federal	-	-									-	-
Provincial	(5,711)	(5,711)		(90)			(600)				(6,401)	(690)
Municipal		-									-	-
Own Funds	(3,682)	(3,682)	2,149	(32)			(592)				(2,157)	1,525
Fees and Services	(2,864)	(2,764)		2				(188)	(70)		(3,020)	(256)
Fines		-									-	-
Other	(10,337)	(9,537)		(114)					(80)		(9,731)	(194)
<b>Total Revenue</b>	<b>(22,594)</b>	<b>(21,694)</b>	<b>2,149</b>	<b>(234)</b>	<b>-</b>	<b>-</b>	<b>(1,192)</b>	<b>(188)</b>	<b>(150)</b>	<b>-</b>	<b>(21,309)</b>	<b>385</b>
<b>Percent of 2010 Revenue Budget</b>			<b>-9.9%</b>	<b>1.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>5.5%</b>	<b>0.9%</b>	<b>0.7%</b>	<b>0.0%</b>		<b>-1.8%</b>
<b>Net Requirement</b>	<b>237,413</b>	<b>237,413</b>	<b>-</b>	<b>10,445</b>	<b>-</b>	<b>-</b>	<b>421</b>	<b>(1,386)</b>	<b>(150)</b>	<b>-</b>	<b>246,743</b>	<b>9,330</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>0.0%</b>	<b>4.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.2%</b>	<b>-0.6%</b>	<b>-0.1%</b>	<b>-</b>		<b>3.9%</b>
<b>Full Time Equivalents (FTE's)</b>	<b>1,946.30</b>	<b>1,946.30</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-</b>	<b>1,946.30</b>	<b>-</b>
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>		<b>0.0%</b>

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

2011 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Forecast vs. Budget Variance Explanation</b>			
			-
Projecting a break-even financial position for the 2011 fiscal year	900	(900)	-
Explanations to be provided in 2011 Third Quarter Report to the Ottawa Police Services Board October 24, 2011			-
			-
			-
			-
			-
			-
			-
			-
			-
			-
			-
<b>Total Surplus / (Deficit)</b>	<b>900</b>	<b>(900)</b>	<b>-</b>

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

2012 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2012 Changes	
<b>Maintain Services</b>				
Provision for 2012 Collective Agreement Settlements, salary increment for staff moving through their salary grid, responsibility pay, retirement costs	8,711		8,711	-
Adjustment to retirement costs	(1,850)		(1,850)	-
Increase to OMERS	1,545		1,545	-
Inflationary increase for fuel	532		532	-
Inflationary increase for other materials and services (partially offset by grant funding)	423		423	-
Increase to Contribution to Capital	400		400	-
Increase to Debt Charges	935		935	-
Adjustment to Fleet Maintenance secondary	(140)		(140)	-
Adjustment to Fleet Fuel secondary	170		170	-
Decrease to Program Facility Costs	(14)		(14)	-
Increase to Insurance Premium secondary	55		55	-
Increase to 911 and other recoveries	(88)		(88)	-
Additional/continuation of grant funding for High Tech Crime (see above for costs)		(90)	(90)	-
Increase required to Development Charge revenue to offset debt charges		(32)	(32)	-
Increase to Secondment revenue		(115)	(115)	-
Other minor revenue adjustments		3	3	-
<b>Total Maintain Services</b>	<b>10,679</b>	<b>(234)</b>	<b>10,445</b>	<b>-</b>
<b>Provincial Legislated</b>				
<b>Total Provincial Legislated</b>				
<b>Growth</b>				
<b>Total Growth</b>				



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

2012 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2012 Changes	
<b>New Services / Needs</b>				
See Annex A-4 & Annex A-5	1,007	(592)	415	-
Provincial Uploading of Court Security Costs		(600)	(600)	
Contribution to Facility Debt Reserve Fund	600		600	-
<b>Total New Services / Needs</b>	<b>1,607</b>	<b>(1,192)</b>	<b>415</b>	<b>-</b>
<b>Service Reductions/ Efficiencies</b>				
See Annex A-6	(1,198)	(188)	(1,386)	-
<b>Total Efficiencies</b>	<b>(1,198)</b>	<b>(188)</b>	<b>(1,386)</b>	<b>-</b>
<b>User Fees &amp; Charges</b>				
Increase in fees as per Board Policy; See Annex A-7		(150)	(150)	-
<b>Total User Fees &amp; Charges</b>	<b>-</b>	<b>(150)</b>	<b>(150)</b>	<b>-</b>

**Ottawa Police Service  
Police Services Board - Operating Resource Requirement**  
In Thousands (\$000)

Operating Resource Requirement	2010		2011		2012		Change Over	
	Budget		Budget		Estimate		2011 Budget	2010 Budget
<b>Expenditures by Program</b>								
Police Services Board	709		705		719		14	10
<b>Gross Expenditure</b>	<b>709</b>		<b>705</b>		<b>719</b>		<b>14</b>	<b>10</b>
Recoveries & Allocations	-		-		-		-	-
<b>Net Expenditure</b>	<b>709</b>		<b>705</b>		<b>719</b>		<b>14</b>	<b>10</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	225		251		256		5	31
Overtime			-		-		-	-
Material & Services	127		102		111		9	(16)
Transfers/Grants/Financial Charges	27		27		27		-	-
Fleet Costs	-		-		-		-	-
Program Facility Costs	-		-		-		-	-
Other Internal Costs	330		325		325		-	(5)
<b>Gross Expenditures</b>	<b>709</b>		<b>705</b>		<b>719</b>		<b>14</b>	<b>10</b>
Recoveries & Allocations	-		-		-		-	-
<b>Net Expenditure</b>	<b>709</b>		<b>705</b>		<b>719</b>		<b>14</b>	<b>10</b>
<b>Revenues By Type</b>								
Federal	-		-		-		-	-
Provincial	-		-		-		-	-
Municipal	-		-		-		-	-
Own Funds	-		-		-		-	-
Fees and Services	-		-		-		-	-
Fines	-		-		-		-	-
Other	-		-		-		-	-
<b>Total Revenue</b>	<b>-</b>		<b>-</b>		<b>-</b>		<b>-</b>	<b>-</b>
<b>Net Requirement</b>	<b>709</b>		<b>705</b>		<b>719</b>		<b>14</b>	<b>10</b>
<b>Full Time Equivalents</b>	<b>2.00</b>		<b>2.00</b>		<b>2.00</b>		<b>-</b>	<b>-</b>

**Ottawa Police Service  
Executive Services - Operating Resource Requirement  
In Thousands (\$000)**

Operating Resource Requirement	2010		2011		2012		Change Over	
	Budget		Budget		Estimate		2011 Budget	2010 Budget
<b>Expenditures by Program</b>								
Executive Command	1,311		1,371		1,442		71	131
Legal Services	455		564		578		14	123
Executive Support							-	-
Annual Awards Ceremony	25		26		26		-	1
Executive Officer	172		262		264		2	92
Planning, Performance & Research							-	-
Corporate Planning	812		841		842		1	30
Problem/Crime Analysis Unit	841		1,455		1,467		12	626
Crime Prevention	206		206		333		127	127
Comm. Develop. & Corp. Comm.							-	-
Media Relations	456		448		450		2	(6)
Community Development	528		526		527		1	(1)
Corporate Communications	520		479		483		4	(37)
Diversity and Race Relations	383		396		396		-	13
Professional Standards							-	-
Professional Standards	1,367		1,446		1,445		(1)	78
Quality Assurance	486		551		555		4	69
<b>Gross Expenditure</b>	<b>7,562</b>		<b>8,571</b>		<b>8,808</b>		<b>237</b>	<b>1,246</b>
Recoveries & Allocations							-	-
<b>Net Expenditure</b>	<b>7,562</b>		<b>8,571</b>		<b>8,808</b>		<b>237</b>	<b>1,246</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	6,481		7,623		7,896		273	1,415
Overtime	31		30		30		-	(1)
Material & Services	1,048		918		882		(36)	(166)
Transfers/Grants/Financial Charges	2						-	(2)
Fleet Costs							-	-
Program Facility Costs							-	-
Other Internal Costs							-	-
<b>Gross Expenditures</b>	<b>7,562</b>		<b>8,571</b>		<b>8,808</b>		<b>237</b>	<b>1,246</b>
Recoveries & Allocations							-	-
<b>Net Expenditure</b>	<b>7,562</b>		<b>8,571</b>		<b>8,808</b>		<b>237</b>	<b>1,246</b>
<b>Revenues By Type</b>								
Federal							-	-
Provincial							-	-
Municipal							-	-
Own Funds							-	-
Fees and Services	(160)		(160)		(160)		-	-
Fines							-	-
Other							-	-
<b>Total Revenue</b>	<b>(160)</b>		<b>(160)</b>		<b>(160)</b>		<b>-</b>	<b>-</b>
<b>Net Requirement</b>	<b>7,402</b>		<b>8,411</b>		<b>8,648</b>		<b>237</b>	<b>1,246</b>
<b>Full Time Equivalents</b>	<b>58.00</b>		<b>65.00</b>		<b>71.00</b>		<b>6.00</b>	<b>13.00</b>

**Ottawa Police Service  
Corporate Support - Operating Resource Requirement  
In Thousands (\$000)**

Operating Resource Requirement	2010		2011		2012		Change Over	
	Budget		Budget		Estimate		2011 Budget	2010 Budget
<b>Expenditures by Program</b>								
Divisional Support - Corporate Support	326		267		269		2	(57)
Financial Services	2,289		2,330		2,342		12	53
Material Management and Evidence	12,319		11,633		12,749		1,116	430
Police Facilities	7,239		7,271		7,250		(21)	11
Information Technology/Records/Telecomm	14,106		14,896		13,331		(1,565)	(775)
<b>Gross Expenditure</b>	<b>36,279</b>		<b>36,397</b>		<b>35,941</b>		<b>(456)</b>	<b>(338)</b>
Recoveries & Allocations	(200)		(475)		(475)		-	(275)
<b>Net Expenditure</b>	<b>36,079</b>		<b>35,922</b>		<b>35,466</b>		<b>(456)</b>	<b>(613)</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	14,361		16,132		15,694		(438)	1,333
Overtime	297		292		292		-	(5)
Material & Services	10,136		9,807		8,973		(834)	(1,163)
Transfers/Grants/Financial Charges	3,143		2,143		2,943		800	(200)
Fleet Costs	2,038		2,088		2,118		30	80
Program Facility Costs	6,269		5,900		5,886		(14)	(383)
Other Internal Costs	35		35		35		-	-
<b>Gross Expenditures</b>	<b>36,279</b>		<b>36,397</b>		<b>35,941</b>		<b>(456)</b>	<b>(338)</b>
Recoveries & Allocations	(200)		(475)		(475)		-	(275)
<b>Net Expenditure</b>	<b>36,079</b>		<b>35,922</b>		<b>35,466</b>		<b>(456)</b>	<b>(613)</b>
<b>Revenues By Type</b>								
Federal	-		-		-		-	-
Provincial							-	-
Municipal							-	-
Own Funds	(1,332)		(1,628)		(35)		1,593	1,297
Fees and Services	(1,279)		(1,000)		(1,150)		(150)	129
Fines	-		-		-		-	-
Other	(2)		(2)		(2)		-	-
<b>Total Revenue</b>	<b>(2,613)</b>		<b>(2,630)</b>		<b>(1,187)</b>		<b>1,443</b>	<b>1,426</b>
<b>Net Requirement</b>	<b>33,466</b>		<b>33,292</b>		<b>34,279</b>		<b>987</b>	<b>813</b>
<b>Full Time Equivalents</b>	<b>164.90</b>		<b>174.40</b>		<b>177.20</b>		<b>2.80</b>	<b>12.30</b>

**Ottawa Police Service  
Resourcing & Development - Operating Resource Requirement  
In Thousands (\$000)**

Operating Resource Requirement	2010		2011		2012		Change Over	
	Budget		Budget		Estimate		2011 Budget	2010 Budget
<b>Expenditures by Program</b>								
Divisional Support - Resourcing & Develop.	263		381		278		(103)	15
Human Resources	2,270		1,956		1,636		(320)	(634)
Labour Relations	-		399		501		102	501
Outreach and Development	8,295		8,670		9,424		754	1,129
<b>Gross Expenditure</b>	<b>10,828</b>		<b>11,406</b>		<b>11,839</b>		<b>433</b>	<b>1,011</b>
Recoveries & Allocations	(5)		(5)		(5)		-	-
<b>Net Expenditure</b>	<b>10,823</b>		<b>11,401</b>		<b>11,834</b>		<b>433</b>	<b>1,011</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	8,594		9,209		9,832		623	1,238
Overtime	57		135		135		-	78
Material & Services	2,152		2,037		1,847		(190)	(305)
Transfers/Grants/Financial Charges	-		-		-		-	-
Fleet Costs	-		-		-		-	-
Program Facility Costs	-		-		-		-	-
Other Internal Costs	25		25		25		-	-
<b>Gross Expenditures</b>	<b>10,828</b>		<b>11,406</b>		<b>11,839</b>		<b>433</b>	<b>1,011</b>
Recoveries & Allocations	(5)		(5)		(5)		-	-
<b>Net Expenditure</b>	<b>10,823</b>		<b>11,401</b>		<b>11,834</b>		<b>433</b>	<b>1,011</b>
<b>Revenues By Type</b>								
Federal	-		-		-		-	-
Provincial	-		-		-		-	-
Municipal	-		-		-		-	-
Own Funds	(275)		(470)		(100)		370	175
Fees and Services	-		-		-		-	-
Fines	-		-		-		-	-
Other	-		-		-		-	-
<b>Total Revenue</b>	<b>(275)</b>		<b>(470)</b>		<b>(100)</b>		<b>370</b>	<b>175</b>
<b>Net Requirement</b>	<b>10,548</b>		<b>10,931</b>		<b>11,734</b>		<b>803</b>	<b>1,186</b>
<b>Full Time Equivalents</b>	<b>108.00</b>		<b>114.70</b>		<b>111.90</b>		<b>(2.80)</b>	<b>3.90</b>

**Ottawa Police Service  
Support Services - Operating Resource Requirement  
In Thousands (\$000)**

Operating Resource Requirement	2010		2011		2012		Change Over	
	Budget		Budget		Estimate		2011 Budget	2010 Budget
<b>Expenditures by Program</b>								
Divisional Support - Support Services	377		385		387		2	10
Inspector - Courts/Temp.Custody/Victim	154		157		158		1	4
Court Security	6,514		6,822		6,932		110	418
Court Liaison	4,059		4,277		4,254		(23)	195
Victim Crisis Unit	874		869		876		7	2
Inspector - Communications	553		571		575		4	22
Communications / 911 / Switchboard	10,779		10,898		10,980		82	201
Radio System	742		545		515		(30)	(227)
Call Centre	2,216		2,318		2,336		18	120
<b>Gross Expenditure</b>	<b>26,268</b>		<b>26,842</b>		<b>27,013</b>		<b>171</b>	<b>745</b>
Recoveries & Allocations	(1,510)		(1,560)		(1,611)		(51)	(101)
<b>Net Expenditure</b>	<b>24,758</b>		<b>25,282</b>		<b>25,402</b>		<b>120</b>	<b>644</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	25,039		25,875		26,076		201	1,037
Overtime	164		138		138		-	(26)
Material & Services	613		377		347		(30)	(266)
Transfers/Grants/Financial Charges	-		-		-		-	-
Fleet Costs	-		-		-		-	-
Program Facility Costs	-		-		-		-	-
Other Internal Costs	452		452		452		-	-
<b>Gross Expenditures</b>	<b>26,268</b>		<b>26,842</b>		<b>27,013</b>		<b>171</b>	<b>745</b>
Recoveries & Allocations	(1,510)		(1,560)		(1,611)		(51)	(101)
<b>Net Expenditure</b>	<b>24,758</b>		<b>25,282</b>		<b>25,402</b>		<b>120</b>	<b>644</b>
<b>Revenues By Type</b>								
Federal	-		-		-		-	-
Provincial	(30)		(30)		(630)		(600)	(600)
Municipal	-		-		-		-	-
Own Funds	(170)		(50)		(57)		(7)	113
Fees and Services	-		-		-		-	-
Fines	-		-		-		-	-
Other	-		-		-		-	-
<b>Total Revenue</b>	<b>(200)</b>		<b>(80)</b>		<b>(687)</b>		<b>(607)</b>	<b>(487)</b>
<b>Net Requirement</b>	<b>24,558</b>		<b>25,202</b>		<b>24,715</b>		<b>(487)</b>	<b>157</b>
<b>Full Time Equivalents</b>	<b>289.80</b>		<b>298.60</b>		<b>299.60</b>		<b>1.00</b>	<b>9.80</b>

**Ottawa Police Service**  
**Emergency Operations - Operating Resource Requirement**  
 In Thousands (\$000)

Operating Resource Requirement	2010		2011	2012	Change Over	
	Budget		Budget	Estimate	2011 Budget	2010 Budget
<b>Expenditures by Program</b>						
Emergency & Operational Support	983		1,039	1,049	10	66
Business Continuity	332		469	454	(15)	122
Duty Inspector Program	813		840	848	8	35
Support	8,164		8,110	8,131	21	(33)
Public Safety	8,477		9,012	9,137	125	660
<b>Gross Expenditure</b>	<b>18,769</b>		<b>19,470</b>	<b>19,619</b>	<b>149</b>	<b>850</b>
Recoveries & Allocations	(75)		(75)	(75)	-	-
<b>Net Expenditure</b>	<b>18,694</b>		<b>19,395</b>	<b>19,544</b>	<b>149</b>	<b>850</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	14,986		15,252	15,370	118	384
Overtime	2,155		2,776	2,776	-	621
Material & Services	1,607		1,421	1,452	31	(155)
Transfers/Grants/Financial Charges	21		21	21	-	-
Fleet Costs	-		-	-	-	-
Program Facility Costs	-		-	-	-	-
Other Internal Costs	-		-	-	-	-
<b>Gross Expenditures</b>	<b>18,769</b>		<b>19,470</b>	<b>19,619</b>	<b>149</b>	<b>850</b>
Recoveries & Allocations	(75)		(75)	(75)	-	-
<b>Net Expenditure</b>	<b>18,694</b>		<b>19,395</b>	<b>19,544</b>	<b>149</b>	<b>850</b>
<b>Revenues By Type</b>						
Federal	-		-	-	-	-
Provincial	(40)		(40)	(40)	-	-
Municipal	-		-	-	-	-
Own Funds	-		-	-	-	-
Fees and Services	-		-	-	-	-
Fines	-		-	-	-	-
Other	(4,462)		(5,652)	(5,732)	(80)	(1,270)
<b>Total Revenue</b>	<b>(4,502)</b>		<b>(5,692)</b>	<b>(5,772)</b>	<b>(80)</b>	<b>(1,270)</b>
<b>Net Requirement</b>	<b>14,192</b>		<b>13,703</b>	<b>13,772</b>	<b>69</b>	<b>(420)</b>
<b>Full Time Equivalents</b>	<b>140.00</b>		<b>139.00</b>	<b>138.00</b>	<b>(1.00)</b>	<b>(2.00)</b>

**Ottawa Police Service  
Criminal Investigative Directorate - Operating Resource Requirement  
In Thousands (\$000)**

Operating Resource Requirement	2010		2011		2012		Change Over	
	Budget		Budget		Estimate		2011 Budget	2010 Budget
<b>Expenditures by Program</b>								
Divisional Support - CID	1,729		1,468		1,606		138	(123)
Special Events/Investigations	986		700		700		-	(286)
Special Operations	9,391		9,304		8,861		(443)	(530)
Major Case Investigation	9,461		9,371		9,707		336	246
Investigative Support	11,907		12,423		12,769		346	862
<b>Gross Expenditure</b>	<b>33,474</b>		<b>33,266</b>		<b>33,643</b>		<b>377</b>	<b>169</b>
Recoveries & Allocations	-		-		(36)		(36)	(36)
<b>Net Expenditure</b>	<b>33,474</b>		<b>33,266</b>		<b>33,607</b>		<b>341</b>	<b>133</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	30,490		30,589		30,932		343	442
Overtime	1,535		1,458		1,458		-	(77)
Material & Services	1,449		1,219		1,253		34	(196)
Transfers/Grants/Financial Charges	-		-		-		-	-
Fleet Costs	-		-		-		-	-
Program Facility Costs	-		-		-		-	-
Other Internal Costs	-		-		-		-	-
<b>Gross Expenditures</b>	<b>33,474</b>		<b>33,266</b>		<b>33,643</b>		<b>377</b>	<b>169</b>
Recoveries & Allocations	-		-		(36)		(36)	(36)
<b>Net Expenditure</b>	<b>33,474</b>		<b>33,266</b>		<b>33,607</b>		<b>341</b>	<b>133</b>
<b>Revenues By Type</b>								
Federal	-		-		-		-	-
Provincial	(540)		(624)		(714)		(90)	(174)
Municipal	-		-		-		-	-
Own Funds	-		-		-		-	-
Fees and Services	-		-		-		-	-
Fines	-		-		-		-	-
Other	(280)		(280)		(280)		-	-
<b>Total Revenue</b>	<b>(820)</b>		<b>(904)</b>		<b>(994)</b>		<b>(90)</b>	<b>(174)</b>
<b>Net Requirement</b>	<b>32,654</b>		<b>32,362</b>		<b>32,613</b>		<b>251</b>	<b>(41)</b>
<b>Full Time Equivalents</b>	<b>287.10</b>		<b>288.60</b>		<b>285.60</b>		<b>(3.00)</b>	<b>(1.50)</b>



**Ottawa Police Service  
District Directorate - Operating Resource Requirement**  
In Thousands (\$000)

Operating Resource Requirement	2010		2011		2012		Change Over	
	Budget		Budget		Estimate		2011 Budget	2010 Budget
<b>Expenditures by Program</b>								
Divisional Support - District	2,362		2,002		1,652		(350)	(710)
District - East	5,579		5,768		5,878		110	299
District - West	6,049		6,157		6,262		105	213
District - Central Community	6,295		6,010		6,119		109	(176)
District - Investigations	5,197		5,838		5,961		123	764
District Support	7,746		7,715		7,648		(67)	(98)
<b>Gross Expenditure</b>	<b>33,228</b>		<b>33,490</b>		<b>33,520</b>		<b>30</b>	<b>292</b>
Recoveries & Allocations	-		-		-		-	-
<b>Net Expenditure</b>	<b>33,228</b>		<b>33,490</b>		<b>33,520</b>		<b>30</b>	<b>292</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	32,373		32,839		32,878		39	-
Overtime	521		398		398		-	-
Material & Services	334		253		244		(9)	-
Transfers/Grants/Financial Charges	-		-		-		-	-
Fleet Costs	-		-		-		-	-
Program Facility Costs	-		-		-		-	-
Other Internal Costs	-		-		-		-	-
<b>Gross Expenditures</b>	<b>33,228</b>		<b>33,490</b>		<b>33,520</b>		<b>30</b>	<b>292</b>
Recoveries & Allocations	-		-		-		-	-
<b>Net Expenditure</b>	<b>33,228</b>		<b>33,490</b>		<b>33,520</b>		<b>30</b>	<b>292</b>
<b>Revenues By Type</b>								
Federal	-		-		-		-	-
Provincial	-		-		-		-	-
Municipal	-		-		-		-	-
Own Funds	-		-		-		-	-
Fees and Services	-		-		-		-	-
Fines	-		-		-		-	-
Other	-		-		-		-	-
<b>Total Revenue</b>	<b>-</b>		<b>-</b>		<b>-</b>		<b>-</b>	<b>-</b>
<b>Net Requirement</b>	<b>33,228</b>		<b>33,490</b>		<b>33,520</b>		<b>30</b>	<b>292</b>
<b>Full Time Equivalents</b>	<b>281.20</b>		<b>303.00</b>		<b>301.00</b>		<b>(2.00)</b>	<b>19.80</b>

**Ottawa Police Service  
Patrol Directorate - Operating Resource Requirement**  
In Thousands (\$000)

Operating Resource Requirement	2010		2011		2012		Change Over	
	Budget		Budget		Estimate		2011 Budget	2010 Budget
<b><u>Expenditures by Program</u></b>								
Divisional Support - Patrol	3,378	2,990		2,746	(244)	(632)		
Central	16,838	17,521		17,898	377	1,060		
East	16,136	16,897		17,379	482	1,243		
West	17,900	18,723		19,200	477	1,300		
<b>Gross Expenditure</b>	<b>54,252</b>	<b>56,131</b>		<b>57,223</b>	<b>1,092</b>	<b>2,971</b>		
Recoveries & Allocations	-	-		-	-	-		
<b>Net Expenditure</b>	<b>54,252</b>	<b>56,131</b>		<b>57,223</b>	<b>1,092</b>	<b>2,971</b>		
<b><u>Expenditures by Type</u></b>								
Salaries, Wages & Benefits	53,339	55,186		56,285	1,099	-		
Overtime	818	843		843	-	-		
Material & Services	95	102		95	(7)	-		
Transfers/Grants/Financial Charges		-		-	-	-		
Fleet Costs		-		-	-	-		
Program Facility Costs		-		-	-	-		
Other Internal Costs		-		-	-	-		
<b>Gross Expenditures</b>	<b>54,252</b>	<b>56,131</b>		<b>57,223</b>	<b>1,092</b>	<b>2,971</b>		
Recoveries & Allocations	-	-		-	-	-		
<b>Net Expenditure</b>	<b>54,252</b>	<b>56,131</b>		<b>57,223</b>	<b>1,092</b>	<b>2,971</b>		
<b><u>Revenues By Type</u></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>Net Requirement</b>	<b>54,252</b>	<b>56,131</b>		<b>57,223</b>	<b>1,092</b>	<b>2,971</b>		
<b>Full Time Equivalents</b>	<b>541.00</b>	<b>531.00</b>		<b>530.00</b>	<b>(1.00)</b>	<b>(11.00)</b>		

**Ottawa Police Service  
Corporate Accounts - Operating Resource Requirement  
In Thousands (\$000)**

Operating Resource Requirement	2010		2011		2012		Change Over	
	Budget		Budget		Estimate		2011 Budget	2010 Budget
<b>Expenditures by Program</b>								
Staffing for Growth	557	-	-	-	-	-	-	(557)
Operational Backfill	4,543	3,503	3,503	3,615	3,615	112	112	(928)
Corporate Accounts	11,698	18,204	18,204	25,938	25,938	7,734	7,734	14,240
<b>Gross Expenditure</b>	<b>16,798</b>	<b>21,707</b>	<b>21,707</b>	<b>29,553</b>	<b>29,553</b>	<b>7,846</b>	<b>7,846</b>	<b>12,755</b>
Recoveries & Allocations	(51)	(86)	(86)	(86)	(86)	-	-	(35)
<b>Net Expenditure</b>	<b>16,747</b>	<b>21,621</b>	<b>21,621</b>	<b>29,467</b>	<b>29,467</b>	<b>7,846</b>	<b>7,846</b>	<b>12,720</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	5,708	9,766	9,766	16,997	16,997	7,231	7,231	11,289
Overtime	16	3	3	3	3	-	-	(13)
Material & Services	638	502	502	917	917	415	415	279
Transfers/Grants/Financial Charges	10,186	11,186	11,186	11,386	11,386	200	200	1,200
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	250	250	250	250	250	-	-	-
<b>Gross Expenditures</b>	<b>16,798</b>	<b>21,707</b>	<b>21,707</b>	<b>29,553</b>	<b>29,553</b>	<b>7,846</b>	<b>7,846</b>	<b>12,755</b>
Recoveries & Allocations	(51)	(86)	(86)	(86)	(86)	-	-	(35)
<b>Net Expenditure</b>	<b>16,747</b>	<b>21,621</b>	<b>21,621</b>	<b>29,467</b>	<b>29,467</b>	<b>7,846</b>	<b>7,846</b>	<b>12,720</b>
<b>Revenues By Type</b>								
Federal	-	-	-	-	-	-	-	-
Provincial	(5,017)	(5,017)	(5,017)	(5,017)	(5,017)	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	(400)	(400)	(400)	(400)	(400)
Fees and Services	(1,512)	(1,604)	(1,604)	(1,710)	(1,710)	(106)	(106)	(198)
Fines	-	-	-	-	-	-	-	-
Other	(4,703)	(3,603)	(3,603)	(3,717)	(3,717)	(114)	(114)	986
<b>Total Revenue</b>	<b>(11,232)</b>	<b>(10,224)</b>	<b>(10,224)</b>	<b>(10,844)</b>	<b>(10,844)</b>	<b>(620)</b>	<b>(620)</b>	<b>388</b>
<b>Net Requirement</b>	<b>5,515</b>	<b>11,397</b>	<b>11,397</b>	<b>18,623</b>	<b>18,623</b>	<b>7,226</b>	<b>7,226</b>	<b>13,108</b>
<b>Full Time Equivalents</b>	<b>86.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>-</b>	<b>-</b>	<b>(56.00)</b>

**Ottawa Police Service**  
**Financial Accounts - Operating Resource Requirement**  
 In Thousands (\$000)

Operating Resource Requirement	2010		2011		2012		Change Over	
	Budget		Budget		Estimate		2011 Budget	2010 Budget
<b>Expenditures by Program</b>								
Insurance	512		1,016		1,071		55	559
Retirement Costs	7,926		7,763		5,913		(1,850)	(2,013)
Police Debt Charges	2,975		4,543		5,478		935	2,503
<b>Gross Expenditure</b>	<b>11,413</b>		<b>13,322</b>		<b>12,462</b>		<b>(860)</b>	<b>1,049</b>
Recoveries & Allocations	-		-		-		-	-
<b>Net Expenditure</b>	<b>11,413</b>		<b>13,322</b>		<b>12,462</b>		<b>(860)</b>	<b>1,049</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	7,920		7,760		5,910		(1,850)	(2,010)
Overtime	6		3		3		-	(3)
Material & Services	272		311		311		-	39
Transfers/Grants/Financial Charges	2,975		4,543		5,478		935	2,503
Fleet Costs			-		-		-	-
Program Facility Costs			-		-		-	-
Other Internal Costs	240		705		760		55	520
<b>Gross Expenditures</b>	<b>11,413</b>		<b>13,322</b>		<b>12,462</b>		<b>(860)</b>	<b>1,049</b>
Recoveries & Allocations	-		-		-		-	-
<b>Net Expenditure</b>	<b>11,413</b>		<b>13,322</b>		<b>12,462</b>		<b>(860)</b>	<b>1,049</b>
<b>Revenues By Type</b>								
Federal	-		-		-		-	-
Provincial	-		-		-		-	-
Municipal	-		-		-		-	-
Own Funds	-		(1,533)		(1,565)		(32)	(1,565)
Fees and Services	-		-		-		-	-
Fines	-		-		-		-	-
Other	-		-		-		-	-
<b>Total Revenue</b>	<b>-</b>		<b>(1,533)</b>		<b>(1,565)</b>		<b>(32)</b>	<b>(1,565)</b>
<b>Net Requirement</b>	<b>11,413</b>		<b>11,789</b>		<b>10,897</b>		<b>(892)</b>	<b>(516)</b>
<b>Full Time Equivalents</b>	<b>-</b>		<b>-</b>		<b>-</b>		<b>-</b>	<b>-</b>

# Summary By Expenditure Type



Department: Police Services

By Expenditure Type		2011 Budget	2012 Budget	Increase / (Decrease)
501059 Statutory Holiday Overtime Expense	Note 4	1,039,200	1,041,700	2,500
501093 WSIB Admin Charges	Note 4	170,000	150,000	(20,000)
501094 WSIB Permanent Awards	Note 2	800,000	820,000	20,000
501110 Compensation	Note 1, 3, 6, 7, 9, 11, 12	167,331,600	175,099,300	7,767,700
501113 Clothing Allowance	Note 4	384,800	378,200	(6,600)
501114 Dry Cleaning		520,100	520,000	(100)
501117 Meal Allowance	Note 4	15,000	10,000	(5,000)
501123 Unused Annual		740,000	740,000	0
501132 Pay in Lieu of Benefits	Note 3, 7, 11, 12	72,600	38,400	(34,200)
501143 Survivor Benefit		60,000	60,000	0
501144 Court Overtime - Police		1,266,200	1,266,200	0
501149 Special Overtime - Off-Duty		2,000,000	2,000,000	0
501150 Overtime		2,810,200	2,809,500	(700)
501151 Shift Premium		661,200	661,200	0
501192 Terminal Allowance	Note 1	5,275,400	3,425,400	(1,850,000)
501193 Vacation Pay	Note 3, 7, 11, 12	49,400	26,800	(22,600)
501194 WSIB Payments	Note 2	550,000	570,000	20,000
501195 EI Rebates - Police		66,800	66,800	0
501197 Supplemental EI Benefits		168,600	168,600	0
501320 Non-Taxable Allowance		1,500	1,500	0
501401 Salary Benefits	Note 1, 3, 6, 7, 9, 11, 12	36,639,200	38,412,600	1,773,400
501422 Benefits For Retirees		1,200,000	1,200,000	0
501511 Taxable Car Allowance		26,000	26,000	0
501590 Tuition Fees		30,000	30,000	0
501994 Provision for MPE Performance Pay		0	0	0
501998 Provision For Gapping		(5,320,000)	(5,320,000)	0
<b>Salaries &amp; Benefits - Subtotals</b>		<b>216,557,800</b>	<b>224,202,200</b>	<b>7,644,400</b>
502112 Employee Development & Travel	Note 3, 9, 11	1,643,800	1,639,800	(4,000)
502113 Local Transportation		2,100	1,700	(400)
502114 Employee Recognition/Commendations		18,000	16,100	(1,900)
502115 Non-Taxable Car Mileage	Note 4	51,000	45,800	(5,200)
502121 Postage	Note 3	53,500	50,000	(3,500)
502122 Freight/Courier/Service		33,500	33,500	0
502123 Brokerage Services		500	500	0
502131 Cablevision & Communications		18,000	18,800	800
502132 Telephone Network Charge	Note 2, 3	753,000	746,000	(7,000)
502134 Data/Communication Devices - Air Time	Note 2	420,800	430,800	10,000
502139 Pagers	Note 3	55,500	50,500	(5,000)
502209 Major Newspaper Ads	Note 9, 11	7,000	9,500	2,500
502210 Advertising, Promotion & Publication	Note 3, 9, 11	119,600	81,300	(38,300)
502211 Public Notices/Info		3,500	3,500	0
502213 Radio, TV & Other		500	500	0
502215 Career Advertising		3,000	3,000	0
502311 Translation Fees	Note 3, 9, 11	71,000	70,000	(1,000)
502312 Off. Lang. Interpretation		5,000	5,000	0
502320 Legal - Fees		108,000	108,000	0
502330 Professional Services	Note 3, 5, 9, 11	979,200	861,000	(118,200)
502350 Medical Services	Note 3	40,000	30,000	(10,000)
502357 Oxygen Supply & Service		1,500	3,500	2,000
502373 Insurance		5,200	5,200	0
502379 Security Services	Note 3, 11	38,000	18,300	(19,700)

Department: Police Services

By Expenditure Type		2011 Budget	2012 Budget	Increase / (Decrease)
502387 Liability Claims		361,400	361,400	0
502394 Receptions & Luncheons	Note 11	82,600	69,100	(13,500)
502395 Memberships	Note 3, 11	69,300	64,100	(5,200)
502396 Outside Printing	Note 3	80,200	75,700	(4,500)
502441 R & M - Grounds		40,000	40,000	0
502442 R & M - Buildings	Note 3, 11	164,700	79,000	(85,700)
502443 R & M - Equipment	Note 3, 11	40,000	78,500	38,500
502444 R & M - Vehicles	Note 9, 11	(14,000)	181,000	195,000
502445 R & M - Systems	Note 2, 3, 4	1,804,100	1,714,900	(89,200)
502478 R & M - Miscellaneous	Note 3	252,000	229,500	(22,500)
502610 Property Leases	Note 3	75,500	50,500	(25,000)
502619 Building/Facilities Rentals	Note 9, 11	65,000	100,000	35,000
502620 Rentals - Vehicles & Equipment	Note 3	125,200	122,400	(2,800)
502650 Rentals - Miscellaneous	Note 11	50,800	74,500	23,700
502660 Rentals - Communication, Computer/Office		500	500	0
502671 Inspections - Audit-Related Travel		10,000	10,000	0
502692 Parking	Note 2, 11	189,500	190,500	1,000
502694 Rentals - Photocopy Equipment		90,400	90,400	0
502899 Police Related Services	Note 3, 8, 9, 11, 12	1,772,000	1,040,900	(731,100)
502912 Licenses & Permits	Note 2, 3	319,000	324,000	5,000
502913 Public Consultation		71,800	71,500	(300)
502928 Community Events		13,000	11,000	(2,000)
<b>Purchased Services - Subtotals</b>		<b>10,094,200</b>	<b>9,211,700</b>	<b>(882,500)</b>
505100 Food & Beverages		80,700	80,700	0
505343 Fuels & Lubricants	Note 2, 3	2,382,700	2,862,600	479,900
505478 Personal/Safety Supplies/Clothing	Note 3, 9	1,555,800	1,473,900	(81,900)
505758 Automotive Parts		10,000	10,000	0
505770 Laboratory Supplies		30,400	30,400	0
505775 Small Tools & Parts	Note 3	96,400	63,600	(32,800)
505776 Investigative Supplies	Note 3	243,600	210,200	(33,400)
505981 Police Related Supplies	Note 2, 3, 9, 11	694,400	704,600	10,200
505984 Program Supplies	Note 3, 4, 12	138,000	183,000	45,000
505989 Publications	Note 3	79,100	67,800	(11,300)
505990 Office Supplies		334,800	332,400	(2,400)
505992 Ammunition and Explosives	Note 3	391,400	381,300	(10,100)
505996 Promotional Items		8,200	8,200	0
<b>Materials &amp; Supplies - Subtotals</b>		<b>6,045,500</b>	<b>6,408,700</b>	<b>363,200</b>
506173 Office Furniture & Equipment	Note 3	26,200	22,200	(4,000)
506175 Computers/Peripherals/Software	Note 3	222,900	215,000	(7,900)
506178 Miscellaneous Equipment	Note 3, 11	660,100	573,800	(86,300)
<b>Fixed Assets - Subtotals</b>		<b>909,200</b>	<b>811,000</b>	<b>(98,200)</b>
507212 Grants - Municipal Programs		27,000	27,000	0
507320 Reserve Fund Capital Projects	Note 15	13,319,200	13,719,200	400,000
507320 Reserve Fund-Facilities Strategic Plan	Note 15	0	600,000	600,000
507441 Allowance - Doubtful Accounts		30,000	30,000	0
508801 Debt Charges	Note 13	4,543,000	5,478,000	935,000
508930 Banking Service Charges		1,200	1,200	0
<b>Financial Charges - Subtotals</b>		<b>17,920,400</b>	<b>19,855,400</b>	<b>1,935,000</b>
604001 External Printing		200	200	0
604002 Reproduction & Printing		159,500	159,500	0
604004 Labour/Salary		35,000	35,000	0



Department: Police Services

By Expenditure Type		2011 Budget	2012 Budget	Increase / (Decrease)
604017 Micro/Other Training - City		25,000	25,000	0
604023 Postage		200	200	0
604024 Courier		200	200	0
604073 Legal Services		313,900	313,900	0
604126 City Communication System		452,000	452,000	0
604161 Fleet Outside Repair	Note 3, 11	2,088,000	1,948,000	(140,000)
604163 Fleet Outside Fuel	Note 2, 3	0	170,000	170,000
604167 Insurance		414,300	414,300	0
604168 Insurance Premiums	Note 2	290,200	345,200	55,000
604182 Supply Management		100,000	100,000	0
604301 Photocopy		1,500	1,500	0
660201 Program Facility Costs	Note 2, 3, 4	5,899,700	5,885,700	(14,000)
Secondary Costs - Subtotals		9,779,700	9,850,700	71,000
Expenditure - Totals		261,306,800	270,339,700	9,032,900
402007 Provincial Conditional Transfers	Note 4, 10	(5,711,000)	(6,401,000)	(690,000)
406021 Development Charge Revenue	Note 13	(1,533,000)	(1,565,000)	(32,000)
406027 One-Time Funding Reserve Funds	Note 5, 6, 7, 8, 12	(2,148,800)	(591,600)	1,557,200
407005 Sundry		(3,097,000)	(3,097,000)	0
407073 Off-Duty Policing	Note 1, 14	(2,660,000)	(2,740,000)	(80,000)
407074 F.O.I. Requests		(2,000)	(2,000)	0
407075 Records Clearance Checks	Note 3, 14	(1,562,000)	(1,658,000)	(96,000)
407078 Occurrence/Accident Reports	Note 14	(200,000)	(210,000)	(10,000)
407079 Alarm Compliance	Note 3, 14	(1,000,000)	(1,150,000)	(150,000)
407081 Secondment Revenue	Note 1	(3,780,200)	(3,894,800)	(114,600)
509711 Expenditure Recoveries	Note 4	(90,500)	(126,500)	(36,000)
604078 Infra Maint-Operating		(475,000)	(475,000)	0
604101 Police Services - Off-Duty Policing		(75,000)	(75,000)	0
604172 911 System	Note 1	(1,559,500)	(1,611,000)	(51,500)
Revenues / Recoveries - Totals		(23,894,000)	(23,596,900)	297,100
Totals		237,412,800	246,742,800	9,330,000

Notes:

1. Provision for 2011/2012 collective agreement settlement, salary increments for staff moving through their salary grid, responsibility pay, retirement costs reduction, benefit increase including OMERS rate increase. Some of these increases are offset by revenue - Off-Duty Policing, 911, Airport Contract and Secondments.
2. Inflationary/actual pressures - WSIB, Fuel, others.
3. Across the Service Reductions / Efficiencies / Revenue, - refer to Annex A-6.
4. Zero-based budget analysis & "right sizing".
5. Labour Relations Employee Census \$100K, (one-time funding from reserves) - refer to Annex A-4.
6. Cellblock Project Manager & Specialist, 3 month temporary assignment - \$56.6K, (one-time funding from reserves) - refer to Annex A-5.
7. IT Network Analyst, 4 month temporary assignment - \$35K, (one-time funding from reserves) - refer to Annex A-5.
8. Core Service Review Project, \$400K, (one time funding from reserves) - refer to Annex A-5.
9. Operating Pressures - New Requests, - refer to Annex A-4.
10. Provincial Upload of Court costs, \$600,000, year 1 of 7.
11. Budget re-alignment.
12. Removal of 2011 One Time funding and costs not required in 2012.
13. Servicing of old debt offset in part by Development Charge Revenue - 406021.
14. User Fee Policy & Base adjustments or change in demand for service.
15. PAYG Fleet Capital Contributions, \$800K, Reduction of PAYG General Capital Contributions, (\$400K) and PAYG Contribution to Facilities Strategic Plan, \$600K (Provincial Upload of Court costs).

Branch: Police Services Board

By Expenditure Type		2011 Budget	2012 Budget	Increase / (Decrease)
501110 Compensation	Note 1	202,900	205,500	2,600
501401 Salary Benefits	Note 1	48,100	50,800	2,700
Salaries & Benefits - Subtotals		251,000	256,300	5,300
502112 Employee Development & Travel		28,000	28,000	0
502115 Non-Taxable Car Mileage		1,000	1,000	0
502122 Freight/Courier/Service		1,500	1,500	0
502131 Cablevision & Communications		0	800	800
502134 Data/Communication Devices - Air Time		1,000	1,000	0
502209 Major Newspaper Ads	Note 9	7,000	9,500	2,500
502210 Advertising, Promotion & Publication	Note 9	7,500	10,000	2,500
502213 Radio, TV & Other		500	500	0
502311 Translation Fees	Note 9, 11	1,000	5,000	4,000
502330 Professional Services	Note 11	20,000	25,000	5,000
502395 Memberships		10,000	10,000	0
502660 Rentals - Communication, Computer/Office		500	500	0
502692 Parking	Note 11	12,500	6,500	(6,000)
502899 Police Related Services		3,600	3,600	0
502928 Community Events		3,000	3,000	0
Purchased Services - Subtotals		97,100	105,900	8,800
505100 Food & Beverages		2,500	2,500	0
505990 Office Supplies		1,900	1,900	0
Materials & Supplies - Subtotals		4,400	4,400	0
507212 Grants - Municipal Programs		27,000	27,000	0
Financial Charges - Subtotals		27,000	27,000	0
604001 External Printing		200	200	0
604002 Reproduction & Printing		9,500	9,500	0
604023 Postage		200	200	0
604024 Courier		200	200	0
604073 Legal Services		313,900	313,900	0
604301 Photocopy		1,500	1,500	0
Secondary Costs - Subtotals		325,500	325,500	0
Expenditure - Totals		705,000	719,100	14,100
Totals		705,000	719,100	14,100

Notes:

1. Salary increments, benefit increase including OMERS rate increase.
9. Operating Pressures - New Requests, - refer to Annex A-4.
11. Budget re-alignment.

Branch: Executive Services Directorate

By Expenditure Type	2011 Budget	2012 Budget	Increase / Decrease
501059 Statutory Holiday Overtime Expense	300	300	0
501110 Compensation Note 1, 9, 11	6,156,900	6,337,400	180,500
501113 Clothing Allowance	12,500	11,400	(1,100)
501114 Dry Cleaning	6,500	6,800	300
501132 Pay in Lieu of Benefits	3,300	3,300	0
501144 Court Overtime - Police	500	500	0
501150 Overtime	29,400	29,400	0
501193 Vacation Pay	2,200	2,200	0
501320 Non-Taxable Allowance	1,500	1,500	0
501401 Salary Benefits Note 1, 9, 11	1,440,400	1,533,600	93,200
Salaries & Benefits - Subtotals	7,653,500	7,926,400	272,900
502112 Employee Development & Travel	127,100	125,800	(1,300)
502113 Local Transportation	1,200	1,200	0
502115 Non-Taxable Car Mileage	4,100	4,100	0
502210 Advertising, Promotion & Publication Note 3, 11	49,500	58,100	8,600
502311 Translation Fees Note 3	70,000	65,000	(5,000)
502312 Off. Lang. Interpretation	5,000	5,000	0
502320 Legal - Fees	108,000	108,000	0
502330 Professional Services	103,000	99,200	(3,800)
502394 Receptions & Luncheons Note 11	24,500	11,900	(12,600)
502395 Memberships Note 3, 11	14,500	9,200	(5,300)
502396 Outside Printing Note 3	70,200	65,700	(4,500)
502445 R & M - Systems	45,900	45,900	0
502478 R & M - Miscellaneous	1,500	1,500	0
502671 Inspections - Audit-Related Travel	10,000	10,000	0
502899 Police Related Services Note 3	83,000	72,000	(11,000)
502913 Public Consultation	71,800	71,500	(300)
Purchased Services - Subtotals	789,300	754,100	(35,200)
505981 Police Related Supplies	32,900	33,900	1,000
505989 Publications	39,600	38,800	(800)
505990 Office Supplies	31,400	30,900	(500)
505996 Promotional Items	8,200	8,200	0
Materials & Supplies - Subtotals	112,100	111,800	(300)
506178 Miscellaneous Equipment	16,500	16,000	(500)
Fixed Assets - Subtotals	16,500	16,000	(500)
507193 Grants	0	0	0
Transfer Payments - Subtotals	0	0	0
Expenditure - Totals	8,571,400	8,808,300	236,900
407075 Records Clearance Checks	(160,000)	(160,000)	0
Revenues / Recoveries - Totals	(160,000)	(160,000)	0
Totals	8,411,400	8,648,300	236,900

Notes:

1. Salary increments for staff moving through their salary grid, benefit increase including OMERS rate increase.
3. Across the Service Reductions / Efficiencies / Revenue, - refer to Annex A-6.
9. Operating Pressures - New Requests, - refer to Annex A-4.
11. Budget re-alignment

Branch: Corporate Support Directorate

By Expenditure Type		2011 Budget	2012 Budget	Increase / (Decrease)
501059 Statutory Holiday Overtime Expense		18,700	18,700	0
501110 Compensation	Note 1, 3, 7, 11	13,086,100	12,598,200	(487,900)
501113 Clothing Allowance		1,100	1,100	0
501114 Dry Cleaning		13,900	13,900	0
501132 Pay in Lieu of Benefits	Note 3, 7, 11	26,900	10,500	(16,400)
501150 Overtime		293,000	292,300	(700)
501151 Shift Premium		31,700	31,700	0
501193 Vacation Pay	Note 3, 7, 11	17,900	7,000	(10,900)
501401 Salary Benefits	Note 1, 3, 7, 11	2,934,400	3,012,100	77,700
<b>Salaries &amp; Benefits - Subtotals</b>		<b>16,423,700</b>	<b>15,985,500</b>	<b>(438,200)</b>
502112 Employee Development & Travel	Note 3	143,600	106,600	(37,000)
502115 Non-Taxable Car Mileage		10,600	10,600	0
502121 Postage	Note 3	53,500	50,000	(3,500)
502122 Freight/Courier/Service		32,000	32,000	0
502123 Brokerage Services		500	500	0
502131 Cablevision & Communications		18,000	18,000	0
502132 Telephone Network Charge	Note 2, 3	660,000	653,500	(6,500)
502134 Data/Communication Devices - Air Tim	Note 2	405,000	415,000	10,000
502139 Pagers	Note 3	55,000	50,000	(5,000)
502210 Advertising, Promotion & Publication	Note 11	47,500	500	(47,000)
502211 Public Notices/Information		3,500	3,500	0
502330 Professional Services	Note 3	248,000	223,100	(24,900)
502379 Security Services	Note 3, 11	38,000	18,300	(19,700)
502394 Receptions & Luncheons		3,900	3,300	(600)
502395 Memberships		8,900	9,100	200
502441 R & M - Grounds		40,000	40,000	0
502442 R & M - Buildings	Note 3, 11	152,700	70,000	(82,700)
502443 R & M - Equipment	Note 3, 11	21,000	58,500	37,500
502444 R & M - Vehicles	Note 9, 11	(39,000)	156,000	195,000
502445 R & M - Systems	Note 2, 3	1,663,500	1,535,200	(128,300)
502478 R & M - Miscellaneous		74,500	74,500	0
502619 Building/Facilities Rentals	Note 9, 11	65,000	100,000	35,000
502620 Rentals - Vehicles & Equipment		44,000	44,000	0
502650 Rentals - Miscellaneous	Note 11	50,800	74,500	23,700
502694 Rentals - Photocopy Equipment		88,000	88,000	0
502899 Police Related Services	Note 3, 9, 11, 12	1,411,600	274,700	(1,136,900)
502912 Licenses & Permits	Note 2, 3	318,000	323,000	5,000
502928 Community Events		10,000	8,000	(2,000)
<b>Purchased Services - Subtotals</b>		<b>5,628,100</b>	<b>4,440,400</b>	<b>(1,187,700)</b>
505343 Fuels & Lubricants	Note 2, 3	2,322,200	2,802,100	479,900
505478 Personal/Safety Supplies/Clothing	Note 3	1,258,300	1,135,700	(122,600)
505758 Automotive Parts		10,000	10,000	0
505775 Small Tools & Parts		18,900	18,900	0
505981 Police Related Supplies	Note 2, 9	140,300	147,300	7,000
505989 Publications		5,200	3,900	(1,300)
505990 Office Supplies		101,800	99,600	(2,200)
<b>Materials &amp; Supplies - Subtotals</b>		<b>3,856,700</b>	<b>4,217,500</b>	<b>360,800</b>
506173 Office Furniture & Equipment		4,000	5,000	1,000

Branch: Corporate Support Directorate

By Expenditure Type		2011 Budget	2012 Budget	Increase / (Decrease)
506175 Computers/Peripherals/Software	Note 3	222,900	215,000	(7,900)
506178 Miscellaneous Equipment		96,000	96,000	0
Fixed Assets - Subtotals		322,900	316,000	(6,900)
507320 Reserve Fund Capital Projects	Note 15	2,143,000	2,943,000	800,000
Financial Charges - Subtotals		2,143,000	2,943,000	800,000
604004 Labour/Salary		35,000	35,000	0
604161 Fleet Outside Repair	Note 3, 11	2,088,000	1,948,000	(140,000)
604163 Fleet Outside Fuel	Note 2, 3	0	170,000	170,000
660201 Program Facility Costs	Note 2, 3, 4	5,899,700	5,885,700	(14,000)
Secondary Costs - Subtotals		8,022,700	8,038,700	16,000
Expenditure - Totals		36,397,100	35,941,100	(456,000)
406027 One-Time Funding Reserve Funds	Note 7, 12	(1,628,300)	(35,000)	1,593,300
407005 Sundry		(2,000)	(2,000)	0
407079 Alarm Compliance	Note 14	(1,000,000)	(1,150,000)	(150,000)
604078 Infra Maint-Operating		(475,000)	(475,000)	0
Revenues / Recoveries - Totals		(3,105,300)	(1,662,000)	1,443,300
Totals		33,291,800	34,279,100	987,300

Notes:

1. Salary increments for staff moving through their salary grid, benefit increase including OMERS rate increase.
2. Inflationary/actual pressures - Fuel, others.
3. Across the Service Reductions / Efficiencies / Revenue, - refer to Annex A-6.
4. Zero-based budget analysis & "right sizing".
7. IT Network Analyst, 4 month temporary assignment - \$35K, (one-time funding from reserves) - refer to Annex A-
9. Operating Pressures - New Requests, - refer to Annex A-4.
11. Budget re-alignment.
12. Removal of 2011 One Time funding and One Time costs not required in 2012.
14. User Fee Policy & Base adjustments or change in demand for service.
15. PAYG Fleet Capital Contributions, \$800K.

Branch: Resourcing and Development Directorate

By Expenditure Type		2011 Budget	2012 Budget	Increase / (Decrease)
501059 Statutory Holiday Overtime Expense		2,100	2,100	0
501110 Compensation	Note 1, 3, 12	7,425,400	7,854,900	429,500
501113 Clothing Allowance		1,000	0	(1,000)
501114 Dry Cleaning		29,200	29,600	400
501132 Pay in Lieu of Benefits	Note 3, 12	21,500	6,700	(14,800)
501144 Court Overtime - Police		2,700	2,700	0
501150 Overtime		131,600	131,600	0
501151 Shift Premium		200	200	0
501193 Vacation Pay	Note 3, 12	14,400	4,500	(9,900)
501401 Salary Benefits	Note 1, 3, 12	1,686,000	1,904,500	218,500
501590 Tuition Fees		30,000	30,000	0
<b>Salaries &amp; Benefits - Subtotals</b>		<b>9,344,100</b>	<b>9,966,800</b>	<b>622,700</b>
502112 Employee Development & Travel	Note 3, 9	638,800	649,500	10,700
502113 Local Transportation		400	0	(400)
502114 Employee Recognition/Commendations		18,000	16,100	(1,900)
502115 Non-Taxable Car Mileage		29,600	25,200	(4,400)
502210 Advertising, Promotion & Publication		3,500	2,500	(1,000)
502215 Career Advertising		3,000	3,000	0
502330 Professional Services	Note 3, 5, 9	477,000	387,300	(89,700)
502350 Medical Services	Note 3	40,000	30,000	(10,000)
502394 Receptions & Luncheons		14,600	13,100	(1,500)
502395 Memberships		6,200	6,000	(200)
502443 R & M - Office Equipment		10,000	10,000	0
502478 R & M - Miscellaneous	Note 3	90,000	65,000	(25,000)
502692 Parking	Note 2	50,000	57,000	7,000
502899 Police Related Services		28,000	32,000	4,000
<b>Purchased Services - Subtotals</b>		<b>1,409,100</b>	<b>1,296,700</b>	<b>(112,400)</b>
505478 Personal/Safety Supplies/Clothing		10,500	10,300	(200)
505775 Small Tools & Parts	Note 3	75,000	42,200	(32,800)
505981 Police Related Supplies		5,000	7,000	2,000
505984 Program Supplies	Note 12	59,000	34,000	(25,000)
505989 Publications		2,900	3,600	700
505990 Office Supplies		25,700	25,500	(200)
505992 Ammunition and Explosives	Note 3	256,100	250,000	(6,100)
<b>Materials &amp; Supplies - Subtotals</b>		<b>434,200</b>	<b>372,600</b>	<b>(61,600)</b>
506173 Office Furniture & Equipment	Note 3	20,000	15,000	(5,000)
506178 Miscellaneous Equipment	Note 3	173,700	162,600	(11,100)
<b>Fixed Assets - Subtotals</b>		<b>193,700</b>	<b>177,600</b>	<b>(16,100)</b>
604017 Micro/Other Training - City		25,000	25,000	0
<b>Secondary Costs - Subtotals</b>		<b>25,000</b>	<b>25,000</b>	<b>0</b>
<b>Expenditure - Totals</b>		<b>11,406,100</b>	<b>11,838,700</b>	<b>432,600</b>
406027 One-Time Funding Reserve Funds	Note 5, 12	(470,500)	(100,000)	370,500
509711 Expenditure Recoveries		(4,500)	(4,500)	0
<b>Revenues / Recoveries - Totals</b>		<b>(475,000)</b>	<b>(104,500)</b>	<b>370,500</b>
<b>Totals</b>		<b>10,931,100</b>	<b>11,734,200</b>	<b>803,100</b>

Notes:

1. Salary increments for staff moving through their salary grid, benefit increase including OMERS rate increase.
2. Inflationary/actual pressures.
3. Across the Service Reductions / Efficiencies / Revenue, - refer to Annex A-6.
5. Labour Relations Employee Census \$100K, (one-time funding from reserves) - refer to Annex A-4.
9. Operating Pressures - New Requests, - refer to Annex A-4.
12. Removal of 2011 One Time funding and One Time costs not required in 2012.

Branch: Support Services Directorate

By Expenditure Type	2011 Budget	2012 Budget	Increase / (Decrease)
501059 Statutory Holiday Overtime Expense	101,100	101,100	0
501110 Compensation Note 1, 6, 12	20,636,100	20,645,400	9,300
501113 Clothing Allowance	1,100	0	(1,100)
501114 Dry Cleaning	32,100	32,100	0
501132 Pay In Lieu of Benefits Note 12	15,900	12,900	(3,000)
501144 Court Overtime - Police	19,400	19,400	0
501150 Overtime	119,300	119,300	0
501151 Shift Premium	249,900	249,900	0
501192 Terminal Allowance	6,300	6,300	0
501193 Vacation Pay Note 12	10,700	8,700	(2,000)
501197 Supplemental EI Benefits	18,600	18,600	0
501401 Salary Benefits Note 1, 6, 12	4,802,900	5,001,100	198,200
Salaries & Benefits - Subtotals	26,013,400	26,214,800	201,400
502112 Employee Development & Travel	34,400	34,400	0
502115 Non-Taxable Car Mileage	1,000	1,000	0
502394 Receptions & Luncheons	3,700	3,700	0
502395 Memberships	1,000	1,000	0
502445 R & M - Systems	90,300	90,300	0
502478 R & M - Miscellaneous	7,500	7,500	0
502610 Property Leases Note 3	20,000	0	(20,000)
502899 Police Related Services	25,500	25,500	0
Purchased Services - Subtotals	183,400	163,400	(20,000)
505100 Food & Beverages	78,200	78,200	0
505478 Personal/Safety Supplies/Clothing	2,500	2,500	0
505981 Police Related Supplies Note 3	70,600	60,600	(10,000)
505989 Publications	2,200	2,200	0
505990 Office Supplies	27,600	27,600	0
Materials & Supplies - Subtotals	181,100	171,100	(10,000)
506173 Office Furniture & Equipment	2,200	2,200	0
506178 Miscellaneous Equipment	9,800	9,800	0
Fixed Assets - Subtotals	12,000	12,000	0
604126 City Communication System	452,000	452,000	0
Secondary Costs - Subtotals	452,000	452,000	0
Expenditure - Totals	26,841,900	27,013,300	171,400
402007 Provincial Conditional Transfers Note 10	(30,000)	(630,000)	(600,000)
406027 One-Time Funding Reserve Funds Note 6, 12	(50,000)	(56,600)	(6,600)
604172 911 System Note 1	(1,559,500)	(1,611,000)	(51,500)
Revenues / Recoveries - Totals	(1,639,500)	(2,297,600)	(658,100)
Totals	25,202,400	24,715,700	(486,700)

Notes:

- Salary increments for staff moving through their salary grid, benefit increase including OMERS rate increase. Some of the increases are offset by revenue - 911.
- Across the Service Reductions / Efficiencies / Revenue, - refer to Annex A-6.
- Cellblock Project Manager & Specialist, 3 month temporary assignment - \$56.6K, (one-time funding from reserves) - refer to Annex A-5.
- Provincial Upload of Court costs, \$600,000, year 1 of 7.
- Removal of 2011 One Time funding and One Time costs not required in 2012.

Branch: Emergency Operations Directorate

By Expenditure Type	2011 Budget	2012 Budget	Increase / (Decrease)
501059 Statutory Holiday Overtime Expense	78,700	78,700	0
501110 Compensation	12,156,200	12,156,100	(100)
501113 Clothing Allowance	1,100	1,100	0
501114 Dry Cleaning	46,400	46,400	0
501144 Court Overtime - Police	34,600	34,600	0
501149 Special Overtime - Off-Duty	2,000,000	2,000,000	0
501150 Overtime	741,500	741,500	0
501151 Shift Premium	12,600	12,600	0
501192 Terminal Allowance	119,100	119,100	0
501401 Salary Benefits Note 1	2,811,400	2,929,700	118,300
501511 Taxable Car Allowance	26,000	26,000	0
<b>Salaries &amp; Benefits - Subtotals</b>	<b>18,027,600</b>	<b>18,145,800</b>	<b>118,200</b>
502112 Employee Development & Travel Note 3, 9	256,000	269,300	13,300
502115 Non-Tax Car Mileage	2,000	2,000	0
502132 Telephone Network Charge	13,400	13,400	0
502134 Data/Communication Devices - Air Time	4,800	4,800	0
502139 Pagers	500	500	0
502210 Advertising, Promotion & Publication	3,200	3,200	0
502330 Professional Services	44,200	41,700	(2,500)
502357 Oxygen Supply & Service	1,500	3,500	2,000
502373 Insurance	5,000	5,000	0
502394 Receptions & Luncheons	2,100	2,100	0
502395 Memberships	6,000	5,700	(300)
502442 R & M - Buildings	12,000	9,000	(3,000)
502444 R & M - Vehicles	25,000	25,000	0
502478 R & M - Miscellaneous	33,500	36,000	2,500
502610 Property Leases Note 3	49,000	44,000	(5,000)
502620 Rentals - Vehicles & Equipment Note 3	10,000	5,000	(5,000)
502694 Rentals - Photocopy Equipment	2,400	2,400	0
502899 Police Related Services	53,600	53,400	(200)
<b>Purchased Services - Subtotals</b>	<b>524,200</b>	<b>526,000</b>	<b>1,800</b>
505343 Fuels & Lubricants	25,500	25,500	0
505478 Personal/Safety Supplies/Clothing Note 3, 9	275,800	314,700	38,900
505770 Laboratory Supplies	5,400	5,400	0
505775 Small Tools & Parts	2,500	2,500	0
505981 Police Related Supplies Note 3, 9	160,100	189,600	29,500
505984 Program Supplies Note 3	79,000	59,000	(20,000)
505989 Publications	13,900	13,900	0
505990 Office Supplies	26,400	26,400	0
505992 Ammunition and Explosives Note 3	135,300	131,300	(4,000)
<b>Materials &amp; Supplies - Subtotals</b>	<b>723,900</b>	<b>768,300</b>	<b>44,400</b>
506178 Miscellaneous Equipment Note 3	173,100	158,100	(15,000)
<b>Fixed Assets - Subtotals</b>	<b>173,100</b>	<b>158,100</b>	<b>(15,000)</b>
507330 Reserve Funds - Other	21,200	21,200	0
<b>Financial Charges - Subtotals</b>	<b>21,200</b>	<b>21,200</b>	<b>0</b>
<b>Expenditure - Totals</b>	<b>19,470,000</b>	<b>19,619,400</b>	<b>149,400</b>
402007 Provincial Conditional Transfers	(40,000)	(40,000)	0



Branch: Emergency Operations Directorate

By Expenditure Type	2011 Budget	2012 Budget	Increase / (Decrease)
407005 Sundry	(2,992,000)	(2,992,000)	0
407073 Off-Duty Policing	(2,660,000)	(2,740,000)	(80,000)
604101 Police Services - Off-Duty Policing	(75,000)	(75,000)	0
Revenues / Recoveries - Totals	(5,767,000)	(5,847,000)	(80,000)
Totals	13,703,000	13,772,400	69,400

Notes:

1. Benefit increase including OMERS rate increase. Some of the increases are offset by revenue - Off-Duty Policing.
3. Across the Service Reductions / Efficiencies / Revenue, - refer to Annex A-6.
9. Operating Pressures - New Requests, - refer to Annex A-4.

Branch: Criminal Investigative Directorate			
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By Expenditure Type		2011 Budget	2012 Budget	Increase / (Decrease)
501059	Statutory Holiday Overtime Expense	69,000	69,000	0
501110	Compensation	24,493,100	24,593,400	100,300
501113	Clothing Allowance	248,400	249,200	800
501114	Dry Cleaning	90,400	90,700	300
501132	Pay in Lieu of Benefits	5,000	5,000	0
501144	Court Overtime - Police	414,500	414,500	0
501150	Overtime	1,043,800	1,043,800	0
501151	Shift Premium	14,800	14,800	0
501193	Vacation Pay	3,400	3,400	0
501401	Salary Benefits	5,664,900	5,906,000	241,100
Salaries & Benefits - Subtotals		32,047,300	32,389,800	342,500
502112	Employee Development & Travel	248,000	252,000	4,000
502115	Non-Taxable Car Mileage	300	0	(300)
502132	Telephone Network Charge	79,600	79,100	(500)
502134	Data/Communication Devices - Air Time	10,000	10,000	0
502210	Advertising, Promotion & Publication	1,900	2,500	600
502330	Professional Services	27,000	24,700	(2,300)
502373	Insurance	200	200	0
502394	Receptions & Luncheons	4,500	5,900	1,400
502395	Memberships	7,200	7,600	400
502443	R & M - Equipment	9,000	10,000	1,000
502445	R & M - Systems	4,400	43,500	39,100
502478	R & M - Miscellaneous	45,000	45,000	0
502610	Property Leases	6,500	6,500	0
502620	Rentals - Vehicles & Equipment	71,200	70,900	(300)
502899	Police Related Services	53,700	53,700	0
502912	Licenses & Permits	1,000	1,000	0
Purchased Services - Subtotals		569,500	612,600	43,100
505343	Fuels & Lubricants	35,000	35,000	0
505478	Personal/Safety Supplies/Clothing	4,400	6,400	2,000
505770	Laboratory Supplies	25,000	25,000	0
505776	Investigative Supplies	216,600	186,600	(30,000)
505981	Police Related Supplies	155,400	137,300	(18,100)
505984	Program Supplies	0	90,000	90,000
505989	Publications	4,600	4,300	(300)
505990	Office Supplies	59,400	59,900	500
Materials & Supplies - Subtotals		500,400	544,500	44,100
506178	Miscellaneous Equipment	149,000	96,000	(53,000)
Fixed Assets - Subtotals		149,000	96,000	(53,000)
Expenditure - Totals		33,266,200	33,642,900	376,700
402007	Provincial Conditional Transfers	(624,000)	(714,000)	(90,000)
407081	Secondment Revenue	(280,000)	(280,000)	0
509711	Expenditure Recoveries	0	(36,000)	(36,000)
Revenues / Recoveries - Totals		(904,000)	(1,030,000)	(126,000)
Totals		32,362,200	32,612,900	250,700

Notes:

1. Salary increments for staff moving through their salary grid, benefit increase including OMERS rate increase.
3. Across the Service Reductions / Efficiencies / Revenue, - refer to Annex A-6.
4. Zero-based budget analysis & "right sizing".
11. Budget re-alignment. \$90K in Program Supplies offset by Provincial Grant Revenue.

Branch: District Directorate

By Expenditure Type		2011 Budget	2012 Budget	Increase / (Decrease)
501059 Statutory Holiday Overtime Expense		140,700	140,700	0
501110 Compensation	Note 1, 11	26,321,500	26,149,100	(172,400)
501113 Clothing Allowance		117,500	114,400	(3,100)
501114 Dry Cleaning		104,300	103,600	(700)
501144 Court Overtime - Police		226,200	226,200	0
501150 Overtime		171,500	171,500	0
501151 Shift Premium		24,100	24,100	0
501193 Vacation Pay		800	1,000	200
501401 Salary Benefits	Note 1, 11	6,130,500	6,345,400	214,900
<b>Salaries &amp; Benefits - Subtotals</b>		<b>33,237,100</b>	<b>33,276,000</b>	<b>38,900</b>
502112 Employee Development & Travel	Note 9	75,500	77,200	1,700
502115 Non- Taxable Car Mileage		2,300	1,800	(500)
502210 Advertising, Promotion & Publication		6,500	4,500	(2,000)
502394 Receptions & Luncheons		26,200	26,000	(200)
502395 Memberships		500	500	0
502620 Rentals - Vehicles & Equipment	Note 9	0	2,500	2,500
502899 Police Related Services		1,700	2,400	700
<b>Purchased Services - Subtotals</b>		<b>112,700</b>	<b>114,900</b>	<b>2,200</b>
505776 Investigative Supplies	Note 3	27,000	23,600	(3,400)
505981 Police Related Supplies	Note 9	58,300	61,300	3,000
505989 Publications	Note 3	8,700	0	(8,700)
505990 Office Supplies		31,900	31,900	0
<b>Materials &amp; Supplies - Subtotals</b>		<b>125,900</b>	<b>116,800</b>	<b>(9,100)</b>
506178 Miscellaneous Equipment		14,300	11,800	(2,500)
<b>Fixed Assets - Subtotals</b>		<b>14,300</b>	<b>11,800</b>	<b>(2,500)</b>
<b>Expenditure - Totals</b>		<b>33,490,000</b>	<b>33,519,500</b>	<b>29,500</b>
<b>Totals</b>		<b>33,490,000</b>	<b>33,519,500</b>	<b>29,500</b>

Notes:

1. Salary increments for staff moving through their salary grid, benefit increase including OMERS rate increase.
3. Across the Service Reductions / Efficiencies / Revenue, - refer to Annex A-6.
9. Operating Pressures - New Requests, - refer to Annex A-4.
11. Budget re-alignment.

Branch: Patrol Directorate

By Expenditure Type	2011 Budget	2012 Budget	Increase / (Decrease)
501059 Statutory Holiday Overtime Expense	491,100	491,100	0
501110 Compensation Note 1, 11	44,124,200	44,660,100	535,900
501113 Clothing Allowance	1,100	0	(1,100)
501114 Dry Cleaning	185,800	185,400	(400)
501144 Court Overtime - Police	562,800	562,800	0
501150 Overtime	280,100	280,100	0
501151 Shift Premium	127,900	127,900	0
501401 Salary Benefits Note 1, 11	10,255,600	10,820,100	564,500
<b>Salaries &amp; Benefits - Subtotals</b>	<b>56,028,600</b>	<b>57,127,500</b>	<b>1,098,900</b>
502112 Employee Development & Travel	25,100	25,100	0
502115 Non- Taxable Car Mileage	100	100	0
502394 Receptions & Luncheons	3,100	3,100	0
<b>Purchased Services - Subtotals</b>	<b>28,300</b>	<b>28,300</b>	<b>0</b>
505981 Police Related Supplies Note 3	30,300	24,200	(6,100)
505989 Publications Note 3	2,000	1,100	(900)
505990 Office Supplies	28,700	28,700	0
<b>Materials &amp; Supplies - Subtotals</b>	<b>61,000</b>	<b>54,000</b>	<b>(7,000)</b>
506178 Miscellaneous Equipment	12,700	12,700	0
<b>Fixed Assets - Subtotals</b>	<b>12,700</b>	<b>12,700</b>	<b>0</b>
<b>Expenditure - Totals</b>	<b>56,130,600</b>	<b>57,222,500</b>	<b>1,091,900</b>
<b>Totals</b>	<b>56,130,600</b>	<b>57,222,500</b>	<b>1,091,900</b>

Notes:

1. Salary increments for staff moving through their salary grid, benefit increase including OMERS rate increase.
3. Across the Service Reductions / Efficiencies / Revenue, - refer to Annex A-6.
11. Budget re-alignment.

Branch: Corporate Accounts

By Expenditure Type		2011 Budget	2012 Budget	Increase / (Decrease)	
501059	Statutory Holiday Overtime Expense	Note 4	137,500	140,000	2,500
501093	WSIB Admin Charges	Note 4	170,000	150,000	(20,000)
501094	WSIB Permanent Awards	Note 2	800,000	820,000	20,000
501110	Compensation	Note 1	12,332,100	19,502,100	7,170,000
501114	Dry Cleaning		10,500	10,500	0
501117	Meal Allowance	Note 4	15,000	10,000	(5,000)
501144	Court Overtime - Police		2,600	2,600	0
501151	Shift Premium		200,000	200,000	0
501194	WSIB Payments	Note 2	550,000	570,000	20,000
501195	EI Rebates - Police		66,000	66,000	0
501197	Supplemental EI Benefits		150,000	150,000	0
501401	Salary Benefits	Note 1	654,800	699,100	44,300
501998	Provision For Gapping		(5,320,000)	(5,320,000)	0
Salaries & Benefits - Subtotals			9,768,500	17,000,300	7,231,800
502112	Employee Development & Travel	Note 11	67,300	71,900	4,600
502113	Local Transportation		500	500	0
502330	Professional Services		60,000	60,000	0
502387	Liability Claims		50,000	50,000	0
502395	Memberships		15,000	15,000	0
502396	Outside Printing		10,000	10,000	0
502692	Parking		127,000	127,000	0
502899	Police Related Services	Note 8, 11	111,300	523,600	412,300
Purchased Services - Subtotals			441,100	858,000	416,900
505478	Personal/Safety Supplies/Clothing		4,300	4,300	0
505981	Police Related Supplies		41,500	43,400	1,900
Materials & Supplies - Subtotals			45,800	47,700	1,900
506178	Miscellaneous Equipment		15,000	10,800	(4,200)
Fixed Assets - Subtotals			15,000	10,800	(4,200)
507320	Reserve Funds Capital Projects	Note 15	11,155,000	10,755,000	(400,000)
507320	Reserve Fund-Facilities Strategic Plan	Note 15		600,000	600,000
507411	Allowance - Doubtful Accounts		30,000	30,000	0
508930	Banking Service Charges		1,200	1,200	0
Financial Charges - Subtotals			11,186,200	11,386,200	200,000
604002	Reproduction & Printing		150,000	150,000	0
604182	Supply Management		100,000	100,000	0
Secondary Costs - Subtotals			250,000	250,000	0
Expenditure - Totals			21,706,600	29,553,000	7,846,400
402007	Provincial Conditional Transfers		(5,017,000)	(5,017,000)	0
406027	One-Time Funding Reserve Funds	Note 8	0	(400,000)	(400,000)
407005	Sundry		(103,000)	(103,000)	0
407074	F.O.I. Requests		(2,000)	(2,000)	0
407075	Records Clearance Checks	Note 3, 14	(1,402,000)	(1,498,000)	(96,000)
407078	Occurrence/Accident Reports	Note 14	(200,000)	(210,000)	(10,000)
407081	Secondment Revenue	Note 1	(3,500,200)	(3,614,800)	(114,600)
509711	Expenditure Recoveries		(86,000)	(86,000)	0
Revenues / Recoveries - Totals			(10,310,200)	(10,930,800)	(620,600)
Totals			11,396,400	18,622,200	7,225,800

Branch: Corporate Accounts

By Expenditure Type	2011 Budget	2012 Budget	Increase / (Decrease)
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Notes:

1. Provision for 2011/2012 collective agreement settlement, salary increments for staff moving through their salary grid, responsibility pay, benefit increase including OMERS rate increase. Some of these increases are offset by revenue - Secondments.
2. Inflationary/actual pressures.
3. Across the Service Reductions / Efficiencies / Revenue, - refer to Annex A-6.
4. Zero-based budget analysis & "right sizing".
8. Core Service Review Project, \$400K, (one time funding from reserves) - refer to Annex A-5.
11. Budget re-alignment.
14. User Fee Policy & Base adjustments or change in demand for service.
15. Reduction to PAYG General Capital Contributions, (\$400)K and PAYG Capital Contribution to Facilities Strategic Plan, \$600K (Provincial Upload of Court costs).

Branch: Fiscal Accounts
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By Expenditure Type	2011 Budget	2012 Budget	Increase / (Decrease)	
501110 Compensation	397,100	397,100	0	
501113 Clothing Allowance	1,000	1,000	0	
501114 Dry Cleaning	1,000	1,000	0	
501123 Unused Annual	740,000	740,000	0	
501143 Survivor Benefit	60,000	60,000	0	
501144 Court Overtime - Police	2,900	2,900	0	
501192 Terminal Allowance	Note 1	5,150,000	3,300,000	(1,850,000)
501195 EI Rebates - Police	800	800	0	
501401 Salary Benefits	210,200	210,200	0	
501422 Benefit For Retirees	1,200,000	1,200,000	0	
Salaries & Benefits - Subtotals	7,763,000	5,913,000	(1,850,000)	
502387 Liability Claims	311,400	311,400	0	
Purchased Services - Subtotals	311,400	311,400	0	
508801 Debt Charges	Note 13	4,543,000	5,478,000	935,000
Financial Charges Totals	4,543,000	5,478,000	935,000	
604167 Insurance	414,300	414,300	0	
604168 Insurance Premiums	Note 2	290,200	345,200	55,000
Secondary Cost Totals	704,500	759,500	55,000	
Expenditure - Totals	13,321,900	12,461,900	(860,000)	
406021 Development Charge Revenue	Note 13	(1,533,000)	(1,565,000)	(32,000)
Revenues / Recoveries - Totals	(1,533,000)	(1,565,000)	(32,000)	
Totals	11,788,900	10,896,900	(892,000)	

Notes:

1. Retirement costs reduction.
2. Inflationary/actual pressures
13. Servicing of old debt offset in part by Development Charge Revenue - 406021.





Summary By  
Expenditure Type  
Program Summary



**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Police Services Board</u></b>			
501110 Compensation	202,900	205,500	2,600
501401 Salary Benefits	48,100	50,800	2,700
502112 Employee Development & Travel	28,000	28,000	0
502115 Car Mileage	1,000	1,000	0
502122 Freight/Courier/Service	1,500	1,500	0
502131 Cablevision & Communications	0	800	800
502134 Cellular Phones	1,000	1,000	0
502209 Major Newspaper Ads	7,000	9,500	2,500
502210 Advertising, Promotion & Publication	7,500	10,000	2,500
502213 Radio, TV & Other	500	500	0
502311 Official Language Translation	1,000	5,000	4,000
502330 Professional Services	20,000	25,000	5,000
502395 Memberships	10,000	10,000	0
502660 Rentals - Communications, Computer	500	500	0
502692 Parking Expenses	12,500	6,500	(6,000)
502899 Police Related Services	3,600	3,600	0
502928 Community Events	3,000	3,000	0
505100 Food & Beverages	2,500	2,500	0
505990 Office Supplies	1,900	1,900	0
507212 Grants - Municipal Programs	27,000	27,000	0
604001 External Printing	200	200	0
604002 Internal Printing	9,500	9,500	0
604023 Postage	200	200	0
604024 Courier	200	200	0
604073 Legal Recovery for Legal Services	313,900	313,900	0
604301 Photocopy	1,500	1,500	0
	<b>\$705,000</b>	<b>\$719,100</b>	<b>\$14,100</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Executive Command</u></b>			
501110 Compensation	1,028,600	1,100,200	71,600
501150 Overtime	14,000	14,000	0
501320 Non Taxable Allowance - Honorarium	1,500	1,500	0
501401 Salary Benefits	236,200	252,100	15,900
502112 Employee Development & Travel	40,500	40,500	0
502115 Car Mileage	400	400	0
502394 Receptions & Luncheons	17,600	5,000	(12,600)
502395 Memberships	4,000	0	(4,000)
502899 Police Related Services	1,000	0	(1,000)
505981 Police Related Supplies	6,500	7,500	1,000
505989 Publications / Printed Matter	500	500	0
505990 Office Supplies	12,400	12,400	0
505996 Promotional Items	8,200	8,200	0
	<b>\$1,371,400</b>	<b>\$1,442,300</b>	<b>\$70,900</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Legal Services</u></b>			
501110 Compensation	429,600	438,300	8,700
501132 Lieu of Benefits	3,300	3,300	0
501193 Vacation Pay	2,200	2,200	0
501401 Salary Benefits	94,300	100,200	5,900
502112 Employee Development & Travel	7,100	7,100	0
502115 Car Mileage	1,500	1,500	0
502320 Legal Fees	10,000	10,000	0
502394 Receptions & Luncheons	500	500	0
502395 Memberships	6,500	5,700	(800)
505989 Publications / Printed Matter	6,000	6,000	0
505990 Office Supplies	3,000	3,000	0
	<b>\$564,000</b>	<b>\$577,800</b>	<b>\$13,800</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Executive Support</u></b>			
501110 Compensation	207,200	207,200	0
501113 Clothing Allowance	1,100	0	(1,100)
501114 Dry Cleaning	400	400	0
501150 Overtime	2,700	2,700	0
501401 Salary Benefits	49,100	51,200	2,100
502112 Employee Development & Travel	3,400	3,400	0
502394 Receptions & Luncheons	400	400	0
502395 Memberships	500	0	(500)
502899 Police Related Services	6,000	6,000	0
505981 Police Related Supplies	17,500	17,500	0
505989 Publications / Printed Matter	200	200	0
	<b>\$288,500</b>	<b>\$289,000</b>	<b>\$500</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Planning, Performance &amp; Research</u></b>			
501110 Compensation	1,936,100	2,036,400	100,300
501114 Dry Cleaning	800	1,100	300
501150 Overtime	2,100	2,100	0
501401 Salary Benefits	458,400	502,500	44,100
502112 Employee Development & Travel	23,600	23,600	0
502115 Car Mileage	2,000	2,000	0
502210 Advertising, Promotion & Publication	3,500	3,500	0
502330 Professional Services	38,200	38,200	0
502394 Receptions & Luncheons	600	600	0
502395 Memberships	1,400	1,400	0
502396 Outside Printing	19,500	15,000	(4,500)
502445 R & M - Systems	10,000	10,000	0
505981 Police Related Supplies	1,000	1,000	0
505989 Publications / Printed Matter	500	500	0
505990 Office Supplies	4,000	4,000	0
407075 Revenue - Records Clearance Checks	(160,000)	(160,000)	0
	<b>\$2,341,700</b>	<b>\$2,481,900</b>	<b>\$140,200</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Community Development &amp; Corp. Communications</u></b>			
501110 Compensation	1,137,100	1,137,100	0
501113 Clothing Allowance	2,100	2,100	0
501114 Dry Cleaning	1,400	1,400	0
501144 Court Time	300	300	0
501150 Overtime	8,800	8,800	0
501401 Salary Benefits	268,900	280,100	11,200
502112 Employee Development & Travel	23,700	22,400	(1,300)
502113 Local Transportation	1,200	1,200	0
502115 Car Mileage	200	200	0
502210 Advertising, Promotion & Publication	46,000	54,600	8,600
502311 Official Language Translation	70,000	65,000	(5,000)
502312 Language Interpretation	5,000	5,000	0
502330 Professional Services	56,800	53,000	(3,800)
502394 Receptions & Luncheons	4,300	4,300	0
502395 Memberships	600	600	0
502396 Outside Printing	50,700	50,700	0
502445 R & M - Systems	35,900	35,900	0
502478 Misc. Repair and Maintenance	1,500	1,500	0
502899 Police Related Services	6,000	6,000	0
502913 Public Consultation	71,800	71,500	(300)
505981 Police Related Supplies	7,000	7,000	0
505989 Publications / Printed Matter	29,800	29,000	(800)
505990 Office Supplies	3,500	3,000	(500)
506178 Fixed Assets - Misc. Equipment	16,500	16,000	(500)
509994 One time funding requests		0	0
406027 One Time Funding From Reserve Funds		0	0
	<b>\$1,849,100</b>	<b>\$1,856,700</b>	<b>\$7,600</b>



**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Professional Standards</u></b>			
501059 Statutory Holiday Overtime Expense	300	300	0
501110 Compensation	1,418,300	1,418,200	(100)
501113 Clothing Allowance	9,300	9,300	0
501114 Dry Cleaning	3,900	3,900	0
501144 Court Time	200	200	0
501150 Overtime	1,800	1,800	0
501401 Salary Benefits	333,500	347,500	14,000
502112 Employee Development & Travel	28,800	28,800	0
502320 Legal Fees	98,000	98,000	0
502330 Professional Services	8,000	8,000	0
502394 Receptions & Luncheons	1,100	1,100	0
502395 Memberships	1,500	1,500	0
502671 Inspections - Audit Related Travel	10,000	10,000	0
502899 Police Related Services	70,000	60,000	(10,000)
505981 Police Related Supplies	900	900	0
505989 Publications / Printed Matter	2,600	2,600	0
505990 Office Supplies	8,500	8,500	0
	<b>\$1,996,700</b>	<b>\$2,000,600</b>	<b>\$3,900</b>

Department: *OTTAWA POLICE SERVICE*

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Divisional Support - Corporate Support</u></b>			
501110 Compensation	207,300	207,300	0
501401 Salary Benefits	49,100	51,200	2,100
502112 Employee Development & Travel	7,300	7,300	0
502115 Car Mileage	200	200	0
502394 Receptions & Luncheons	500	500	0
502395 Memberships	1,900	1,900	0
505990 Office Supplies	400	400	0
	<b>\$266,700</b>	<b>\$268,800</b>	<b>\$2,100</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Financial Services / Alarm / Mail</u></b>			
501110 Compensation	1,666,800	1,666,800	0
501114 Dry Cleaning	1,400	1,400	0
501132 Lieu of Benefits	400	400	0
501150 Overtime	30,600	30,600	0
501193 Vacation Pay	300	300	0
501401 Salary Benefits	393,500	410,200	16,700
502112 Employee Development & Travel	10,200	10,000	(200)
502115 Car Mileage	1,600	1,600	0
502121 Postage	53,500	50,000	(3,500)
502122 Freight/Courier/Service	25,000	25,000	0
502210 Advertising, Promotion & Publication	500	500	0
502394 Receptions & Luncheons	800	800	0
502395 Memberships	3,000	3,200	200
502443 R & M - Equipment	3,000	3,000	0
502478 Misc. Repair and Maintenance	1,500	1,500	0
502650 Miscellaneous Rentals	23,800	23,800	0
502694 Print Service Systems (Photocopiers)	88,000	88,000	0
502899 Police Related Services	1,000	1,000	0
505981 Police Related Supplies	2,000	2,000	0
505990 Office Supplies	17,800	17,500	(300)
506173 Fixed Assets - Furniture & Equip.	2,000	2,000	0
506178 Fixed Assets - Misc. Equipment	3,000	3,000	0
407079 Revenue - False Alarm Fines	(1,000,000)	(1,150,000)	(150,000)
	<b>\$1,329,700</b>	<b>\$1,192,600</b>	<b>(\$137,100)</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Material &amp; Evidence</u></b>			
501059 Statutory Holiday Overtime Expense	8,000	8,000	0
501110 Compensation	2,574,800	2,330,300	(244,500)
501113 Clothing Allowance	1,100	1,100	0
501114 Dry Cleaning	12,500	12,500	0
501132 Lieu of Benefits	11,400	2,200	(9,200)
501150 Overtime	26,800	26,800	0
501151 Shift Premium	7,200	7,200	0
501193 Vacation Pay	7,600	1,500	(6,100)
501401 Salary Benefits	578,500	567,000	(11,500)
502112 Employee Development & Travel	20,000	20,000	0
502123 Brokerage Services	500	500	0
502330 Professional Services	55,000	56,100	1,100
502394 Receptions & Luncheons	1,100	900	(200)
502395 Memberships	1,200	1,000	(200)
502443 R & M - Equipment	6,000	6,000	0
502444 R & M - Vehicles	(39,000)	156,000	195,000
502478 Misc. Repair and Maintenance	61,000	61,000	0
502620 Rentals - Vehicles & Equipment	44,000	44,000	0
502899 Police Related Services	105,800	103,700	(2,100)
502912 Licences & Permits	57,000	58,000	1,000
505343 Fuels & Lubricants	2,322,200	2,802,100	479,900
505478 Personal/Safety Supplies/Clothing	1,258,300	1,135,700	(122,600)
505758 Automotive Parts	10,000	10,000	0
505775 Small Tools & Parts	18,900	18,900	0
505981 Police Related Supplies	138,300	145,300	7,000
505989 Publications / Printed Matter	900	900	0
505990 Office Supplies	35,000	33,100	(1,900)
506178 Fixed Assets - Misc. Equipment	78,000	78,000	0
507320 Reserve Fund Capital Projects	2,143,000	2,943,000	800,000
509993 Fleet Requests - Capital	0	0	0
509997 Staffing Requests	0	0	0
604161 Fleet Internal Allocation - Maintenance	2,088,000	1,948,000	(140,000)
604163 Fleet Internal Allocation - Fuel	0	170,000	170,000
406027 One Time Funding From Reserve Funds	(294,000)	0	294,000
407005 General Other Revenue	(2,000)	(2,000)	0
	<b>\$11,337,100</b>	<b>\$12,746,800</b>	<b>\$1,409,700</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Police Facilities</u></b>			
501110 Compensation	760,200	760,200	0
501150 Overtime	11,300	11,300	0
501401 Salary Benefits	180,100	187,700	7,600
502112 Employee Development & Travel	12,100	8,500	(3,600)
502115 Car Mileage	7,500	7,500	0
502122 Freight/Courier/Service	7,000	7,000	0
502379 Security Services	38,000	18,300	(19,700)
502394 Receptions & Luncheons	600	600	0
502395 Memberships	2,100	1,800	(300)
502441 R & M - Grounds	40,000	40,000	0
502442 R & M - Buildings	152,700	70,000	(82,700)
502443 R & M - Equipment	8,000	45,500	37,500
502650 Miscellaneous Rentals	27,000	50,700	23,700
502899 Police Related Services	73,000	105,000	32,000
502928 Community Events	10,000	8,000	(2,000)
505989 Publications / Printed Matter	1,000	1,000	0
505990 Office Supplies	6,000	6,000	0
509992 Computer Hardware & Software	0	0	0
509999 New & Expanded Programs	0	0	0
604004 Recovery for Labour / Salary - City	35,000	35,000	0
660201 Program Facility Costs	5,899,700	5,885,700	(14,000)
	<b>\$7,271,300</b>	<b>\$7,249,800</b>	<b>(\$21,500)</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Information &amp; Technology / Records / Telecomms</u></b>			
501059 Statutory Holiday Overtime Expense	10,700	10,700	0
501110 Compensation	7,877,000	7,633,600	(243,400)
501132 Lieu of Benefits	15,100	7,900	(7,200)
501150 Overtime	224,300	223,600	(700)
501151 Shift Premium	24,500	24,500	0
501193 Vacation Pay	10,000	5,200	(4,800)
501401 Salary Benefits	1,733,200	1,796,000	62,800
502112 Employee Development & Travel	94,000	60,800	(33,200)
502115 Car Mileage	1,300	1,300	0
502131 Cablevision & Communications	18,000	18,000	0
502132 Basic Telephone and Data	660,000	653,500	(6,500)
502134 Cellular Phones	405,000	415,000	10,000
502139 Pagers	55,000	50,000	(5,000)
502210 Advertising, Promotion & Publication	47,000	0	(47,000)
502211 Public Notices/Information	3,500	3,500	0
502330 Professional Services	193,000	167,000	(26,000)
502394 Receptions & Luncheons	900	500	(400)
502395 Memberships	700	1,200	500
502443 R & M - Equipment	4,000	4,000	0
502445 R & M - Systems	1,663,500	1,535,200	(128,300)
502478 Misc. Repair and Maintenance	12,000	12,000	0
502619 Building/Facilities Rentals	65,000	100,000	35,000
502899 Police Related Services	1,231,800	65,000	(1,166,800)
502912 Licences & Permits	261,000	265,000	4,000
505989 Publications / Printed Matter	3,300	2,000	(1,300)
505990 Office Supplies	42,600	42,600	0
506173 Fixed Assets - Furniture & Equip.	2,000	3,000	1,000
506175 Fixed Assets - Computers & Peripherals	222,900	215,000	(7,900)
506178 Fixed Assets - Misc. Equipment	15,000	15,000	0
509992 Computer Hardware & Software	0	0	0
509994 One time funding requests	0	0	0
509997 Staffing Requests		0	0
604078 Infra Maint-Operating	(475,000)	(475,000)	0
406027 One Time Funding From Reserve Funds	(1,334,300)	(35,000)	1,299,300
	<b>\$13,087,000</b>	<b>\$12,821,100</b>	<b>(\$265,900)</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Directorate Support - Resourcing and Development</u></b>			
501110 Compensation	207,200	207,200	0
501113 Clothing Allowance	1,000	0	(1,000)
501114 Dry Cleaning	400	400	0
501401 Salary Benefits	49,100	51,200	2,100
502112 Employee Development & Travel	7,100	5,000	(2,100)
502115 Car Mileage	1,000	0	(1,000)
502330 Professional Services	100,000	0	(100,000)
502394 Receptions & Luncheons	500	500	0
502395 Memberships	800	400	(400)
505990 Office Supplies	13,700	13,500	(200)
406027 One Time Funding From Reserve Funds	(100,000)	0	100,000
	<b>\$280,800</b>	<b>\$278,200</b>	<b>(\$2,600)</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Human Resources</u></b>			
501110 Compensation	1,294,300	1,086,100	(208,200)
501132 Lieu of Benefits	12,500	0	(12,500)
501150 Overtime	6,600	6,600	0
501193 Vacation Pay	8,400	0	(8,400)
501401 Salary Benefits	273,900	267,900	(6,000)
502112 Employee Development & Travel	15,600	21,500	5,900
502113 Local Transportation	400	0	(400)
502114 Employee Recognition	18,000	16,100	(1,900)
502115 Car Mileage	6,600	5,700	(900)
502210 Advertising, Promotion & Publication	3,500	2,500	(1,000)
502330 Professional Services	205,000	158,000	(47,000)
502350 Medical Services - Physician's Services	40,000	30,000	(10,000)
502394 Receptions & Luncheons	1,200	100	(1,100)
502395 Memberships	4,000	4,400	400
502443 R & M - Equipment	10,000	10,000	0
505478 Personal/Safety Supplies/Clothing	500	300	(200)
505984 Program Supplies	25,000	0	(25,000)
505989 Publications / Printed Matter	900	1,200	300
506173 Fixed Assets - Furniture & Equip.	20,000	15,000	(5,000)
506178 Fixed Assets - Misc. Equipment	10,000	10,000	0
509992 Computer Hardware & Software	0	0	0
509997 Staffing Requests	0	0	0
509998 Other Capital	0	0	0
509999 New & Expanded Programs		0	0
406027 One Time Funding From Reserve Funds	(370,500)	0	370,500
	<b>\$1,585,900</b>	<b>\$1,635,400</b>	<b>\$49,500</b>



**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Employee Labour Relations</u></b>			
501110 Compensation	314,300	314,300	0
501401 Salary Benefits	74,500	77,600	3,100
502112 Employee Development & Travel	5,400	4,700	(700)
502115 Car Mileage	2,000	1,500	(500)
502330 Professional Services		100,000	100,000
502394 Receptions & Luncheons	200	200	0
502395 Memberships	200	300	100
505989 Publications / Printed Matter	2,000	2,400	400
509994 One time funding requests	0	0	0
406027 One Time Funding From Reserve Funds	0	(100,000)	(100,000)
	<b>\$398,600</b>	<b>\$401,000</b>	<b>\$2,400</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Outreach and Development</u></b>			
501059 Statutory Holiday Overtime Expense	2,100	2,100	0
501110 Compensation	5,609,600	6,247,300	637,700
501114 Dry Cleaning	28,800	29,200	400
501132 Lieu of Benefits	9,000	6,700	(2,300)
501144 Court Time	2,700	2,700	0
501150 Overtime	125,000	125,000	0
501151 Shift Premium	200	200	0
501193 Vacation Pay	6,000	4,500	(1,500)
501401 Salary Benefits	1,288,500	1,507,800	219,300
501590 Tuition Fees	30,000	30,000	0
502112 Employee Development & Travel	610,700	618,300	7,600
502115 Car Mileage	20,000	18,000	(2,000)
502215 Career Advertising	3,000	3,000	0
502330 Professional Services	172,000	129,300	(42,700)
502394 Receptions & Luncheons	12,700	12,300	(400)
502395 Memberships	1,200	900	(300)
502478 Misc. Repair and Maintenance	90,000	65,000	(25,000)
502692 Parking Expenses	50,000	57,000	7,000
502899 Police Related Services	28,000	32,000	4,000
505478 Personal/Safety Supplies/Clothing	10,000	10,000	0
505775 Small Tools & Parts	75,000	42,200	(32,800)
505981 Police Related Supplies	5,000	7,000	2,000
505984 Program Supplies	34,000	34,000	0
505990 Office Supplies	12,000	12,000	0
505992 Ammunition & Range Supplies	256,100	250,000	(6,100)
506178 Fixed Assets - Misc. Equipment	163,700	152,600	(11,100)
509711 Expenditure Recoveries	(4,500)	(4,500)	0
509991 Facility Related Capital	0	0	0
509992 Computer Hardware & Software	0	0	0
509993 Fleet Requests - Capital	0	0	0
509997 Staffing Requests	0	0	0
604017 Micro/Other Training - City	25,000	25,000	0
	<b>\$8,665,800</b>	<b>\$9,419,600</b>	<b>\$753,800</b>

Department: *OTTAWA POLICE SERVICE*

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Directorate Support - Support Services</u></b>			
501110 Compensation	283,800	283,800	0
501113 Clothing Allowance	1,100	0	(1,100)
501114 Dry Cleaning	800	800	0
501150 Overtime	400	400	0
501401 Salary Benefits	67,300	70,100	2,800
502112 Employee Development & Travel	2,600	2,600	0
502394 Receptions & Luncheons	800	800	0
502899 Police Related Services	400	400	0
505990 Office Supplies	23,100	23,100	0
506178 Fixed Assets - Misc. Equipment	5,000	5,000	0
	<b>\$385,300</b>	<b>\$387,000</b>	<b>\$1,700</b>

Department: *OTTAWA POLICE SERVICE*

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Inspector Courts / Temp. Custody / Victim</u></b>			
501110 Compensation	124,500	124,500	0
501114 Dry Cleaning	400	400	0
501401 Salary Benefits	29,500	30,800	1,300
502112 Employee Development & Travel	2,000	2,000	0
502394 Receptions & Luncheons	500	500	0
505989 Publications / Printed Matter	300	300	0
	<b>\$157,200</b>	<b>\$158,500</b>	<b>\$1,300</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Court Security</u></b>			
501059 Statutory Holiday Overtime Expense	13,700	13,700	0
501110 Compensation	5,342,700	5,399,300	56,600
501114 Dry Cleaning	26,300	26,300	0
501144 Court Time	17,000	17,000	0
501150 Overtime	36,400	36,400	0
501151 Shift Premium	31,200	31,200	0
501401 Salary Benefits	1,253,600	1,306,500	52,900
502112 Employee Development & Travel	3,400	3,400	0
502115 Car Mileage	100	100	0
502394 Receptions & Luncheons	400	400	0
502478 Misc. Repair and Maintenance	3,500	3,500	0
502899 Police Related Services	800	800	0
505100 Food & Beverages	78,200	78,200	0
505478 Personal/Safety Supplies/Clothing	2,500	2,500	0
505981 Police Related Supplies	12,500	12,500	0
509994 One time funding requests		0	0
402007 Provincial Conditional Transfers	(30,000)	(630,000)	(600,000)
406027 One Time Funding From Reserve Funds		(56,600)	(56,600)
	<b>\$6,792,300</b>	<b>\$6,245,200</b>	<b>(\$547,100)</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Court Liaison</u></b>			
501059 Statutory Holiday Overtime Expense	5,300	5,300	0
501110 Compensation	3,424,100	3,376,800	(47,300)
501114 Dry Cleaning	3,500	3,500	0
501132 Lieu of Benefits	5,500	2,500	(3,000)
501144 Court Time	600	600	0
501150 Overtime	13,400	13,400	0
501151 Shift Premium	23,800	23,800	0
501193 Vacation Pay	3,700	1,700	(2,000)
501401 Salary Benefits	790,800	820,400	29,600
502112 Employee Development & Travel	4,300	4,300	0
502115 Car Mileage	500	500	0
502394 Receptions & Luncheons	500	500	0
502899 Police Related Services	300	300	0
505981 Police Related Supplies	700	700	0
505989 Publications / Printed Matter	300	300	0
406027 One Time Funding From Reserve Funds	(50,000)	0	50,000
	<b>\$4,227,300</b>	<b>\$4,254,600</b>	<b>\$27,300</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Victim Crisis Unit</u></b>			
501110 Compensation	693,400	693,400	0
501132 Lieu of Benefits	3,000	3,000	0
501150 Overtime	2,400	2,400	0
501151 Shift Premium	2,400	2,400	0
501193 Vacation Pay	2,000	2,000	0
501401 Salary Benefits	156,500	162,900	6,400
502112 Employee Development & Travel	7,300	7,300	0
502115 Car Mileage	400	400	0
502394 Receptions & Luncheons	400	400	0
502395 Memberships	200	200	0
502899 Police Related Services	500	500	0
505981 Police Related Supplies	100	100	0
505989 Publications / Printed Matter	700	700	0
	<b>\$869,300</b>	<b>\$875,700</b>	<b>\$6,400</b>

Department: *OTTAWA POLICE SERVICE*

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Inspector - Communications</u></b>			
501110 Compensation	457,600	457,600	0
501114 Dry Cleaning	1,100	1,100	0
501401 Salary Benefits	107,400	111,900	4,500
502112 Employee Development & Travel	4,000	4,000	0
502394 Receptions & Luncheons	400	400	0
	<b>\$570,500</b>	<b>\$575,000</b>	<b>\$4,500</b>



Department: *OTTAWA POLICE SERVICE*

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Communications / 911 / Switchboard</u></b>			
501059 Statutory Holiday Overtime Expense	71,600	71,600	0
501110 Compensation	8,470,600	8,470,600	0
501132 Lieu of Benefits	7,400	7,400	0
501144 Court Time	1,500	1,500	0
501150 Overtime	61,600	61,600	0
501151 Shift Premium	168,600	168,600	0
501192 Terminal Allowance	6,300	6,300	0
501193 Vacation Pay	5,000	5,000	0
501197 Supplemental EI Benefits Plan	18,600	18,600	0
501401 Salary Benefits	1,965,800	2,048,300	82,500
502112 Employee Development & Travel	8,300	8,300	0
502394 Receptions & Luncheons	500	500	0
502395 Memberships	800	800	0
502445 R & M - Systems	90,300	90,300	0
502478 Misc. Repair and Maintenance	3,500	3,500	0
502899 Police Related Services	1,200	1,200	0
505981 Police Related Supplies	6,000	6,000	0
505989 Publications / Printed Matter	500	500	0
505990 Office Supplies	4,500	4,500	0
506178 Fixed Assets - Misc. Equipment	4,800	4,800	0
604172 911 System	(1,559,500)	(1,611,000)	(51,500)
	<b>\$9,337,900</b>	<b>\$9,368,900</b>	<b>\$31,000</b>

Department: *OTTAWA POLICE SERVICE*

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Radio System</u></b>			
502478 Misc. Repair and Maintenance	500	500	0
502610 Property Leases	20,000	0	(20,000)
502899 Police Related Services	22,300	22,300	0
505981 Police Related Supplies	50,000	40,000	(10,000)
604126 City Comm. System (Radio System)	452,000	452,000	0
	<b>\$544,800</b>	<b>\$514,800</b>	<b>(\$30,000)</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Call Centre</u></b>			
501059 Statutory Holiday Overtime Expense	10,500	10,500	0
501110 Compensation	1,839,400	1,839,400	0
501144 Court Time	300	300	0
501150 Overtime	5,100	5,100	0
501151 Shift Premium	23,900	23,900	0
501401 Salary Benefits	432,000	450,200	18,200
502112 Employee Development & Travel	2,500	2,500	0
502394 Receptions & Luncheons	200	200	0
505981 Police Related Supplies	1,300	1,300	0
505989 Publications / Printed Matter	400	400	0
506173 Fixed Assets - Furniture & Equip.	2,200	2,200	0
	<b>\$2,317,800</b>	<b>\$2,336,000</b>	<b>\$18,200</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Directorate Support - Emergency &amp; Operational</u></b>			
501110 Compensation	797,600	797,600	0
501113 Clothing Allowance	1,100	1,100	0
501114 Dry Cleaning	2,200	2,200	0
501144 Court Time	400	400	0
501150 Overtime	4,200	4,200	0
501401 Salary Benefits	187,600	195,500	7,900
502112 Employee Development & Travel	4,200	6,700	2,500
502394 Receptions & Luncheons	500	500	0
502395 Memberships	600	600	0
502899 Police Related Services	1,100	1,100	0
505981 Police Related Supplies	200	200	0
505990 Office Supplies	24,300	24,300	0
506178 Fixed Assets - Misc. Equipment	15,000	15,000	0
	<b>\$1,039,000</b>	<b>\$1,049,400</b>	<b>\$10,400</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Business Continuity</u></b>			
501110 Compensation	273,100	273,100	0
501114 Dry Cleaning	700	700	0
501401 Salary Benefits	64,800	67,500	2,700
502112 Employee Development & Travel	22,500	22,500	0
502115 Car Mileage	2,000	2,000	0
502210 Advertising, Promotion & Publication	1,000	1,000	0
502394 Receptions & Luncheons	500	500	0
502395 Memberships	500	500	0
502610 Property Leases	25,000	25,000	0
505478 Personal/Safety Supplies/Clothing	78,000	60,000	(18,000)
505989 Publications / Printed Matter	1,000	1,000	0
505990 Office Supplies	300	300	0
509996 Cell Phones and Pagers		0	0
	<b>\$469,400</b>	<b>\$454,100</b>	<b>(\$15,300)</b>

Department: *OTTAWA POLICE SERVICE*

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Duty Inspector Program</u></b>			
501110 Compensation	640,700	640,700	0
501114 Dry Cleaning	1,800	1,800	0
501401 Salary Benefits	147,500	153,700	6,200
501511 Taxable Car Allowance	26,000	26,000	0
502112 Employee Development & Travel	16,000	16,000	0
502395 Memberships	600	600	0
505478 Personal/Safety Supplies/Clothing	1,700	1,700	0
505981 Police Related Supplies	4,700	7,000	2,300
505989 Publications / Printed Matter	500	500	0
	<b>\$839,500</b>	<b>\$848,000</b>	<b>\$8,500</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Emergency Operations Support</u></b>			
501059 Statutory Holiday Overtime Expense	37,700	37,700	0
501110 Compensation	3,585,800	3,585,800	0
501114 Dry Cleaning	14,400	14,400	0
501144 Court Time	14,500	14,500	0
501150 Overtime	379,800	379,800	0
501151 Shift Premium	8,400	8,400	0
501401 Salary Benefits	823,400	858,100	34,700
502112 Employee Development & Travel	78,300	89,100	10,800
502330 Professional Services	34,400	31,900	(2,500)
502394 Receptions & Luncheons	200	200	0
502395 Memberships	2,600	2,300	(300)
502442 R & M - Buildings	12,000	9,000	(3,000)
502478 Misc. Repair and Maintenance	9,500	12,000	2,500
502610 Property Leases	9,000	9,000	0
502899 Police Related Services	13,200	13,000	(200)
505478 Personal/Safety Supplies/Clothing	86,400	75,300	(11,100)
505981 Police Related Supplies	86,400	77,600	(8,800)
505989 Publications / Printed Matter	3,900	3,900	0
505990 Office Supplies	300	300	0
505992 Ammunition & Range Supplies	135,300	131,300	(4,000)
506178 Fixed Assets - Misc. Equipment	121,300	106,300	(15,000)
509993 Fleet Requests - Capital	0	0	0
509998 Other Capital		0	0
	<b>\$5,456,800</b>	<b>\$5,459,900</b>	<b>\$3,100</b>

Department: **OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Emergency Operations Support - Airport Policing</u></b>			
501059 Statutory Holiday Overtime Expense	14,000	14,000	0
501110 Compensation	1,882,600	1,882,600	0
501114 Dry Cleaning	7,400	7,400	0
501144 Court Time	4,000	4,000	0
501150 Overtime	61,100	61,100	0
501151 Shift Premium	2,400	2,400	0
501192 Terminal Allowance	119,100	119,100	0
501401 Salary Benefits	426,400	444,400	18,000
502112 Employee Development & Travel	28,600	28,600	0
502132 Basic Telephone and Data	13,400	13,400	0
502134 Cellular Phones	4,800	4,800	0
502139 Pagers	500	500	0
502330 Professional Services	2,000	2,000	0
502373 Insurance	5,000	5,000	0
502694 Print Service Systems (Photocopiers)	2,400	2,400	0
502899 Police Related Services	6,300	6,300	0
505478 Personal/Safety Supplies/Clothing	46,200	46,200	0
505981 Police Related Supplies	4,700	4,700	0
505990 Office Supplies	1,000	1,000	0
507320 Reserve Fund Capital Projects	21,200	21,200	0
407005 General Other Revenue	(2,992,000)	(2,992,000)	0
	<b>(\$338,900)</b>	<b>(\$320,900)</b>	<b>\$18,000</b>



**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Public Safety - Event Planning</u></b>			
501059 Statutory Holiday Overtime Expense	5,600	5,600	0
501110 Compensation	1,272,100	1,272,100	0
501114 Dry Cleaning	5,000	5,000	0
501144 Court Time	2,700	2,700	0
501149 Special Overtime - Off Duty	2,000,000	2,000,000	0
501150 Overtime	214,800	214,800	0
501401 Salary Benefits	299,800	312,400	12,600
502112 Employee Development & Travel	81,600	81,600	0
502210 Advertising, Promotion & Publication	2,100	2,100	0
502357 Oxygen Supply & Services	1,500	3,500	2,000
502394 Receptions & Luncheons	100	100	0
502395 Memberships	700	700	0
502444 R & M - Vehicles	25,000	25,000	0
502478 Misc. Repair and Maintenance	12,000	12,000	0
502610 Property Leases	15,000	10,000	(5,000)
502620 Rentals - Vehicles & Equipment	10,000	5,000	(5,000)
502899 Police Related Services	15,000	15,000	0
505343 Fuels & Lubricants	25,500	25,500	0
505478 Personal/Safety Supplies/Clothing	51,000	119,000	68,000
505775 Small Tools & Parts	2,500	2,500	0
505981 Police Related Supplies	59,800	95,800	36,000
505984 Program Supplies	15,000	15,000	0
505989 Publications / Printed Matter	4,500	4,500	0
505990 Office Supplies	500	500	0
506178 Fixed Assets - Misc. Equipment	10,000	10,000	0
509991 Facility Related Capital		0	0
509992 Computer Hardware & Software		0	0
509993 Fleet Requests - Capital	0	0	0
509997 Staffing Requests		0	0
604101 Police Services - Off Duty Policing	(75,000)	(75,000)	0
407073 Revenue - Off Duty Policing	(2,660,000)	(2,740,000)	(80,000)
	<b>\$1,396,800</b>	<b>\$1,425,400</b>	<b>\$28,600</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Public Safety - Traffic Services</u></b>			
501059 Statutory Holiday Overtime Expense	21,400	21,400	0
501110 Compensation	3,704,300	3,704,200	(100)
501114 Dry Cleaning	14,900	14,900	0
501144 Court Time	13,000	13,000	0
501150 Overtime	81,600	81,600	0
501151 Shift Premium	1,800	1,800	0
501401 Salary Benefits	861,900	898,100	36,200
502112 Employee Development & Travel	24,800	24,800	0
502210 Advertising, Promotion & Publication	100	100	0
502330 Professional Services	7,800	7,800	0
502394 Receptions & Luncheons	800	800	0
502395 Memberships	1,000	1,000	0
502478 Misc. Repair and Maintenance	12,000	12,000	0
502899 Police Related Services	18,000	18,000	0
505478 Personal/Safety Supplies/Clothing	12,500	12,500	0
505770 Laboratory Supplies	5,400	5,400	0
505981 Police Related Supplies	4,300	4,300	0
505984 Program Supplies	64,000	44,000	(20,000)
505989 Publications / Printed Matter	4,000	4,000	0
506178 Fixed Assets - Misc. Equipment	26,800	26,800	0
509992 Computer Hardware & Software		0	0
509993 Fleet Requests - Capital	0	0	0
509998 Other Capital		0	0
402007 Provincial Conditional Transfers	(40,000)	(40,000)	0
	<b>\$4,840,400</b>	<b>\$4,856,500</b>	<b>\$16,100</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Directorate Support - Criminal Investigative</u></b>			
501110 Compensation	1,110,600	1,211,000	100,400
501113 Clothing Allowance	4,100	5,100	1,000
501114 Dry Cleaning	3,500	3,900	400
501144 Court Time	200	200	0
501150 Overtime	2,300	2,300	0
501401 Salary Benefits	261,100	296,800	35,700
502112 Employee Development & Travel	15,400	15,400	0
502330 Professional Services		0	0
502394 Receptions & Luncheons	900	900	0
505981 Police Related Supplies	300	300	0
505989 Publications / Printed Matter	500	500	0
505990 Office Supplies	59,400	59,900	500
506178 Fixed Assets - Misc. Equipment	10,000	10,000	0
509711 Expenditure Recoveries		(36,000)	(36,000)
509991 Facility Related Capital			
509992 Computer Hardware & Software		0	0
509999 New & Expanded Programs			
	<b>\$1,468,300</b>	<b>\$1,570,300</b>	<b>\$102,000</b>

Department: *OTTAWA POLICE SERVICE*

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Special Events / Investigations</u></b>			
501110 Compensation	300,000	300,000	0
501150 Overtime	200,000	200,000	0
502112 Employee Development & Travel	10,000	10,000	0
502132 Basic Telephone and Data	75,000	75,000	0
502134 Cellular Phones	10,000	10,000	0
502620 Rentals - Vehicles & Equipment	70,000	70,000	0
502899 Police Related Services	10,000	10,000	0
505776 Investigative Supplies	25,000	25,000	0
	<b>\$700,000</b>	<b>\$700,000</b>	<b>\$0</b>

Department: **OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Special Operations CID</u></b>			
501059 Statutory Holiday Overtime Expense	13,600	13,600	0
501110 Compensation	6,858,700	6,500,100	(358,600)
501113 Clothing Allowance	70,900	66,800	(4,100)
501114 Dry Cleaning	24,900	23,600	(1,300)
501132 Lieu of Benefits	5,000	5,000	0
501144 Court Time	115,900	115,900	0
501150 Overtime	180,400	180,400	0
501151 Shift Premium	1,800	1,800	0
501193 Vacation Pay	3,400	3,400	0
501401 Salary Benefits	1,593,100	1,549,700	(43,400)
502112 Employee Development & Travel	74,100	76,300	2,200
502115 Car Mileage	300	0	(300)
502132 Basic Telephone and Data	4,600	4,100	(500)
502210 Advertising, Promotion & Publication	1,900	2,500	600
502330 Professional Services	10,000	10,000	0
502373 Insurance	200	200	0
502394 Receptions & Luncheons	1,200	2,600	1,400
502395 Memberships	1,600	1,600	0
502899 Police Related Services	40,000	40,000	0
505478 Personal/Safety Supplies/Clothing	2,000	2,000	0
505776 Investigative Supplies	133,100	103,100	(30,000)
505981 Police Related Supplies	119,700	114,000	(5,700)
505989 Publications / Printed Matter	500	300	(200)
506178 Fixed Assets - Misc. Equipment	46,600	44,100	(2,500)
509992 Computer Hardware & Software		0	0
509993 Fleet Requests - Capital		0	0
509997 Staffing Requests		0	0
402007 Provincial Conditional Transfers	(624,000)	(624,000)	0
	<b>\$8,679,500</b>	<b>\$8,237,100</b>	<b>(\$442,400)</b>

Department: *OTTAWA POLICE SERVICE*

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Major Case Investigations</u></b>			
501059 Statutory Holiday Overtime Expense	23,300	23,300	0
501110 Compensation	6,881,600	7,073,100	191,500
501113 Clothing Allowance	75,200	78,100	2,900
501114 Dry Cleaning	25,800	26,700	900
501144 Court Time	251,800	255,600	3,800
501150 Overtime	390,000	393,800	3,800
501151 Shift Premium	7,800	7,800	0
501401 Salary Benefits	1,617,200	1,732,400	115,200
502112 Employee Development & Travel	51,600	57,000	5,400
502330 Professional Services	700	8,700	8,000
502394 Receptions & Luncheons	1,200	1,200	0
502395 Memberships	400	300	(100)
502445 R & M - Systems	0	2,500	2,500
502899 Police Related Services	3,000	3,000	0
505776 Investigative Supplies	8,500	8,500	0
505981 Police Related Supplies	15,100	12,900	(2,200)
505989 Publications / Printed Matter	1,700	1,700	0
506178 Fixed Assets - Misc. Equipment	16,300	19,900	3,600
	<b>\$9,371,200</b>	<b>\$9,706,500</b>	<b>\$335,300</b>

**Department: OTTAWA POLICE SERVICE**

		<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Investigative Support</u></b>				
501059	Statutory Holiday Overtime Expense	32,100	32,100	0
501110	Compensation	9,342,200	9,509,200	167,000
501113	Clothing Allowance	98,200	99,200	1,000
501114	Dry Cleaning	36,200	36,500	300
501144	Court Time	46,600	42,800	(3,800)
501150	Overtime	271,100	267,300	(3,800)
501151	Shift Premium	5,200	5,200	0
501401	Salary Benefits	2,193,500	2,327,100	133,600
502112	Employee Development & Travel	96,900	93,300	(3,600)
502330	Professional Services	16,300	6,000	(10,300)
502394	Receptions & Luncheons	1,200	1,200	0
502395	Memberships	5,200	5,700	500
502443	R & M - Equipment	9,000	10,000	1,000
502445	R & M - Systems	4,400	41,000	36,600
502478	Misc. Repair and Maintenance	45,000	45,000	0
502610	Property Leases	6,500	6,500	0
502620	Rentals - Vehicles & Equipment	1,200	900	(300)
502899	Police Related Services	700	700	0
502912	Licences & Permits	1,000	1,000	0
505343	Fuels & Lubricants	35,000	35,000	0
505478	Personal/Safety Supplies/Clothing	2,400	4,400	2,000
505770	Laboratory Supplies	25,000	25,000	0
505776	Investigative Supplies	50,000	50,000	0
505981	Police Related Supplies	20,300	10,100	(10,200)
505984	Program Supplies	0	90,000	90,000
505989	Publications / Printed Matter	1,900	1,800	(100)
506178	Fixed Assets - Misc. Equipment	76,100	22,000	(54,100)
509992	Computer Hardware & Software		0	0
509993	Fleet Requests - Capital	0	0	0
509997	Staffing Requests	0	0	0
509998	Other Capital	0	0	0
509999	New & Expanded Programs	0	0	0
402007	Provincial Conditional Transfers	0	(90,000)	(90,000)
407081	Revenue - Secondment Revenue	(280,000)	(280,000)	0
		<b>\$12,143,200</b>	<b>\$12,399,000</b>	<b>\$255,800</b>

Department: *OTTAWA POLICE SERVICE*

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Directorate Support - Patrol</u></b>			
501059 Statutory Holiday Overtime Expense	491,100	491,100	0
501110 Compensation	1,883,000	1,677,600	(205,400)
501113 Clothing Allowance	1,100	0	(1,100)
501114 Dry Cleaning	6,400	6,000	(400)
501144 Court Time	2,300	2,300	0
501150 Overtime	500	500	0
501151 Shift Premium	127,900	127,900	0
501401 Salary Benefits	408,500	375,100	(33,400)
502112 Employee Development & Travel	5,000	5,000	0
502115 Car Mileage	100	100	0
502394 Receptions & Luncheons	1,100	1,100	0
505981 Police Related Supplies	21,500	17,500	(4,000)
505989 Publications / Printed Matter	200	200	0
505990 Office Supplies	28,700	28,700	0
506178 Fixed Assets - Misc. Equipment	12,700	12,700	0
	<b>\$2,990,100</b>	<b>\$2,745,800</b>	<b>(\$244,300)</b>



**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Patrol Services Central</u></b>			
501110 Compensation	13,912,000	14,105,200	193,200
501114 Dry Cleaning	59,200	59,200	0
501144 Court Time	215,000	215,000	0
501150 Overtime	77,300	77,300	0
501401 Salary Benefits	3,246,500	3,431,000	184,500
502112 Employee Development & Travel	6,700	6,700	0
502394 Receptions & Luncheons	700	700	0
505981 Police Related Supplies	2,900	2,200	(700)
505989 Publications / Printed Matter	600	300	(300)
	<b>\$17,520,900</b>	<b>\$17,897,600</b>	<b>\$376,700</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Patrol Services East</u></b>			
501110 Compensation	13,439,100	13,721,200	282,100
501114 Dry Cleaning	56,800	56,800	0
501144 Court Time	164,500	164,500	0
501150 Overtime	98,000	98,000	0
501401 Salary Benefits	3,127,500	3,329,000	201,500
502112 Employee Development & Travel	6,700	6,700	0
502394 Receptions & Luncheons	500	500	0
505981 Police Related Supplies	3,100	2,400	(700)
505989 Publications / Printed Matter	600	300	(300)
	<b>\$16,896,800</b>	<b>\$17,379,400</b>	<b>\$482,600</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Patrol Services West</u></b>			
501110 Compensation	14,890,100	15,156,100	266,000
501114 Dry Cleaning	63,400	63,400	0
501144 Court Time	181,000	181,000	0
501150 Overtime	104,300	104,300	0
501401 Salary Benefits	3,473,100	3,685,000	211,900
502112 Employee Development & Travel	6,700	6,700	0
502394 Receptions & Luncheons	800	800	0
505981 Police Related Supplies	2,800	2,100	(700)
505989 Publications / Printed Matter	600	300	(300)
	<b>\$18,722,800</b>	<b>\$19,199,700</b>	<b>\$476,900</b>

Department: *OTTAWA POLICE SERVICE*

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Directorate Support - District Services</u></b>			
501059 Statutory Holiday Overtime Expense	137,200	137,200	0
501110 Compensation	1,443,000	1,155,900	(287,100)
501113 Clothing Allowance	1,100	0	(1,100)
501114 Dry Cleaning	4,200	4,200	0
501144 Court Time	600	600	0
501151 Shift Premium	21,000	21,000	0
501401 Salary Benefits	339,600	283,000	(56,600)
502112 Employee Development & Travel	4,000	4,000	0
502115 Car Mileage	100	100	0
502394 Receptions & Luncheons	1,100	1,100	0
505981 Police Related Supplies	10,900	8,400	(2,500)
505989 Publications / Printed Matter	200	0	(200)
505990 Office Supplies	28,700	28,700	0
506178 Fixed Assets - Misc. Equipment	10,800	8,300	(2,500)
509996 Cell Phones and Pagers	0	0	0
	<b>\$2,002,500</b>	<b>\$1,652,500</b>	<b>(\$350,000)</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>District Services East</u></b>			
501110 Compensation	4,555,600	4,612,400	56,800
501113 Clothing Allowance	24,700	24,700	0
501114 Dry Cleaning	18,400	18,400	0
501144 Court Time	36,300	36,300	0
501150 Overtime	37,700	35,900	(1,800)
501401 Salary Benefits	1,062,000	1,121,000	59,000
502112 Employee Development & Travel	10,900	10,900	0
502210 Advertising, Promotion & Publication	1,500	0	(1,500)
502394 Receptions & Luncheons	6,200	6,200	0
505981 Police Related Supplies	11,300	11,300	0
505989 Publications / Printed Matter	2,400	0	(2,400)
505990 Office Supplies	1,000	1,000	0
	<b>\$5,768,000</b>	<b>\$5,878,100</b>	<b>\$110,100</b>
<b>Totals</b>	<b>\$33,490,000</b>	<b>\$33,519,500</b>	<b>\$29,500</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>District Services West</u></b>			
501110 Compensation	4,845,200	4,902,000	56,800
501113 Clothing Allowance	26,700	26,700	0
501114 Dry Cleaning	19,600	19,600	0
501144 Court Time	59,500	59,500	0
501150 Overtime	42,000	34,400	(7,600)
501401 Salary Benefits	1,122,700	1,184,100	61,400
502112 Employee Development & Travel	11,500	11,500	0
502115 Car Mileage	700	700	0
502210 Advertising, Promotion & Publication	2,100	2,100	0
502394 Receptions & Luncheons	8,300	8,100	(200)
505981 Police Related Supplies	14,500	11,900	(2,600)
505989 Publications / Printed Matter	3,000	0	(3,000)
505990 Office Supplies	1,400	1,400	0
	<b>\$6,157,200</b>	<b>\$6,262,000</b>	<b>\$104,800</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>District Services Community</u></b>			
501110 Compensation	4,782,700	4,839,300	56,600
501113 Clothing Allowance	4,100	4,100	0
501114 Dry Cleaning	19,800	19,800	0
501144 Court Time	39,800	39,800	0
501150 Overtime	20,100	15,100	(5,000)
501401 Salary Benefits	1,112,700	1,173,700	61,000
502112 Employee Development & Travel	10,500	10,500	0
502210 Advertising, Promotion & Publication	1,200	1,200	0
502394 Receptions & Luncheons	5,500	5,300	(200)
505981 Police Related Supplies	10,200	8,900	(1,300)
505989 Publications / Printed Matter	2,300	0	(2,300)
505990 Office Supplies	800	800	0
509993 Fleet Requests - Capital	0	0	0
	<b>\$6,009,700</b>	<b>\$6,118,500</b>	<b>\$108,800</b>

**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>District Services Investigations</u></b>			
501110 Compensation	4,545,600	4,602,400	56,800
501113 Clothing Allowance	50,400	50,400	0
501114 Dry Cleaning	17,600	17,600	0
501144 Court Time	71,300	71,300	0
501150 Overtime	42,000	52,600	10,600
501401 Salary Benefits	1,061,200	1,119,900	58,700
502112 Employee Development & Travel	19,000	19,000	0
502394 Receptions & Luncheons	500	500	0
505776 Investigative Supplies	25,000	21,600	(3,400)
505981 Police Related Supplies	1,700	1,700	0
505989 Publications / Printed Matter	300	0	(300)
506178 Fixed Assets - Misc. Equipment	3,500	3,500	0
	<b>\$5,838,100</b>	<b>\$5,960,500</b>	<b>\$122,400</b>



**Department: OTTAWA POLICE SERVICE**

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>District Services District Support</u></b>			
501059 Statutory Holiday Overtime Expense	3,500	3,500	0
501110 Compensation	6,149,400	6,037,100	(112,300)
501113 Clothing Allowance	10,500	8,500	(2,000)
501114 Dry Cleaning	24,700	24,000	(700)
501144 Court Time	18,700	18,700	0
501150 Overtime	29,700	33,500	3,800
501151 Shift Premium	3,100	3,100	0
501193 Vacation Pay	800	1,000	200
501401 Salary Benefits	1,432,300	1,463,700	31,400
502112 Employee Development & Travel	19,600	21,300	1,700
502115 Car Mileage	1,500	1,000	(500)
502210 Advertising, Promotion & Publication	1,700	1,200	(500)
502394 Receptions & Luncheons	4,600	4,800	200
502395 Memberships	500	500	0
502620 Rentals - Vehicles & Equipment	0	2,500	2,500
502899 Police Related Services	1,700	2,400	700
505776 Investigative Supplies	2,000	2,000	0
505981 Police Related Supplies	9,700	19,100	9,400
505989 Publications / Printed Matter	500	0	(500)
509992 Computer Hardware & Software	0	0	0
509996 Cell Phones and Pagers	0	0	0
	<b>\$7,714,500</b>	<b>\$7,647,900</b>	<b>(\$66,600)</b>

Department: *OTTAWA POLICE SERVICE*

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Operational Backfill</u></b>			
501110 Compensation	2,835,400	2,903,100	67,700
501114 Dry Cleaning	10,500	10,500	0
501144 Court Time	2,600	2,600	0
501401 Salary Benefits	654,300	698,600	44,300
407081 Revenue - Secondment Revenue	(3,500,200)	(3,614,800)	(114,600)
	<b>\$2,600</b>	<b>\$0</b>	<b>(\$2,600)</b>

**Department: OTTAWA POLICE SERVICE**

		<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Corporate Accounts</u></b>				
501059	Statutory Holiday Overtime Expense	137,500	140,000	2,500
501093	WSIB Admin Charges	170,000	150,000	(20,000)
501094	WSIB Permanent Awards	800,000	820,000	20,000
501110	Compensation	9,496,700	16,599,000	7,102,300
501117	Meal Allowance	15,000	10,000	(5,000)
501151	Shift Premium	200,000	200,000	0
501194	WSIB Direct Payments	550,000	570,000	20,000
501195	E. I. Rebate	66,000	66,000	0
501197	Supplemental EI Benefits Plan	150,000	150,000	0
501401	Salary Benefits	500	500	0
501998	Provision for Gapping	(5,320,000)	(5,320,000)	0
502112	Employee Development & Travel	67,300	71,900	4,600
502113	Local Transportation	500	500	0
502330	Professional Services	60,000	60,000	0
502387	Liability Claims	50,000	50,000	0
502395	Memberships	15,000	15,000	0
502396	Outside Printing	10,000	10,000	0
502692	Parking Expenses	127,000	127,000	0
502899	Police Related Services	111,300	523,600	412,300
505478	Personal/Safety Supplies/Clothing	4,300	4,300	0
505981	Police Related Supplies	41,500	43,400	1,900
506178	Fixed Assets - Misc. Equipment	15,000	10,800	(4,200)
507320	Reserve Fund Capital Projects	11,155,000	11,355,000	200,000
507411	Allowance - Doubtful Accounts	30,000	30,000	0
508930	Banking Service Charges	1,200	1,200	0
509711	Expenditure Recoveries	(86,000)	(86,000)	0
604002	Internal Printing	150,000	150,000	0
604182	Corporate Supply Management - City	100,000	100,000	0
402007	Provincial Conditional Transfers	(5,017,000)	(5,017,000)	0
406027	One Time Funding From Reserve Funds	0	(400,000)	(400,000)
407005	General Other Revenue	(103,000)	(103,000)	0
407074	Revenue - F.O.I. Requests	(2,000)	(2,000)	0
407075	Revenue - Records Clearance Checks	(1,402,000)	(1,498,000)	(96,000)
407078	Revenue - Occurrence/Accident Reports	(200,000)	(210,000)	(10,000)
		<b>\$11,393,800</b>	<b>\$18,622,200</b>	<b>\$7,228,400</b>

Department: *OTTAWA POLICE SERVICE*

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Insurance</u></b>			
502387 Liability Claims	311,400	311,400	0
604167 Insurance Claims	414,300	414,300	0
604168 Insurance Premiums	290,200	345,200	55,000
	<b>\$1,015,900</b>	<b>\$1,070,900</b>	<b>\$55,000</b>

Department: *OTTAWA POLICE SERVICE*

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Retirement Costs</u></b>			
501110 Compensation	397,100	397,100	0
501113 Clothing Allowance	1,000	1,000	0
501114 Dry Cleaning	1,000	1,000	0
501123 Unused Annual Leave	740,000	740,000	0
501143 Survivor Benefit	60,000	60,000	0
501144 Court Time	2,900	2,900	0
501192 Terminal Allowance	5,150,000	3,300,000	(1,850,000)
501195 E. I. Rebate	800	800	0
501401 Salary Benefits	210,200	210,200	0
501422 Benefits For Retirees	1,200,000	1,200,000	0
	<b>\$7,763,000</b>	<b>\$5,913,000</b>	<b>(\$1,850,000)</b>

Department: *OTTAWA POLICE SERVICE*

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Increase (Decrease)</b>
<b><u>Police Debt Charges</u></b>			
508801 Debt Charges	4,543,000	5,478,000	935,000
406021 Development Charge Revenue	(1,533,000)	(1,565,000)	(32,000)
	<b>\$3,010,000</b>	<b>\$3,913,000</b>	<b>\$903,000</b>
<b>Totals</b>	<b>\$237,412,800</b>	<b>\$246,742,800</b>	<b>\$9,330,000</b>

Draft Capital  
Estimates  
Annexes B-1 to B-3





OTTAWA POLICE SERVICE  
2012  
Draft Budget

Ottawa Police Service  
Capital Budget Works in Progress  
Annex B-1



**OTTAWA POLICE SERVICE  
CAPITAL BUDGET WORKS IN PROGRESS  
SEPTEMBER 30, 2011**

Capital Project		Budget	Spending Incl. Commitments	Unspent	Status
Project #	Description				
904516	Comm Centre/911 Refit	4,000,000	158,140	3,841,860	Preliminary work initiated. Project scope being finalized
<b>Accommodation Master Plan</b>		<b>4,000,000</b>	<b>158,140</b>	<b>3,841,860</b>	
904531	2008 Operational Fit-up	1,535,000	1,471,370	63,630	Re-fit of leased space 19 Fairmont
905090	Facility Minor Capital - 2009	300,000	279,557	20,443	Greenbank Front Desk Health & Safety (H&S) Recommendations
905485	Facility Minor Capital - 2010	510,000	299,321	210,679	Professional Development Centre Reconfiguration, Greenbank Front Desk H&S, Kit Bag Storage
906165	Facility Minor Capital - 2011	440,000	128,337	311,663	Chair Replacement Program, Fire Safety Plan, Gun Locker Rekeying, Somerset CPC Space Fit Up
<b>Facility Minor Capital</b>		<b>2,785,000</b>	<b>2,178,585</b>	<b>606,415</b>	
902244	Algonquin Range	650,000	0	650,000	Purchase of remaining portion of the Range per agreement.
903447	Facility Acquisition - South	30,300,000	67,047	30,232,953	Initiating site selection and project delivery methodology
903448	Facility Acquisition - West	20,596,000	20,230,950	365,050	Assessment & correction of drainage issues at Huntmar
906166	Facility Strategic Plan 2011	2,650,000	349,140	2,300,860	Elgin Realignment, Fleet Realignment to Swansea, Minor Divisional Facility Realignment:
<b>Facility Acquisition Plan</b>		<b>54,196,000</b>	<b>20,647,137</b>	<b>33,548,863</b>	
904134	BSAC Security Upgrades 2010	461,000	280,285	180,715	Security Enhancements & Upgrades, Badgemaster
906164	BSAC Security Upgrades 2011	272,000	31,144	240,856	Security Enhancements and Fleet Key Management Systems
<b>Building Security and Access Control</b>		<b>733,000</b>	<b>311,429</b>	<b>421,571</b>	
904523	Facility Lifecycle - 2008	1,550,000	1,673,999	(123,999)	To be completed in 2011. Delays to project experienced due to Elgin electrical review. Project overages will be funded from 2009 Facility Lifecycle
905091	Facility Lifecycle - 2009	1,240,000	1,054,028	185,972	Projects ongoing, Delays encountered as work must be sequenced with OPS Facilities to lessen impact on Police Operations
905486	Facility Lifecycle - 2011	889,000	458,809	430,191	Projects as identified in the 2011 Budget tabling document
904524	Facility Initiatives-2008	650,000	738,991	(88,991)	Projects ongoing, Delays encountered as work must be sequenced with OPS Facilities to lessen impact on Police Operations. Project overages to be funded from 2009 Facility Initiatives
905092	Facility Initiatives-2009	750,000	510,517	239,483	Projects ongoing, Delays encountered as work must be sequenced with OPS Facilities to lessen impact on Police Operations
906260	Facility Initiatives-2011	655,000	1,838	653,162	Projects as identified in the 2011 Budget tabling document
904137	Elgin Emergency Generator	3,650,000	3,618,256	31,744	Replacement of Main Emergency Generator
<b>RPAM Facility Workplan</b>		<b>9,384,000</b>	<b>8,056,438</b>	<b>1,327,562</b>	

**OTTAWA POLICE SERVICE  
CAPITAL BUDGET WORKS IN PROGRESS  
SEPTEMBER 30, 2011**

Capital Project		Budget	Spending Incl. Commitments	Unspent	Status
Project #	Description				
904518	IT Upgrade & Expansion - 2008	1,340,000	1,148,784	191,216	474 Elgin retrofit, wireless expansion
905736	IT Infrastructure - 2010	722,000	442,424	279,576	Microsoft Exchange upgrade, server replacement and virus software upgrade
905737	IT Storage - 2010	960,000	168,613	791,387	Enterprise storage solution for retaining, managing
906048	IT Infrastructure - 2011	1,037,000	605,566	431,434	Hardware replacement, upgrade of security and network software, wireless expansion
906049	IT Storage - 2011	1,255,000	92,082	1,162,918	Enterprise storage solution for retaining, managing
905100	IT Applications - 2009	290,000	211,647	78,353	Application upgrades
905739	IT Applications - 2010	420,000	34,642	385,358	Application upgrades; (this project includes a \$97,000 credit for Fire CAD work)
906211	IT Applications - 2011	382,000	16,736	365,264	CAD, VGI, VCAP, etc upgrades and enhancements
905097	Telecommunications - 2009	365,000	255,162	109,838	Replace network switch
905738	Telecommunications - 2010	220,000	138,726	81,274	474 Elgin retrofit
906210	Telecommunications - 2011	420,000	134,847	285,153	VoIP Greenbank, wireless hardware replacements, Replace network switch
904133	IT Strategic Initiatives	1,370,000	710,316	659,684	Improvements to IT service delivery and upgrades to existing infrastructure - Social Media, and Sharepoint
905093	Collision Reporting	370,000	0	370,000	New electronic platform for collision reporting - moving to Business Transformation Project
905235	Livescan & Mugshot System	327,000	317,123	9,877	To be completed in 2011
<b>Information Technology &amp; Telecommunications</b>		<b>9,478,000</b>	<b>4,276,669</b>	<b>5,201,331</b>	
904125	IT Mobile Workstations-2007/2008	2,045,000	2,045,000	0	To be closed once commitments have cleared
905095	IT Mobile Workstations-2010/2011	1,400,000	1,400,000	0	To be closed once commitments have cleared
906047	IT Mobile Workstations-2011/2012	1,144,000	335,278	808,722	Third phase of in-car mobile workstation replacement program
<b>Mobile Workstations</b>		<b>4,589,000</b>	<b>3,780,278</b>	<b>808,722</b>	
505735	Vehicle Replacement - 2010	3,578,000	3,237,436	340,564	\$288K for vessels; remainder \$52K for anti-idling
505735	Vehicle Replacement - 2011	2,293,000	1,489,599	803,401	\$200K for vessels, \$500K for sedans, SUVs etc from 2012 replacement plan; \$38K for anti-idling
<b>Vehicle Replacement</b>		<b>5,871,000</b>	<b>4,727,035</b>	<b>1,143,965</b>	
905101	Strategic Growth Initiative 2009	300,000	178,234	121,766	For surveillance vehicles (\$205K in total from 2009 & 2010 projects)
903806	Strategic Growth Initiative 2010	300,000	11,970	288,030	\$84K for surveillance vehicles; rest held for SDP implementation
906212	Strategic Growth Initiative 2011	300,000	0	300,000	Held for non-compensation costs SDP
903450	Portable Radio Replacement	10,540,000	195,687	10,344,313	Phase 1 of radio upgrade
903452	OPS Share of Radio System	2,900,000	10,582	2,889,418	Working in partnership with the City of Ottawa, to upgrade existing radio network infrastructure
904420	2007 Ottawa Police Operational	312,000	300,713	11,287	Defibrillator bags (\$21K in total from 2007 & 2010)
905103	2010 Ottawa Police Operational	318,000	215,453	102,547	For purchase of electronic control devices, JEPP Grant request, Defibrillator bags (\$10K)
906214	2011 Ottawa Police Operational	215,000	30,702	184,298	Cameras, marine safety equipment
906213	Business Transformation	2,275,000	85,192	2,189,808	Collision reporting centres, Criminal records check process, Client Self-reporting
906220	Cellblock Security	350,000	305,853	44,147	Expansion of cellblock audio/video monitoring system
<b>Other Projects</b>		<b>17,810,000</b>	<b>1,334,386</b>	<b>16,475,614</b>	
<b>Report Total</b>		<b>108,846,000</b>	<b>45,470,097</b>	<b>63,375,903</b>	

OTTAWA POLICE SERVICE  
2012  
Draft Budget

2012 to 2021 Capital Forecast  
Annex B-2



**2012 - 2021 CAPITAL FORECAST**  
(000's)

Department: Ottawa Police Service												
AUTHORITY SUMMARY	Budget Guideline	Budget 2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total Estimate
Category / Project Title												
<b>Renewal of Assets</b>												
Fleet Program	2,893	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	31,000
IT Mobile Workstations	-	-	-	5,000	-	-	5,000	-	-	5,000	-	15,000
IT Infrastructure	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000
IT Storage	500	700	700	500	500	500	500	500	500	500	500	5,400
IT Telecommunication	400	657	650	550	400	400	400	400	400	400	400	4,657
IT Applications	500	500	750	750	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,000
Encrypted Radios	-	-	-	-	-	3,700	-	-	-	-	-	3,700
Building Security Access Control Upgrades	230	125	240	250	260	270	275	280	285	295	305	2,585
Facility Minor Capital Projects	440	840	695	695	695	695	695	695	695	695	695	7,095
Facility Lifecycle	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	22,000
Greenbank Cladding *	-	-	-	-	4,438	-	-	-	-	-	-	4,438
<b>Subtotal Renewal of Assets</b>	8,163	9,122	9,335	14,045	13,593	12,865	14,170	9,175	9,180	14,190	9,200	114,875
<b>Growth</b>												
Facility Acquisition - South *	-	-	-	-	24,200	-	-	-	-	-	-	24,200
Communication Centre Equipment-Comm*	-	-	-	-	5,000	-	-	-	-	-	-	5,000
Facility - Central Patrol Facility *	-	-	-	-	-	-	-	-	30,000	-	-	30,000
<b>Subtotal Growth</b>	-	-	-	-	29,200	-	-	-	30,000	-	-	59,200
<b>Strategic Initiatives</b>												
Strategic Growth Initiative	300	-	-	-	-	500	500	500	500	500	500	3,000
Business Transformation	-	-	1,000	-	1,000	-	1,000	-	1,000	-	1,000	5,000
OPS Specialized Equipment	300	932	800	800	800	800	800	800	800	800	800	8,132
Facility Strategic Plan - Greenbank	300	300	300	-	-	-	-	-	-	-	-	600
Elgin Refit %	-	-	-	-	-	-	-	-	14,000	-	-	14,000
Leitrim Refit %	-	-	-	-	-	-	-	-	2,000	-	-	2,000
Professional Development Expansion *	-	-	-	-	10,000	-	-	-	-	-	-	10,000
Facility Security Initiatives	-	250	250	250	250	250	250	250	250	250	250	2,500
Facility Initiatives	750	100	250	250	250	250	250	250	250	250	250	2,350
<b>Subtotal Strategic Initiatives</b>	1,650	1,582	2,600	1,300	12,300	1,800	2,800	1,800	18,800	1,800	2,800	47,582
<b>Total</b>	9,813	10,704	11,935	15,345	55,093	14,665	16,970	10,975	57,980	15,990	12,000	221,657
<b>FUNDING PLAN</b>												
General Capital Reserve Fund	6,920	7,604	8,835	12,245	8,355	11,565	13,870	7,875	8,880	12,890	8,900	101,019
Fleet Replacement Reserve Fund	2,643	2,850	2,850	2,850	2,850	2,850	2,800	2,800	2,800	2,800	2,800	28,250
Facilities Strategic Reserve Fund	-	-	-	-	-	-	-	-	8,000	-	-	8,000
Debt	-	-	-	-	43,638	-	-	-	38,000	-	-	81,638
Development Charges	-	-	-	-	-	-	-	-	-	-	-	-
Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revenue	250	250	250	250	250	250	300	300	300	300	300	2,750
<b>Total</b>	9,813	10,704	11,935	15,345	55,093	14,665	16,970	10,975	57,980	15,990	12,000	221,657

\* full debt financing  
% partial debt financing





OTTAWA POLICE SERVICE  
2012  
Draft Budget

2012 Capital Budget Project Requests  
Annex B-3  
Renewal of Assets



**2012 CAPITAL BUDGET  
PROJECT DETAIL (\$000's)**

<b>Project: Fleet Program</b> <b>Project Number: 906552</b> <b>Branch: Ottawa Police Service</b> <b>Ward: CW</b> <b>Category: Renewal of Assets</b> <b>Year of Completion: 2012</b>	<b>2012 Project Request</b>	3,100
	<b>Three Year Forecast</b>	9,300
	<b>Previous Budget Authority</b>	0
	<b>Total</b>	12,400

This project provides funding for the annual purchase plan for Ottawa Police vehicles and related equipment, including marked, unmarked, and specialty vehicles.

Fleet lifecycle replacement is an annual program based on experienced degradation of vehicle reliability, safety and value associated with increases in vehicle mileage, maintenance and repair costs. The parameters for replacement vary with vehicle type and service requirements. Front line marked cruisers and traffic vehicles are considered for replacement when vehicles have been in service for 3 years and/or 160,000 kilometres. Assessments of unmarked and utility vehicles are based upon using a longer-term lifecycle of 5 years. Certain specialty vehicles can be expected to remain in the fleet for up to 10 years. OPS vehicles that have met the end of their useful lives within the Police Fleet are sent to public auction and the proceeds are used to supplement the vehicle replacement program.

The 2012 Program includes nine additions to the fleet, following senior management review of operational needs in conjunction with the standards of the Authorized Vehicle Allocation Plan. Money has also been set aside for the purchase of anti-idling technology (\$112,500) and for new model vehicle up-fit related to the purchase of the Ford Taurus which, for OPS, replaces the Crown Victoria (\$79,800).

Scheduled purchase for 2012 include:

Police Package Cars	58
Small Truck/Speciality	1
Motorcycles	7
Additions to the Fleet	9
<b>Total</b>	<u>75</u>

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Project Request</b>	3,100	3,100	3,100	3,100
<b>Funding</b>				
OPS Fleet Replacement Reserve Fund	2,850	2,850	2,850	2,850
OPS Capital Reserve Fund	0	0	0	0
Other Revenue	250	250	250	250

**2012 CAPITAL BUDGET  
PROJECT DETAIL (\$000's)**

<b>Project: IT Infrastructure</b> <b>Project Number: 906553</b> <b>Branch: Ottawa Police Service</b> <b>Ward: CW</b> <b>Category: Renewal of Assets</b> <b>Year of Completion: 2012</b>	<b>2012 Project Request</b>	1,037
	<b>Three Year Forecast</b>	3,000
	<b>Previous Budget Authority</b>	0
	<b>Total</b>	4,037

The Ottawa Police Service has made significant investments in information technology infrastructure to support police operations. The Ottawa Police Service is committed to the maintenance of these assets while investing in new technologies for new and innovative ways to expand and improve on the delivery of its services.

Funding in the amount of \$1.037 million for 2012 has been identified for the replacement and addition of; servers, laptops, desktops, peripherals etc. and the upgrade of network security and network software. The three-year forecast includes the expansion of secure wireless technology throughout the OPS.

2012 Major Initiatives:

- Hardware replacement (Servers, Laptops, Printers, Monitors)
- Microsoft Exchange 2010 upgrade (email server)
- Wireless Expansion
- Roadmap for Private Cloud Computing
- Microsoft Software Assurance

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Project Request</b>	1,037	1,000	1,000	1,000
<b>Funding</b> OPS General Capital Reserve Fund	1,037	1,000	1,000	1,000

**2012 CAPITAL BUDGET  
PROJECT DETAIL (\$000's)**

<b>Project: IT Storage</b> <b>Project Number: 906554</b> <b>Branch: Ottawa Police Service</b> <b>Ward: CW</b> <b>Category: Renewal of Assets</b> <b>Year of Completion: 2012</b>	<b>2012 Project Request</b>	700
	<b>Three Year Forecast</b>	1,700
	<b>Previous Budget Authority</b>	0
	<b>Total</b>	2,400

The Ottawa Police Service requires an enterprise storage solution for retaining, managing, archiving, backing up, recovering and replicating of data. This data includes text, images, and video and voice recordings. Storage of information must be secure, scalable and reliable.

2012 Major Initiatives:

- Enterprise Backup/Archive Solution
- SAN (Storage Area Network) Expansion
- Section specific Storage Solution

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Project Request</b>	700	700	500	500
<b>Funding</b> OPS General Capital Reserve Fund	700	700	500	500

**2012 CAPITAL BUDGET  
PROJECT DETAIL (\$000's)**

<b>Project: IT Telecommunication</b> <b>Project Number: 906555</b> <b>Branch: Ottawa Police Service</b> <b>Ward: CW</b> <b>Category: Renewal of Assets</b> <b>Year of Completion: 2012</b>	<b>2012 Project Request</b>	657
	<b>Three Year Forecast</b>	1,600
	<b>Previous Budget Authority</b>	0
	<b>Total</b>	2,257

Enterprise Telecommunications and Networking are in the midst of radical change. This transformation is reshaping long-standing business practices in favour of providing telephone service over Internet Protocol networks (IP Telephony) which allows organizations to leverage their data network investment to deliver voice services across a common (converged) architecture. This approach has a lower cost than traditional telephone lines. Funding identified in this project will allow the Ottawa Police Service to continue to upgrade remote sites, facilitating the continued growth and expansion of the IP Telephony infrastructure to meet these new technology changes and add Telephony tools for the clients, internal users and management team such as Integrated Voice Response (IVR).

2012 Major Initiatives:

- VoIP Infrastructure at Elgin
- VoIP at 4 - 5 remote sites
- Partner Assurance Support Service
- Wireless Hardware replacement for Cells & BB's
- Switches required for Storage project
- Mobile X - Extending desktop extensions to cell phones (300 users)
- IVR at 613-236-1222

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Project Request</b>	657	650	550	400
<b>Funding</b> OPS General Capital Reserve Fund	657	650	550	400

**2012 CAPITAL BUDGET  
PROJECT DETAIL (\$000's)**

<b>Project: IT Applications</b> <b>Project Number: 906556</b> <b>Branch: Ottawa Police Service</b> <b>Ward: CW</b> <b>Category: Renewal of Assets</b> <b>Year of Completion: 2012</b>	<b>2012 Project Request</b>	500
	<b>Three Year Forecast</b>	2,500
	<b>Previous Budget Authority</b>	0
	<b>Total</b>	3,000

The Ottawa Police Service (OPS) has a significant investment in specialized application software. Funds are required to upgrade existing software tools or invest in new solutions aimed at improving productivity and service delivery.

2012 Major Initiatives:

- There are numerous proposals for new and/or upgraded software that are going to be reviewed for approval by an IT Governance Committee in 2012. The various possible software applications to be funded through this capital budget include:
  - Pilat – HR software
  - Avotus – Telecommunications software
  - Gangnet
  - Database software upgrade – for CID
  - PMXpert – inventory software for ESU
  - Major Case Management new operational software

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Project Request</b>	500	750	750	1,000
<b>Funding</b> OPS General Capital Reserve Fund	500	750	750	1,000

**2012 CAPITAL BUDGET  
PROJECT DETAIL (\$000's)**

<b>Project: Building Security Upgrades 2012</b> <b>Project Number: 906559</b> <b>Branch: Ottawa Police Service</b> <b>Ward: CW</b> <b>Category: Renewal of Assets</b> <b>Year of Completion: 2013</b>	<b>2012 Project Request</b>	125
	<b>Three Year Forecast</b>	750
	<b>Previous Budget Authority</b>	0
	<b>Total</b>	875

In 2002, the Ottawa Police, in partnership with the City of Ottawa Corporate Security, installed an Integrated Security Management System (ISMS) in the new East Division Police Facility at 3343 St. Joseph Blvd. as a pilot project. The ISMS is a security system involving access control, intrusion and duress alarms, video surveillance, and ID card management. In 2003, the pilot was expanded to include the Leitrim Facility. The success of the pilot resulted in the Ottawa Police Services Board approval of the ISMS for installation in all OPS facilities including the Evidence Control Warehouse on Swansea Crescent and at the Greenbank & Elgin facilities.

In 2012, funding in the amount of \$125,000 is required for ongoing maintenance and enhancements to installations at existing facilities. This funding is essential to maintain and protect the OPS's investment in its ISMS building security systems.

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Project Request</b>	125	240	250	260
<b>Funding</b> OPS General Capital Reserve Fund	125	240	250	260



**2012 CAPITAL BUDGET  
PROJECT DETAIL (\$000's)**

<b>Project: Facility Minor Capital Projects</b> <b>Project Number: 906560</b> <b>Branch: Ottawa Police Service</b> <b>Ward: CW</b> <b>Category: Renewal of Assets</b> <b>Year of Completion: 2013</b>	<b>2012 Project Request</b>	840
	<b>Three Year Forecast</b>	2,085
	<b>Previous Budget Authority</b>	0
	<b>Total</b>	2,925

This project provides ongoing capital funding to replace its aging inventory of corporate task chairs and allows OPS Facilities staff to perform required re-fits to meet operational needs and ensure that existing spaces are utilized to their fullest.

2012 Minor Capital Initiatives

- Chair Replacement Program
- OPS Service Delivery Review and CID Enhancement Project
- Community Police Centres – Facility Repairs

	2012	2013	2014	2015
<b>Project Request</b>	840	695	695	695
<b>Funding</b> OPS General Capital Reserve Fund	840	695	695	695

**2012 CAPITAL BUDGET  
PROJECT DETAIL (\$000's)**

<b>Project: Facility Lifecycle</b> <b>Project Number: 906561</b> <b>Branch: Ottawa Police Service</b> <b>Ward: CW</b> <b>Category: Renewal of Assets</b> <b>Year of Completion: 2012</b>	<b>2012 Project Request</b>	2,200
	<b>Three Year Forecast</b>	6,600
	<b>Previous Budget Authority</b>	0
	<b>Total</b>	8,800

The Facility Lifecycle Project is designed to ensure that the Service's owned facilities at 474 Elgin, 245 Greenbank Road, 2799 Swansea Crescent, 3343 St Joseph Blvd. 211 Huntmar and 4561 Bank Street are properly maintained to standards established by the City of Ottawa. These expenditures represent a significant investment and are focused on maintaining or enhancing the useful life of the buildings. The 2012 Work plan amounts to \$2.20 million and includes the following (partial listing of projects):

**Greenbank:**

- Replace Fire Pump & Switch
- Cooling Tower & Chiller replacement
- Exterior Caulking
- Boiler Replacement

**Elgin:**

- Membrane & Topping Replacement (Phase 1 of 4) reinstated from 2011
- Replace VAV Boxes
- UPS Battery replacement – reinstated from 2011
- Men's Shower Room Upgrades
- Replace Range Supply AHU – reinstated from 2011
- Washroom Upgrades

**Bank:**

- Roof Replacement
- Replace exterior Doors

**St Joseph:**

- Replace Front Lobby tiles – reinstated from 2011.

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Project Request</b>	2,200	2,200	2,200	2,200
<b>Funding</b> OPS General Capital Reserve Fund	2,200	2,200	2,200	2,200

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**2012 CAPITAL BUDGET  
PROJECT DETAIL (\$000's)**

<b>Project: OPS Specialized Equipment</b> <b>Project Number: 906557</b> <b>Branch: Ottawa Police Service</b> <b>Ward: CW</b> <b>Category: Strategic Initiatives</b> <b>Year of Completion: 2012</b>	<b>2012 Project Request</b>	932
	<b>Three Year Forecast</b>	2,400
	<b>Previous Budget Authority</b>	0
	<b>Total</b>	3,332

This project provides funding for specific operational priorities of the Ottawa police in 2012.

The initiatives include:

***Emergency Operations Directorate***

Draeger hand held Alcotesters - \$80,000

New legislation requires updated model for Alcohol Counter Measures Unit; 90 @ \$859.

Robot for CBRNe - \$292,200

Current model Andros F6A robot is 10 years old and at the end of its useful life.

Line of Site Devices - \$60,000

Current Leica line of site devices are obsolete; 2 @ \$30,000

***Criminal Investigative Directorate***

Cameras - \$200,000

Phase 2 of the organization-wide camera standardization process (digital transition plan). Purchase of cameras and related equipment over 3 years (2011 - \$100,000 and 2013 - \$200,000)

Mini Labs - \$200,000

The current Fuji Frontier mini-lab is past its useful life. A second unit will also be purchased as backup. Each mini-labs costs approximately \$100,000

***Other***

Gas Masks - \$100,000

To ensure that all members requiring a gas mask have one.

	2012	2012	2013	2014
<b>Project Request</b>	932	800	800	800
<b>Funding</b> OPS General Capital Reserve Fund	932	800	800	800

**2012 CAPITAL BUDGET  
PROJECT DETAIL (\$000's)**

<b>Project: Facility Strategic Plan</b> <b>Project Number: 906166</b> <b>Branch: Ottawa Police Service</b> <b>Ward: CW</b> <b>Category: Strategic Initiatives</b> <b>Year of Completion: 2013</b>	<b>2012 Project Request</b>	300
	<b>Three Year Forecast</b>	300
	<b>Previous Budget Authority</b>	2,650
	<b>Total</b>	3,250

The Facility Strategic Plan provides funding to refit and upgrade operational space, within the OPS Building Operations Portfolio, to meet the changing needs of the Service.

In 1998 the Board approved the Accommodation Master Plan (AMP), to finance the renovations to the existing main police facilities to support operational requirements resulting from the rationalization and amalgamation of the 3 former police forces and unification of some OPP areas.

In the time since the finalization of the AMP the OPS has added new facilities to it portfolio, revised its service delivery model, and grown substantially to the point that the Service needs to address the functional use of its facilities. Projects identified for 2012 & 2013 are as follows.

**2012:**

- Interim Space refits at Greenbank.

**2013:**

- Fit up of Space for Records Section.

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Project Request</b>	300	300	0	0
<b>Funding</b> OPS General Capital Reserve Fund	300	300	0	0

**2012 CAPITAL BUDGET  
PROJECT DETAIL (\$000's)**

<b>Project: Facility Security Initiatives</b> <b>Project Number: 906563</b> <b>Branch: Ottawa Police Service</b> <b>Ward: CW</b> <b>Category: Strategic Initiatives</b> <b>Year of Completion: 2012</b>	<b>2012 Project Request</b>	250
	<b>Three Year Forecast</b>	750
	<b>Previous Budget Authority</b>	0
	<b>Total</b>	1,000

In 2010, the OPS completed a preliminary security assessment of its major facilities. The report identified areas where security projects would enhance overall physical security of the facilities and safety for OPS staff. In Budget 2011, funding was identified within Facility Initiatives relating to installing traffic control measures that would restrict public vehicle access to Elgin, Greenbank and 10<sup>th</sup> Line stations. In addition, provisions for fencing and pedestrian gates were included.

In 2012, funding of \$250,000 is being requested to continue implementation of the recommendations from the 2010 Security Assessment. Additional cameras, lighting upgrades and panic alarm call stations are to be installed. Leitrim Station design makes perimeter fencing installation difficult and additional engineering studies are to be undertaken in 2012.

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Project Request</b>	250	250	250	250
<b>Funding</b> OPS General Capital Reserve Fund	250	250	250	250

**2012 CAPITAL BUDGET  
PROJECT DETAIL (\$000's)**

<b>Project: Facility Initiatives</b> <b>Project Number: 906564</b> <b>Branch: Ottawa Police Service</b> <b>Ward: CW</b> <b>Category: Strategic Initiatives</b> <b>Year of Completion: 2013</b>	<b>2012 Project Request</b>	100
	<b>Three Year Forecast</b>	750
	<b>Previous Budget Authority</b>	0
	<b>Total</b>	850

The Facility Initiatives Project is designed to support base building needs associated with OPS operational requirements at the Service's owned facilities (474 Elgin, 245 Greenbank Road, 2799 Swansea Crescent, 3343 St Joseph Blvd., 211 Huntmar and 4561 Bank Street) and CPC's. These expenditures represent a significant investment and are focused on adapting OPS facilities to changing operational and mandated needs.

**Elgin:**

- Exterior Cladding – Energy Efficiency Improvements

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Project Request</b>	100	250	250	250
<b>Funding</b> OPS General Capital Reserve Fund	100	250	250	250