

BUDGET 2012 *Ottawa*



2011096035-01

Finance and Economic Development Committee

Draft Operating and Capital Budget

Tax Supported Program

Tabled October 26, 2011

ottawa.ca
City services **3-1-1**
TTY 613-580-2401

Finance and Economic Development Committee

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City of Ottawa
Finance and Economic Development - Net Operating Requirement

In Thousands (\$000)

Net of Revenues, Recoveries and After Inter-departmental Allocations

| Net Operating Requirement | 2010 | 2011 | | 2012 | \$ Change Over 2011 Budget |
|--|--------------------|--------------------|--------------------|--------------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| By Department | | | | | |
| Elected Officials | 10,918 | 9,809 | 10,309 | 10,444 | 135.00 |
| Office of the Auditor General | 1,765 | 1,567 | 1,567 | 1,616 | 49 |
| City Manager's Office | 5,743 | 5,919 | 5,859 | 6,515 | 656 |
| Real Estate Partnerships & Develop. | 5,988 | 5,725 | 5,725 | 5,847 | 122 |
| Finance | 24,553 | 25,716 | 26,147 | 27,012 | 865 |
| City Clerk & Solicitor | 21,526 | 19,888 | 19,714 | 20,856 | 1,142 |
| City Operations Deputy City Manager's Office | 852 | 893 | 893 | 919 | 26 |
| Service Ottawa | 8,635 | 8,401 | 8,401 | 8,535 | 134 |
| Human Resources | 14,639 | 14,372 | 14,372 | 15,135 | 763 |
| Information Technology | 40,538 | 43,468 | 44,368 | 48,734 | 4,366 |
| Corporate Communications | 4,024 | 4,355 | 4,405 | 4,563 | 158 |
| ISCS Deputy City Manager's Office | 1,023 | 1,233 | 1,233 | 1,668 | 435 |
| Community Sustainability | 3,531 | 5,529 | 5,529 | 5,588 | 59 |
| Rail Implementation | - | - | - | - | - |
| Non-Departmental | (1,277,902) | (1,333,726) | (1,329,969) | (1,379,498) | (49,529) |
| Net Requirement | (1,134,167) | (1,186,851) | (1,181,447) | (1,222,066) | (40,619) |
| Percentage Change over 2011 Budget | | | | | 3.4% |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 136,610 | 140,212 | 142,055 | 148,753 | 6,698 |
| Overtime | 1,462 | 819 | 761 | 846 | 85 |
| Material & Services | 72,313 | 60,648 | 56,629 | 59,193 | 2,564 |
| Transfers/Grants/Financial Charges | 220,053 | 191,303 | 180,261 | 190,084 | 9,823 |
| Fleet Costs | 88 | 89 | 89 | 89 | - |
| Program Facility Costs | 379 | 370 | 370 | 370 | - |
| Other Internal Costs | (12,057) | 17,602 | 17,654 | 17,941 | 287 |
| Service Ottawa | - | - | (476) | 557 | 1,033 |
| Gross Expenditures | 418,848 | 411,043 | 397,343 | 417,833 | 20,490 |
| Recoveries & Allocations | (44,368) | (37,299) | (35,411) | (36,617) | (1,206) |
| Net Expenditure | 374,480 | 373,744 | 361,932 | 381,216 | 19,284 |
| By Revenue Type | | | | | |
| Federal | 1,737 | (300) | (300) | (300) | - |
| Provincial | (6,737) | (6,777) | (6,277) | (6,777) | (500) |
| Municipal | - | - | - | - | - |
| Own Funds | (30,542) | (36,260) | (28,007) | (29,101) | (1,094) |
| Fees and Services | (18,992) | (10,367) | (9,781) | (13,514) | (3,733) |
| Fines | (23,941) | (26,280) | (25,780) | (25,780) | - |
| Other | (1,430,172) | (1,480,611) | (1,473,234) | (1,527,810) | (54,576) |
| Total Revenue | (1,508,647) | (1,560,595) | (1,543,379) | (1,603,282) | (59,903) |
| Net Requirement | (1,134,167) | (1,186,851) | (1,181,447) | (1,222,066) | (40,619) |

City of Ottawa
Finance and Economic Development Committee

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 | Council Priorities | Service Ottawa | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | | | |
| Elected Officials | 9,809 | 10,309 | - | 135 | - | - | - | - | - | 10,444 | 135 |
| Office of the Auditor General | 1,567 | 1,567 | - | 49 | - | - | - | - | - | 1,616 | 49 |
| City Manager's Office | 6,219 | 6,159 | - | 166 | - | - | 500 | (10) | - | 6,815 | 656 |
| Real Estate Partnerships & Develop. | 6,278 | 6,278 | - | 285 | - | - | - | (88) | - | 6,475 | 197 |
| Finance | 32,542 | 32,387 | - | 1,280 | - | - | - | (240) | - | 33,427 | 1,040 |
| City Clerk & Solicitor | 20,833 | 20,659 | (505) | 950 | - | - | 260 | (68) | - | 21,296 | 637 |
| City Operations DCM's Office | 893 | 893 | - | 30 | - | - | - | (4) | - | 919 | 26 |
| Service Ottawa | 9,845 | 9,845 | - | 233 | - | - | - | (74) | - | 10,004 | 159 |
| Human Resources | 14,372 | 14,372 | - | 540 | - | - | 725 | (502) | - | 15,135 | 763 |
| Information Technology | 43,474 | 44,374 | - | 2,153 | - | 60 | 90 | 2,063 | - | 48,740 | 4,366 |
| Corporate Communications | 4,355 | 4,405 | - | 106 | - | - | 80 | (28) | - | 4,563 | 158 |
| ISCS Deputy City Manager's Office | 1,233 | 1,233 | - | 440 | - | - | - | (5) | - | 1,668 | 435 |
| Community Sustainability | 5,529 | 5,529 | - | 70 | - | - | - | (11) | - | 5,588 | 59 |
| Rail Implementation | 6,729 | 6,729 | - | 270 | - | - | - | - | - | 6,999 | 270 |
| Non-Departmental | 210,066 | 197,193 | 1,122 | 5,082 | 300 | 3,830 | - | - | - | 207,527 | 10,334 |
| Net Expenditure | 373,744 | 361,932 | 617 | 11,789 | 300 | 3,890 | 1,655 | 1,033 | - | 381,216 | 19,284 |
| Percent of 2011 Net Expenditure Budget | | | 0.2% | 3.3% | 0.1% | 1.1% | 0.5% | 0.3% | 0.0% | 5.3% | |
| Expenditures by Type | | | | | | | | | | | |
| Salaries, Wages & Benefits | 140,212 | 142,055 | - | 6,343 | - | - | 355 | - | - | 148,753 | 6,698 |
| Overtime | 819 | 761 | - | 85 | - | - | - | - | - | 846 | 85 |
| Material & Services | 60,648 | 56,629 | (5) | 1,194 | - | 75 | 1,300 | - | - | 59,193 | 2,564 |
| Transfers/Grants/Financial Charges | 191,303 | 180,261 | 622 | 5,071 | 300 | 3,830 | - | - | - | 190,084 | 9,823 |
| Fleet Costs | 89 | 89 | - | - | - | - | - | - | - | 89 | - |
| Program Facility Costs | 370 | 370 | - | - | - | - | - | - | - | 370 | - |
| Other Internal Costs | 17,602 | 17,654 | 230 | 57 | - | - | - | - | - | 17,941 | 287 |
| Service Ottawa | - | (476) | - | - | - | - | - | 1,033 | - | 557 | 1,033 |
| Gross Expenditures | 411,043 | 397,343 | 847 | 12,750 | 300 | 3,905 | 1,655 | 1,033 | - | 417,833 | 20,490 |
| Recoveries & Allocations | (37,299) | (35,411) | (230) | (961) | - | (15) | - | - | - | (36,617) | (1,206) |
| Net Expenditure | 373,744 | 361,932 | 617 | 11,789 | 300 | 3,890 | 1,655 | 1,033 | - | 381,216 | 19,284 |
| Revenues By Type | | | | | | | | | | | |
| Federal | (300) | (300) | - | - | - | - | - | - | - | (300) | - |
| Provincial | (6,777) | (6,277) | (500) | - | - | - | - | - | - | (6,777) | (500) |
| Municipal | - | - | - | - | - | - | - | - | - | - | - |
| Own Funds | (36,260) | (28,007) | (19) | (270) | - | - | (805) | - | - | (29,101) | (1,094) |
| Fees and Services | (10,367) | (9,781) | (175) | (3,458) | - | - | - | - | (100) | (13,514) | (3,733) |
| Fines | (26,280) | (25,780) | - | - | - | - | - | - | - | (25,780) | - |
| Other | (1,480,611) | (1,473,234) | - | (29,570) | - | (24,706) | - | - | (300) | (1,527,810) | (54,576) |
| Total Revenue | (1,560,595) | (1,543,379) | (694) | (33,298) | - | (24,706) | (805) | - | (400) | (1,603,282) | (59,903) |
| Percent of 2011 Revenue Budget | | | 0.0% | 2.2% | 0.0% | 1.6% | 0.1% | 0.0% | 0.0% | 3.9% | |
| Net Requirement | (1,186,851) | (1,181,447) | (77) | (21,509) | 300 | (20,816) | 850 | 1,033 | (400) | (1,222,066) | (40,619) |
| Percent of 2011 Net Requirement Budget | | | 0.0% | 1.8% | 0.0% | 1.8% | -0.1% | -0.1% | 0.0% | 3.4% | |
| Full Time Equivalents (FTE's) | | 1,445.37 | (8.00) | - | - | - | 2.00 | (12.00) | - | 1,427.37 | (18.00) |
| Percent of 2011 FTE's | | | -0.6% | 0.0% | 0.0% | 0.0% | 0.1% | -0.8% | 0.0% | -1.2% | |

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

2012 Draft Budget

| Project Description | Tax Supported/ Dedicated | Revenues | Development Charges | Gas Tax | Debt | Grand Total |
|---|-------------------------------------|-----------------|--------------------------------|----------------|-------------|--------------------|
| City Clerk & Solicitor | | | | | | |
| Renewal of City Assets | | | | | | |
| 906534 Fleet Growth - Mail Delivery | 65 | - | - | - | - | 65 |
| | 65 | - | - | - | - | 65 |
| General Government | | | | | | |
| Renewal of City Assets | | | | | | |
| 906413 Buildings-General Government | 718 | - | - | - | - | 718 |
| | 718 | - | - | - | - | 718 |
| Strategic Initiatives | | | | | | |
| 905185 Council Agenda Building Tool | 170 | - | - | - | - | 170 |
| 906374 Economic Development Strategy | 1,500 | - | - | - | - | 1,500 |
| 906446 Accessibility - General Government | 225 | - | - | - | - | 225 |
| 906531 Corporate Asset Management | 750 | - | - | - | - | 750 |
| | 2,645 | - | - | - | - | 2,645 |
| Information Technology | | | | | | |
| Renewal of City Assets | | | | | | |
| 903336 IT Technology Infrastructure 2012 | 2,640 | - | - | - | - | 2,640 |
| 903690 IT Business Systems: Renewal Program2012 | 990 | - | - | - | - | 990 |
| 906017 IT EnterpriseSys:IT PerformanceMgmt 2012 | 60 | - | - | - | - | 60 |
| 906020 IT Business Systems: Marval 2012 | 95 | - | - | - | - | 95 |
| 906360 IT Enterprise Sys: Information Mgmt 2012 | 400 | - | - | - | - | 400 |
| 906361 IT Enterprise Systems: Content Mgmt 2012 | 475 | - | - | - | - | 475 |
| 906362 IT Desktop Computers,Laptops&Periph 2012 | 2,700 | - | - | - | - | 2,700 |
| 906363 IT Enterprise Sys:Database Mgmt&BI 2012 | 420 | - | - | - | - | 420 |
| 906364 IT Enterprise Systems: Web Service 2012 | 420 | - | - | - | - | 420 |
| 906365 IT Enterprise Systems: Security Svc 2012 | 200 | - | - | - | - | 200 |
| 906366 IT Enterprise Systems: SAP 2012 | 1,270 | - | - | - | - | 1,270 |
| 906367 IT Enterprise Systems: GIS 2012 | 420 | - | - | - | - | 420 |
| 906368 IT Enterprise Systems: IT Svc Mgmt 2012 | 100 | - | - | - | - | 100 |
| 906369 IT Business Systems: CLASS 2012 | 80 | - | - | - | - | 80 |
| 906370 IT Internet Filter Lifecycle 2012 | 375 | - | - | - | - | 375 |
| 906371 IT SOA Infrastructure 2012 | 790 | - | - | - | - | 790 |
| | 11,435 | - | - | - | - | 11,435 |

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

2012 Draft Budget

| Project Description | Tax Supported/ Dedicated | Revenues | Development Charges | Gas Tax | Debt | Grand Total |
|---|-------------------------------------|-----------------|--------------------------------|----------------|--------------|--------------------|
| Strategic Initiatives | | | | | | |
| 905732 SO TECH RM (Roadmap) | 1,230 | - | - | - | - | 1,230 |
| 906549 IT Open Data | 150 | - | - | - | - | 150 |
| | 1,380 | - | - | - | - | 1,380 |
| Service Ottawa | | | | | | |
| Strategic Initiatives | | | | | | |
| 906575 IT Service Ottawa -Corporate Initiatives | 11,408 | - | - | - | - | 11,408 |
| | 11,408 | - | - | - | - | 11,408 |
| Transit Services | | | | | | |
| Growth | | | | | | |
| 905176 LRT (Tunney's to Blair) | - | 35,448 | 9,161 | 14,342 | 4,349 | 63,300 |
| | - | 35,448 | 9,161 | 14,342 | 4,349 | 63,300 |
| Grand Total | 27,651 | 35,448 | 9,161 | 14,342 | 4,349 | 90,951 |

Elected Officials – 2012 Budget Briefing Note

Description

Budget Overview

- All 23 City Councillors and the Mayor are given a global budget with which to run their offices.
- The adjusted global budget for 2011 is \$233,880 for Councillors and \$ 778,000 for the Mayor.
- The global budget is used for things such as advertising, cell phones, office supplies and parking for office staff.
- The global budget is also used to pay employees and consultants who provide professional assistance to the office.

Programs / Services Offered

Mandate

Support Statutory Role of Council

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

Support Statutory Role of Mayor

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

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

| Operating Resource Requirement | 2010 | 2011 | | 2012 | \$ Change Over 2011 Budget |
|---------------------------------------|---------------|--------------|---------------|---------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| <u>Expenditures by Program</u> | | | | | |
| Mayor's Office | 847 | 778 | 778 | 788 | 10 |
| Councillors | 10,071 | 9,031 | 10,031 | 10,156 | 125 |
| Provision for Surplus | - | - | (500) | (500) | - |
| Service Ottawa | - | - | - | - | - |
| Gross Expenditure | 10,918 | 9,809 | 10,309 | 10,444 | 135 |
| Recoveries & Allocations | - | - | - | - | - |
| Revenue | - | - | - | - | - |
| Net Requirement | 10,918 | 9,809 | 10,309 | 10,444 | 135 |
| <u>Expenditures by Type</u> | | | | | |
| Salaries, Wages & Benefits | 8,615 | 8,192 | 8,717 | 8,852 | 135 |
| Overtime | 52 | 25 | - | - | - |
| Material & Services | 1,873 | 1,393 | 1,393 | 1,393 | - |
| Transfers/Grants/Financial Charges | 174 | 8 | 8 | 8 | - |
| Fleet Costs | 1 | - | - | - | - |
| Program Facility Costs | - | - | - | - | - |
| Other Internal Costs | 203 | 191 | 191 | 191 | - |
| Service Ottawa | - | - | - | - | - |
| Gross Expenditures | 10,918 | 9,809 | 10,309 | 10,444 | 135 |
| Recoveries & Allocations | - | - | - | - | - |
| Net Expenditure | 10,918 | 9,809 | 10,309 | 10,444 | 135 |
| <u>Revenues By Type</u> | | | | | |
| Federal | - | - | - | - | - |
| Provincial | - | - | - | - | - |
| Municipal | - | - | - | - | - |
| Own Funds | - | - | - | - | - |
| Fees and Services | - | - | - | - | - |
| Fines | - | - | - | - | - |
| Other | - | - | - | - | - |
| Total Revenue | - | - | - | - | - |
| Net Requirement | 10,918 | 9,809 | 10,309 | 10,444 | 135 |
| <u>Full Time Equivalents</u> | | | | | |
| | | | - | - | - |

City of Ottawa
Elected Officials - 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 | Council Priorities | Service Ottawa | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | | | |
| Mayor's Office | 778 | 778 | - | 10 | - | - | - | - | - | 788 | 10 |
| Council | 9,031 | 10,031 | - | 125 | - | - | - | - | - | 10,156 | 125 |
| Provision for Surplus | - | (500) | - | - | - | - | - | - | - | (500) | - |
| Service Ottawa | - | - | - | - | - | - | - | - | - | - | - |
| Gross Expenditure | 9,809 | 10,309 | - | 135 | - | - | - | - | - | 10,444 | 135 |
| Recoveries & Allocations | - | - | - | - | - | - | - | - | - | - | - |
| Revenue | - | - | - | - | - | - | - | - | - | - | - |
| Net Requirement | 9,809 | 10,309 | - | 135 | - | - | - | - | - | 10,444 | 135 |
| Expenditures by Type | | | | | | | | | | | |
| Salaries, Wages & Benefits | 8,192 | 8,717 | - | 135 | - | - | - | - | - | 8,852 | 135 |
| Overtime | 25 | - | - | - | - | - | - | - | - | - | - |
| Material & Services | 1,393 | 1,393 | - | - | - | - | - | - | - | 1,393 | - |
| Transfers/Grants/Financial Charges | 8 | 8 | - | - | - | - | - | - | - | 8 | - |
| Fleet Costs | - | - | - | - | - | - | - | - | - | - | - |
| Program Facility Costs | - | - | - | - | - | - | - | - | - | - | - |
| Other Internal Costs | 191 | 191 | - | - | - | - | - | - | - | 191 | - |
| Service Ottawa | - | - | - | - | - | - | - | - | - | - | - |
| Gross Expenditures | 9,809 | 10,309 | - | 135 | - | - | - | - | - | 10,444 | 135 |
| Recoveries & Allocations | - | - | - | - | - | - | - | - | - | - | - |
| Net Expenditure | 9,809 | 10,309 | - | 135 | - | - | - | - | - | 10,444 | 135 |
| Percent of 2011 Net Expenditure Budget | | | 0.0% | 1.3% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 1.3% | |
| Revenues By Type | | | | | | | | | | | |
| Federal | - | - | - | - | - | - | - | - | - | - | - |
| Provincial | - | - | - | - | - | - | - | - | - | - | - |
| Municipal | - | - | - | - | - | - | - | - | - | - | - |
| Own Funds | - | - | - | - | - | - | - | - | - | - | - |
| Fees and Services | - | - | - | - | - | - | - | - | - | - | - |
| Fines | - | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - | - |
| Total Revenue | - | - | - | - | - | - | - | - | - | - | - |
| Percent of 2011 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 9,809 | 10,309 | - | 135 | - | - | - | - | - | 10,444 | 135 |
| Percent of 2011 Net Requirement Budget | | | 0.0% | 1.3% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 1.3% | |
| Full Time Equivalents (FTE's) | - | - | - | - | - | - | - | - | - | - | - |
| Percent of 2011 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa

Elected Officials - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

| 2011 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|--|---------------------|----------|------------|
| | Exp. | Rev. | Net |
| Forecast vs. Budget Variance Explanation Forecasted surplus as a result of savings in compensation and general reduced spending. | 500 | - | 500 |
| Total Surplus / (Deficit) | 500 | - | 500 |

| 2012 Pressure Category / Explanation | Increase / (Decrease) | | | |
|--|-----------------------|----------|------------------|------------|
| | Exp. | Rev. | Net 2012 Changes | FTE Impact |
| Maintain Services All programs include an adjustment for contract settlement, increments and benefits adjustments. | 135 | - | 135 | - |
| Total Maintain Services | 135 | - | 135 | - |
| Total Budget Changes | 135 | - | 135 | - |

Office of the Auditor General – 2012 Budget Briefing Note

Description

Mandate of the Office of the Auditor General

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

Programs / Services Offered

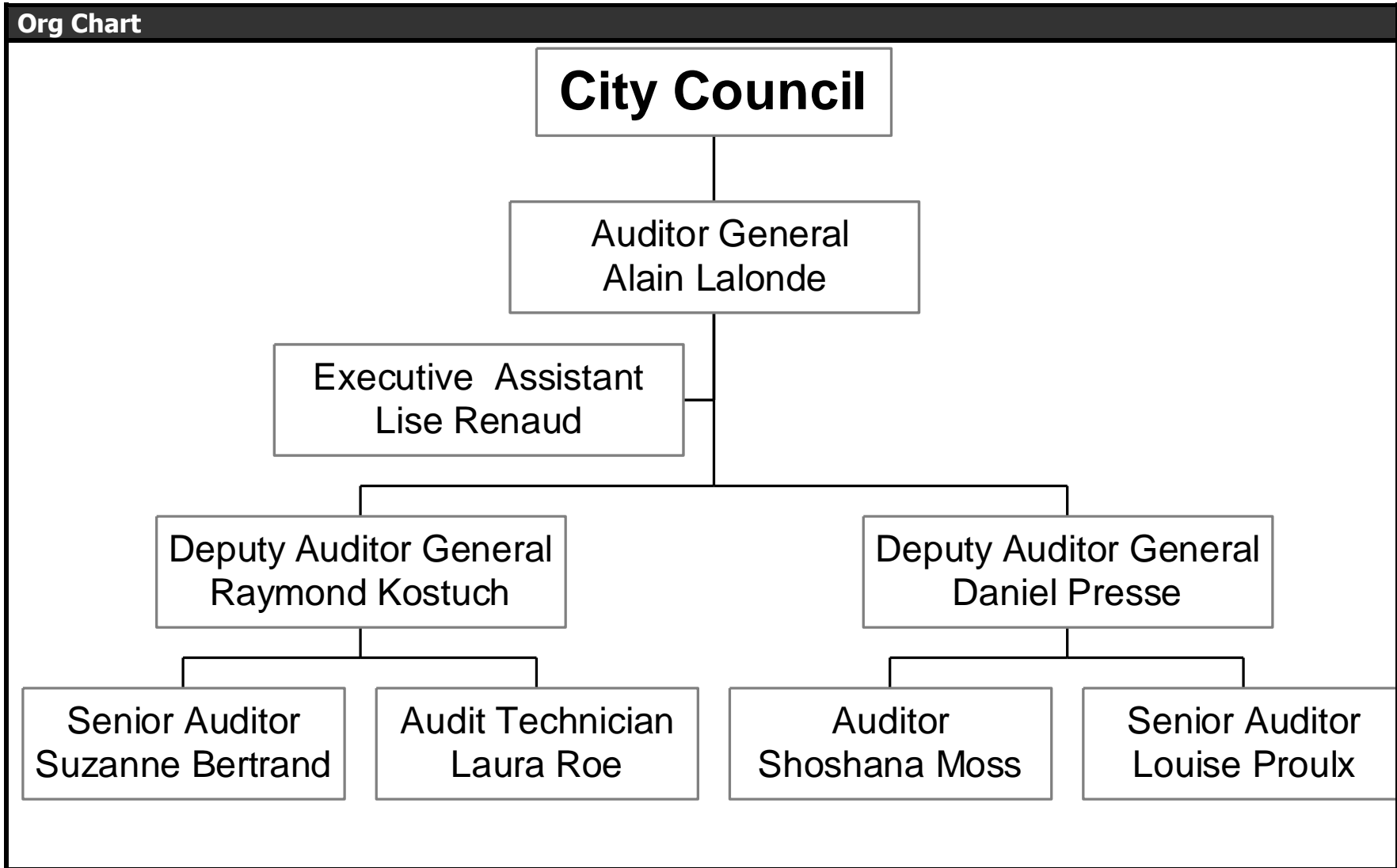
- Carry out audits on City departments and/or Boards
- Financial audits (except annual attest audit)
- Performance (value-for-money) audits
- Compliance audits
- Administration of City's Fraud and Waste Hotline for employees and the public as part of Council's policy on Corporate Fraud and Other Similar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

Performance / Outcome Measures

Performance indicators:

- Implementation of the Quality Assessment Review Recommendations
- Approval of the 2013 Audit Plan
- Completion of the 2011 Annual Report
- Completion of Follow-up audits
- Completion of the 2012 Audit Plan
- Reporting on Fraud and Waste Hotline audits

Office of the Auditor General – 2012 Budget Briefing Note



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

In Thousands (\$000)

| Operating Resource Requirement | 2010 | 2011 | | 2012 | \$ Change Over 2011 Budget |
|------------------------------------|--------------|--------------|--------------|--------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Office of the Auditor General | 1,765 | 1,567 | 1,567 | 1,616 | 49 |
| Service Ottawa | - | - | - | - | - |
| Gross Expenditure | 1,765 | 1,567 | 1,567 | 1,616 | 49 |
| Recoveries & Allocations | - | - | - | - | - |
| Revenue | - | - | - | - | - |
| Net Requirement | 1,765 | 1,567 | 1,567 | 1,616 | 49 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 952 | 959 | 959 | 997 | 38 |
| Overtime | - | - | - | - | - |
| Material & Services | 752 | 606 | 606 | 617 | 11 |
| Transfers/Grants/Financial Charges | - | - | - | - | - |
| Fleet Costs | - | - | - | - | - |
| Program Facility Costs | - | - | - | - | - |
| Other Internal Costs | 61 | 2 | 2 | 2 | - |
| Service Ottawa | - | - | - | - | - |
| Gross Expenditures | 1,765 | 1,567 | 1,567 | 1,616 | 49 |
| Recoveries & Allocations | - | - | - | - | - |
| Net Expenditure | 1,765 | 1,567 | 1,567 | 1,616 | 49 |
| Revenues By Type | | | | | |
| Federal | - | - | - | - | - |
| Provincial | - | - | - | - | - |
| Municipal | - | - | - | - | - |
| Own Funds | - | - | - | - | - |
| Fees and Services | - | - | - | - | - |
| Fines | - | - | - | - | - |
| Other | - | - | - | - | - |
| Total Revenue | - | - | - | - | - |
| Net Requirement | 1,765 | 1,567 | 1,567 | 1,616 | 49 |
| Full Time Equivalent | | | 8.00 | 8.00 | - |

City of Ottawa

Office of the Auditor General - 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 | Council Priorities | Service Ottawa | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | | | |
| Office of the Auditor General | 1,567 | 1,567 | - | 49 | - | - | - | - | - | 1,616 | 49 |
| Service Ottawa | - | - | - | - | - | - | - | - | - | - | - |
| Gross Expenditure | 1,567 | 1,567 | - | 49 | - | - | - | - | - | 1,616 | 49 |
| Recoveries & Allocations | - | - | - | - | - | - | - | - | - | - | - |
| Revenue | - | - | - | - | - | - | - | - | - | - | - |
| Net Requirement | 1,567 | 1,567 | - | 49 | - | - | - | - | - | 1,616 | 49 |
| Expenditures by Type | | | | | | | | | | | |
| Salaries, Wages & Benefits | 959 | 959 | - | 38 | - | - | - | - | - | 997 | 38 |
| Overtime | - | - | - | - | - | - | - | - | - | - | - |
| Material & Services | 606 | 606 | - | 11 | - | - | - | - | - | 617 | 11 |
| Transfers/Grants/Financial Charges | - | - | - | - | - | - | - | - | - | - | - |
| Fleet Costs | - | - | - | - | - | - | - | - | - | - | - |
| Program Facility Costs | - | - | - | - | - | - | - | - | - | - | - |
| Other Internal Costs | 2 | 2 | - | - | - | - | - | - | - | 2 | - |
| Service Ottawa | - | - | - | - | - | - | - | - | - | - | - |
| Gross Expenditures | 1,567 | 1,567 | - | 49 | - | - | - | - | - | 1,616 | 49 |
| Recoveries & Allocations | - | - | - | - | - | - | - | - | - | - | - |
| Net Expenditure | 1,567 | 1,567 | - | 49 | - | - | - | - | - | 1,616 | 49 |
| Percent of 2011 Net Expenditure Budget | | | 0.0% | 3.1% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 3.1% | |
| Revenues By Type | | | | | | | | | | | |
| Federal | - | - | - | - | - | - | - | - | - | - | - |
| Provincial | - | - | - | - | - | - | - | - | - | - | - |
| Municipal | - | - | - | - | - | - | - | - | - | - | - |
| Own Funds | - | - | - | - | - | - | - | - | - | - | - |
| Fees and Services | - | - | - | - | - | - | - | - | - | - | - |
| Fines | - | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - | - |
| Total Revenue | - | - | - | - | - | - | - | - | - | - | - |
| Percent of 2011 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 1,567 | 1,567 | - | 49 | - | - | - | - | - | 1,616 | 49 |
| Percent of 2011 Net Requirement Budget | | | 0.0% | 3.1% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 3.1% | |
| Full Time Equivalents (FTE's) | | 8.00 | - | - | - | - | - | - | - | 8.00 | - |
| Percent of 2011 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa

Office of the Auditor General - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

| 2012 Pressure Category / Explanation | Increase / (Decrease) | | | FTE Impact |
|---|-----------------------|----------|------------------|------------|
| | Exp. | Rev. | Net 2012 Changes | |
| Maintain Services | | | | |
| All programs include an adjustment for contract settlement, increments and benefit adjustments. | 38 | - | 38 | - |
| Inflationary provision for materials & services | 11 | - | 11 | - |
| Total Maintain Services | 49 | - | 49 | - |
| Total Budget Changes | 49 | - | 49 | - |

City Manager's Office – 2012 Budget Briefing Note

Description

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

Programs / Services Offered

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

City Manager's Office – 2012 Budget Briefing Note

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

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

Services Offered:

- Identify and implement operational efficiencies through competitive service delivery and business process reviews
- Project management of large corporate and departmental projects and initiatives
- Business case development /Best Practice Analysis
- Develop City Strategic Plan
- Conduct corporate environmental scans
- Provide corporate performance data and reports
- Develop service standards and performance measures
- Identify corporate and departmental risks / develop Corporate Risk Profile
- Develop and manage Corporate Administrative Policies and Procedures

Performance / Outcome Measures

- 2011 – 175 meetings with the Mayor and Councillors;
- 2011 – 75 intergovernmental meetings and communications with upper tier government representatives;
- 2011 – 20 meetings with the Auditor General;
- 2011 – Over 1,000 inquires (formal and informal) from the Mayor and Council;
- 2011 – 25 meetings with Community Partners; Liaisons with the Collation of Community Associations, Building Owner's & Operators, Business Improvement Areas, Ottawa chamber of Commerce, Francophone Caucus, Art community and groups, Public Sector Accounting Board, Community Foundation, United Way, City for All Women, etc.;
- 2011 – 150 public inquiries directly responded to and 65 coordinated through the CMO; and,
- 2011 – 15 media files maintained on key community-related subjects.

City Manager's Office – 2012 Budget Briefing Note

Outcome:

- The City has a strategic plan that is aligned with council priorities and that provides a clear focus for all City managers and staff as they perform their jobs.
- The City uses a strategic planning, implementation, and evaluation process that allows the city to achieve its strategic goals.
- The City has designed and developed a performance reporting system that provides timely, accurate data about current performance and that is linked to the City Strategic Plan.
- Employee engagement and client satisfaction data is collected, analyzed and reported to Departments, which is then utilized in the service excellence planning process.
- The cost and timelines for delivering solutions to internal city clients are no greater than industry standards.
- Accessibility for Ontarians with Disabilities Act compliance targets met.
- Efficiency targets established by Council are monitored, reported and achieved within timelines.
- Administrative polices are monitored and reviewed and revised within established timelines.
- Risk assessments are completed per direction each year and risk mitigation strategies identified.

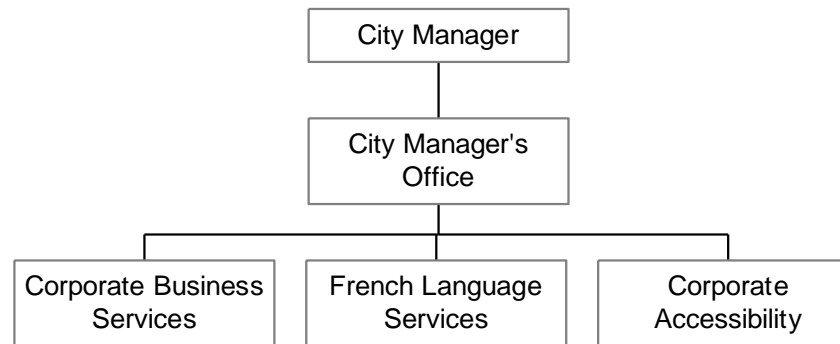
2012 Budget Risks / Other Considerations

- No budget risks have been identified for the 2012 Budget.

City Manager's Office – 2012 Budget Briefing Note

Org Chart

City Manager's Office, French Language Services, Corporate Business Services and Performance, Corporate Accessibility



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

In Thousands (\$000)

| Operating Resource Requirement | 2010 | 2011 | | 2012 | \$ Change Over 2011 Budget |
|--|--------------|--------------|--------------|--------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| City Manager's Office | 366 | 445 | 445 | 447 | 2 |
| French Language Services | 2,841 | 2,582 | 2,522 | 2,568 | 46 |
| Policy Coordination & Outreach | 898 | 850 | 850 | 912 | 62 |
| Business Services & Performance Management | 1,572 | 1,716 | 1,716 | 1,772 | 56 |
| Corporate Accessibility | 398 | 373 | 373 | 373 | - |
| Senior's Initiatives | - | - | - | 500 | 500 |
| Service Ottawa | - | - | - | (10) | (10) |
| Gross Expenditure | 6,075 | 5,966 | 5,906 | 6,562 | 656 |
| Recoveries & Allocations | (69) | 253 | 253 | 253 | - |
| Revenue | (263) | (300) | (300) | (300) | - |
| Net Requirement | 5,743 | 5,919 | 5,859 | 6,515 | 656 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 3,575 | 3,730 | 3,724 | 3,865 | 141 |
| Overtime | 2 | 7 | 13 | 13 | - |
| Material & Services | 2,168 | 2,206 | 2,146 | 2,671 | 525 |
| Transfers/Grants/Financial Charges | 65 | - | - | - | - |
| Fleet Costs | - | - | - | - | - |
| Program Facility Costs | - | - | - | - | - |
| Other Internal Costs | 265 | 23 | 23 | 23 | - |
| Service Ottawa | - | - | - | (10) | (10) |
| Gross Expenditures | 6,075 | 5,966 | 5,906 | 6,562 | 656 |
| Recoveries & Allocations | (69) | 253 | 253 | 253 | - |
| Net Expenditure | 6,006 | 6,219 | 6,159 | 6,815 | 656 |
| Revenues By Type | | | | | |
| Federal | (263) | (300) | (300) | (300) | - |
| Provincial | - | - | - | - | - |
| Municipal | - | - | - | - | - |
| Own Funds | - | - | - | - | - |
| Fees and Services | - | - | - | - | - |
| Fines | - | - | - | - | - |
| Other | - | - | - | - | - |
| Total Revenue | (263) | (300) | (300) | (300) | - |
| Net Requirement | 5,743 | 5,919 | 5,859 | 6,515 | 656 |
| Full Time Equivalents | | | 37.00 | 37.00 | - |

City of Ottawa
City Manager's Office - 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 | Council Priorities | Service Ottawa | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | | | |
| City Manager's Office | 445 | 445 | - | 2 | - | - | - | - | - | 447 | 2 |
| French Language Services | 2,582 | 2,522 | - | 46 | - | - | - | - | - | 2,568 | 46 |
| Policy Coordination & Outreach | 850 | 850 | - | 62 | - | - | - | - | - | 912 | 62 |
| Business Services & Performance Management | 1,716 | 1,716 | - | 56 | - | - | - | - | - | 1,772 | 56 |
| Corporate Accessibility | 373 | 373 | - | - | - | - | - | - | - | 373 | - |
| Senior's Initiatives | - | - | - | - | - | - | 500 | - | - | 500 | 500 |
| Service Ottawa | - | - | - | - | - | - | - | (10) | - | (10) | (10) |
| Gross Expenditure | 5,966 | 5,906 | - | 166 | - | - | 500 | (10) | - | 6,562 | 656 |
| Recoveries & Allocations | 253 | 253 | - | - | - | - | - | - | - | 253 | - |
| Revenue | (300) | (300) | - | - | - | - | - | - | - | (300) | - |
| Net Requirement | 5,919 | 5,859 | - | 166 | - | - | 500 | (10) | - | 6,515 | 656 |
| Expenditures by Type | | | | | | | | | | | |
| Salaries, Wages & Benefits | 3,730 | 3,724 | - | 141 | - | - | - | - | - | 3,865 | 141 |
| Overtime | 7 | 13 | - | - | - | - | - | - | - | 13 | - |
| Material & Services | 2,206 | 2,146 | - | 25 | - | - | 500 | - | - | 2,671 | 525 |
| Transfers/Grants/Financial Charges | - | - | - | - | - | - | - | - | - | - | - |
| Fleet Costs | - | - | - | - | - | - | - | - | - | - | - |
| Program Facility Costs | - | - | - | - | - | - | - | - | - | - | - |
| Other Internal Costs | 23 | 23 | - | - | - | - | - | - | - | 23 | - |
| Service Ottawa | - | - | - | - | - | - | - | (10) | - | (10) | (10) |
| Gross Expenditures | 5,966 | 5,906 | - | 166 | - | - | 500 | (10) | - | 6,562 | 656 |
| Recoveries & Allocations | 253 | 253 | - | - | - | - | - | - | - | 253 | - |
| Net Expenditure | 6,219 | 6,159 | - | 166 | - | - | 500 | (10) | - | 6,815 | 656 |
| Percent of 2011 Net Expenditure Budget | | | 0.0% | 2.7% | 0.0% | 0.0% | 8.1% | -0.2% | 0.0% | 10.7% | |
| Revenues By Type | | | | | | | | | | | |
| Federal | (300) | (300) | - | - | - | - | - | - | - | (300) | - |
| Provincial | - | - | - | - | - | - | - | - | - | - | - |
| Municipal | - | - | - | - | - | - | - | - | - | - | - |
| Own Funds | - | - | - | - | - | - | - | - | - | - | - |
| Fees and Services | - | - | - | - | - | - | - | - | - | - | - |
| Fines | - | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - | - |
| Total Revenue | (300) | (300) | - | - | - | - | - | - | - | (300) | - |
| Percent of 2011 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 5,919 | 5,859 | - | 166 | - | - | 500 | (10) | - | 6,515 | 656 |
| Percent of 2011 Net Requirement Budget | | | 0.0% | 2.8% | 0.0% | 0.0% | 8.5% | -0.2% | 0.0% | 11.2% | |
| Full Time Equivalents (FTE's) | | 37.00 | - | - | - | - | - | - | - | 37.00 | - |
| Percent of 2011 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa

City Manager's Office - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

| 2011 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|--|---------------------|----------|-------------|
| | Exp. | Rev. | Net |
| Forecast vs. Budget Variance Explanation A deficit is expected in the French Language Services area as a result of higher than anticipated demand for translation and interpretation activities. | (60) | - | (60) |
| Total Surplus / (Deficit) | (60) | - | (60) |

| 2012 Pressure Category / Explanation | Increase / (Decrease) | | | FTE Impact |
|---|-----------------------|----------|------------------|------------|
| | Exp. | Rev. | Net 2012 Changes | |
| Maintain Services All programs include an adjustment for 2012 contract settlement, increments and benefit adjustments. | 141 | - | 141 | - |
| French Language Services - inflation adjustment for translation services. | 25 | - | 25 | - |
| Total Maintain Services | 166 | - | 166 | - |
| Council Priorities Senior's Initiative - to create a comprehensive and forward-looking Older Adult Plan for the City of Ottawa. | 500 | - | 500 | - |
| Total Council Priorities | 500 | - | 500 | - |
| Service Ottawa Productivity Improvements related to Corporate Service Ottawa Initiatives. | (10) | - | (10) | - |
| Total Service Ottawa | (10) | - | (10) | - |
| Total Budget Changes | 656 | - | 656 | - |

Real Estate Partnerships and Development Office (REPDO) – 2012 Budget Briefing Note

Description

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

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

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

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

Programs / Services Offered

The core real estate services that REPDO provides are:

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

Acquisition

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

Real Estate Partnerships and Development Office (REPDO) – 2012 Budget Briefing Note

Disposal and Environmental Remediation

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

Leasing and Valuations

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

Realty Initiatives and Development

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

Real Estate Partnerships and Development Office (REPDO) – 2012 Budget Briefing Note

Corporate Realty Value Analysis

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

Real Estate Partnerships and Development Office (REPDO) – 2012 Budget Briefing Note

Performance / Outcome Measures

The City of Ottawa is leading municipal practice in strategic real estate services, partnerships, and development. This expert real estate leadership optimizes the City's real estate assets in keeping with the goal of long-term fiscal and community sustainability. Based on figures to date and an estimate for the balance of the year, performance measures for 2010 include:

- 35 disposals / land sales
- 273 real estate appraisals
- 342 valuations
- 448 inquiries
- 45 acquisition and revenue lease agreements
- 86 environmental assessment/remediation projects
- 56 Consent to Enter Agreements (on public property)
- 104 Delegated Authority/Committee/Council Reports
- 359 Right of Way Screening Projects
- 450 Consent to Enter Agreements (on private property)
- 8 fee simple acquisitions to support corporate initiatives, 15 permanent easements
- 250 property assessment reviews
- Developed processes to support portfolio requirements of OPL and OPS
- Portfolio planning and analysis process for Public Works – PBGOM Works Yard portfolio and facility analysis for Solid Waste Services

2011 Budget Risks / Other Considerations

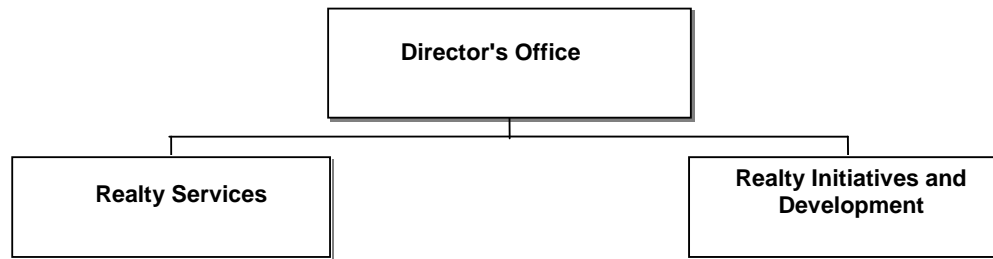
Risks associated with REPDO that may impact the 2011 budget include:

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

Real Estate Partnerships and Development Office (REPDO) – 2012 Budget Briefing Note

Org Chart

Real Estate Partnerships and Development Office (REPDO)



City of Ottawa

Real Estate Partnerships & Development Office - Operating Resource Requirement

In Thousands (\$000)

| Operating Resource Requirement | 2010 | 2011 | | 2012 | \$ Change Over 2011 Budget |
|------------------------------------|--------------|--------------|--------------|--------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Director's Office | 353 | 365 | 365 | 384 | 19 |
| Realty Services | 5,957 | 4,834 | 4,834 | 5,259 | 425 |
| Realty Initiatives & Development | 2,185 | 1,664 | 1,664 | 1,735 | 71 |
| Service Ottawa | - | - | - | (88) | (88) |
| Gross Expenditure | 8,495 | 6,863 | 6,863 | 7,290 | 427 |
| Recoveries & Allocations | (1,952) | (585) | (585) | (815) | (230) |
| Revenue | (555) | (553) | (553) | (628) | (75) |
| Net Requirement | 5,988 | 5,725 | 5,725 | 5,847 | 122 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 3,942 | 4,310 | 4,310 | 4,520 | 210 |
| Overtime | 3 | 50 | 50 | 50 | - |
| Material & Services | 2,468 | 2,072 | 2,072 | 2,147 | 75 |
| Transfers/Grants/Financial Charges | 707 | 419 | 419 | 419 | - |
| Fleet Costs | - | - | - | - | - |
| Program Facility Costs | - | - | - | - | - |
| Other Internal Costs | 1,375 | 12 | 12 | 242 | 230 |
| Service Ottawa | - | - | - | (88) | (88) |
| Gross Expenditures | 8,495 | 6,863 | 6,863 | 7,290 | 427 |
| Recoveries & Allocations | (1,952) | (585) | (585) | (815) | (230) |
| Net Expenditure | 6,543 | 6,278 | 6,278 | 6,475 | 197 |
| Revenues By Type | | | | | |
| Federal | - | - | - | - | - |
| Provincial | - | - | - | - | - |
| Municipal | - | - | - | - | - |
| Own Funds | - | - | - | - | - |
| Fees and Services | (555) | (553) | (553) | (628) | (75) |
| Fines | - | - | - | - | - |
| Other | - | - | - | - | - |
| Total Revenue | (555) | (553) | (553) | (628) | (75) |
| Net Requirement | 5,988 | 5,725 | 5,725 | 5,847 | 122 |
| Full Time Equivalents | | | 43.50 | 42.50 | (1.00) |

City of Ottawa

Real Estate Partnerships & Development Office - 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 | Council Priorities | Service Ottawa | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | | | |
| Director's Office | 365 | 365 | | 19 | - | - | - | - | - | 384 | 19 |
| Realty Services | 4,834 | 4,834 | 230 | 195 | - | - | - | - | - | 5,259 | 425 |
| Realty Initiatives & Development | 1,664 | 1,664 | - | 71 | - | - | - | - | - | 1,735 | 71 |
| Service Ottawa | - | - | - | - | - | - | - | (88) | - | (88) | (88) |
| Gross Expenditure | 6,863 | 6,863 | 230 | 285 | - | - | - | (88) | - | 7,290 | 427 |
| Recoveries & Allocations | (585) | (585) | (230) | - | - | - | - | - | - | (815) | (230) |
| Revenue | (553) | (553) | - | - | - | - | - | - | (75) | (628) | (75) |
| Net Requirement | 5,725 | 5,725 | - | 285 | - | - | - | (88) | (75) | 5,847 | 122 |
| Expenditures by Type | | | | | | | | | | | |
| Salaries, Wages & Benefits | 4,310 | 4,310 | - | 210 | - | - | - | - | - | 4,520 | 210 |
| Overtime | 50 | 50 | - | - | - | - | - | - | - | 50 | - |
| Material & Services | 2,072 | 2,072 | - | 75 | - | - | - | - | - | 2,147 | 75 |
| Transfers/Grants/Financial Charges | 419 | 419 | - | - | - | - | - | - | - | 419 | - |
| Fleet Costs | - | - | - | - | - | - | - | - | - | - | - |
| Program Facility Costs | - | - | - | - | - | - | - | - | - | - | - |
| Other Internal Costs | 12 | 12 | 230 | - | - | - | - | - | - | 242 | 230 |
| Service Ottawa | - | - | - | - | - | - | - | (88) | - | (88) | (88) |
| Gross Expenditures | 6,863 | 6,863 | 230 | 285 | - | - | - | (88) | - | 7,290 | 427 |
| Recoveries & Allocations | (585) | (585) | (230) | - | - | - | - | - | - | (815) | (230) |
| Net Expenditure | 6,278 | 6,278 | - | 285 | - | - | - | (88) | - | 6,475 | 197 |
| Percent of 2011 Net Expenditure Budget | | | 0.0% | 4.5% | 0.0% | 0.0% | 0.0% | -1.4% | 0.0% | 3.1% | |
| Revenues By Type | | | | | | | | | | | |
| Federal | - | - | - | - | - | - | - | - | - | - | - |
| Provincial | - | - | - | - | - | - | - | - | - | - | - |
| Municipal | - | - | - | - | - | - | - | - | - | - | - |
| Own Funds | - | - | - | - | - | - | - | - | - | - | - |
| Fees and Services | (553) | (553) | - | - | - | - | - | - | (75) | (628) | (75) |
| Fines | - | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - | - |
| Total Revenue | (553) | (553) | - | - | - | - | - | - | (75) | (628) | (75) |
| Percent of 2011 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 13.6% | 13.6% | |
| Net Requirement | 5,725 | 5,725 | - | 285 | - | - | - | (88) | (75) | 5,847 | 122 |
| Percent of 2011 Net Requirement Budget | | | 0.0% | 5.0% | 0.0% | 0.0% | 0.0% | -1.5% | -1.3% | 2.1% | |
| Full Time Equivalents (FTE's) | | 43.50 | - | - | - | - | - | (1.00) | - | 42.50 | (1.00) |
| Percent of 2011 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | -2.3% | 0.0% | -2.3% | |

City of Ottawa

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

In Thousands (\$000)

| 2012 Pressure Category / Explanation | Increase / (Decrease) | | | FTE Impact |
|---|-----------------------|-------------|------------------|---------------|
| | Exp. | Rev. | Net 2012 Changes | |
| Maintain Services | | | | |
| All Programs include an adjustment for contract settlement, increments and benefit adjustments. | 210 | - | 210 | - |
| Corporate leases inflationary increase. | 75 | - | 75 | - |
| Total Maintain Services | 285 | - | 285 | - |
| Service Ottawa | | | | |
| Productivity Improvements related to Corporate Service Ottawa Initiatives. | (88) | - | (88) | (1.00) |
| Total Service Ottawa | (88) | - | (88) | (1.00) |
| User Fees & Revenues | | | | |
| See following user fee schedule for details on the specific rates. | - | (75) | (75) | - |
| Total User Fees & Revenues | - | (75) | (75) | - |
| Total Budget Changes | 197 | (75) | 122 | (1.00) |

City of Ottawa
Real Estate Partnerships & Development Office - User Fees

| User Fees | 2010 Rate | 2011 Rate | 2012 Rate | % Change Over | | Effective Date | 2012 Revenue |
|---|---------------|---------------|---------------|---------------|------|----------------|--------------|
| | \$ | \$ | \$ | 2011 | 2010 | DD-MMM-YY | (\$000) |
| Real Estate Agreements | | | | | | 01-Jan-12 | |
| Lease agreements | \$1 to \$1000 | \$1 to \$1000 | \$1 to \$1000 | - | - | 01-Jan-12 | (75) |
| Lease Assignment Amendment | \$1 to \$500 | \$1 to \$500 | \$1 to \$500 | - | - | 01-Jan-12 | - |
| Lease Renewal Agreements | \$1 to \$500 | \$1 to \$500 | \$1 to \$500 | - | - | 01-Jan-12 | - |
| Licence of Occupation Agreements | \$1 to \$1000 | \$1 to \$1000 | \$1 to \$1000 | - | - | 01-Jan-12 | - |
| Licence Assignment | \$1 to \$500 | \$1 to \$500 | \$1 to \$500 | - | - | 01-Jan-12 | - |
| Licence Renewal | \$1 to \$500 | \$1 to \$500 | \$1 to \$500 | - | - | 01-Jan-12 | - |
| Consent to Enter Agreements | \$1 to \$250 | \$1 to \$250 | \$1 to \$250 | - | - | 01-Jan-12 | - |
| Reconveyance of Dedicated Road Widening requirements | \$1 to \$500 | \$1 to \$500 | \$1 to \$500 | - | - | 01-Jan-12 | - |
| Cost of Negotiation of off-site management agreement | \$1 to \$1500 | \$1 to \$1500 | \$1 to \$1500 | - | - | 01-Jan-12 | - |
| Cost of Negotiation fee | \$1 to \$1500 | \$1 to \$1500 | \$1 to \$1500 | - | - | 01-Jan-12 | - |
| Cost of appraisal | actual cost | actual cost | actual cost | - | - | 01-Jan-12 | - |
| Cost of appraisal admin fee | \$1 to \$1500 | \$1 to \$1500 | \$1 to \$1500 | - | - | 01-Jan-12 | - |
| Cost of survey | actual cost | actual cost | actual cost | - | - | 01-Jan-12 | - |
| Cost of survey admin fee | \$1 to \$1500 | \$1 to \$1500 | \$1 to \$1500 | - | - | 01-Jan-12 | - |
| Recovery of actual costs relating to real estate operations | actual cost | actual cost | actual cost | - | - | 01-Jan-12 | - |
| Total Real Estate | | | | | | | (75) |

Finance Department – 2012 Budget Briefing Note

Description

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

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

Programs / Services Offered

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

Finance Department – 2012 Budget Briefing Note

Re-Organizations

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

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

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

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

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

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

December 2010: Centralized accounts payable function to leverage automation to improve invoice processing. Re-organized procurement to create a unit focused on IT and Special projects to support Corporate priorities.

Finance Department – 2012 Budget Briefing Note

Performance / Outcome Measures

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

| Accounts Receivable | 2008 | 2009 | 2010 |
|--|------------------|-------------------|-------------------|
| GREV335 – Average collection period | 34.3 (40.42) | 32.65 (49.00) | 36.14 (54.63) |
| GREV310 - Cost of accounts receivable function / invoice | 10.97 (19.37) | 10.26 (20.38) | 9.33 (20.92) |
| GREV315 - Number of Invoices issued / Accounts Receivable FTE | 5299.4 (3361.91) | 6223.40 (3408.54) | 7239.04 (3576.70) |
| POA dollars collected per collector | 607, 356 | 500, 000 | \$430,000* |
| Taxation | 2008 | 2009 | 2010 |
| TXRS310 - Cost to maintain taxation accounts/ accounts serviced | 14.38 (14.38) | 15.35 (13.28) | 15.32 (14.25) |
| TXRS405 - Percentage of tax accounts enrolled in preauthorized payment plans | 34.1 (29.8) | 34.4(31.5) | 34.7 (33.4) |
| TXRS135 – Percentage of Taxes levied in arrears | 1.9 (2.2) | 1.7 (2.8) | 1.8 (2.6) |
| Total accounts (tax and water) | 475, 838 | 484,650 | 495,430 |
| Tax and water queue calls | 136, 000 | 138,000 | 137,516 |
| Accounts Payable | 2008 | 2009 | 2010 |
| FINV317 - Accounts payable cost / invoice paid | 7.72 (5.75) | 8.19 (4.66) | 8.45 (5.29) |
| FINV325 - Number of invoices / accounts payable FTE | 10370 (11270) | 10112 (13997) | 10078 (12641) |
| FINV410 - Percentage of invoices paid within 30 days | 76.6 (71.2) | 75.6 (73.3) | 75.9 (74.5) |
| Payroll | 2008 | 2009 | 2010 |
| FPRL320A - Number of T4's and T4A's Issued per Finance Payroll FTE's | 852.8 (852.8) | 783.3 (887.3) | 782.6 (961.5) |
| FPRL317A - Number of Payroll Direct Deposits and Payroll Cheques per Finance Payroll FTE's | 16143 (19523) | 15060 (19374) | 14977 (19624) |

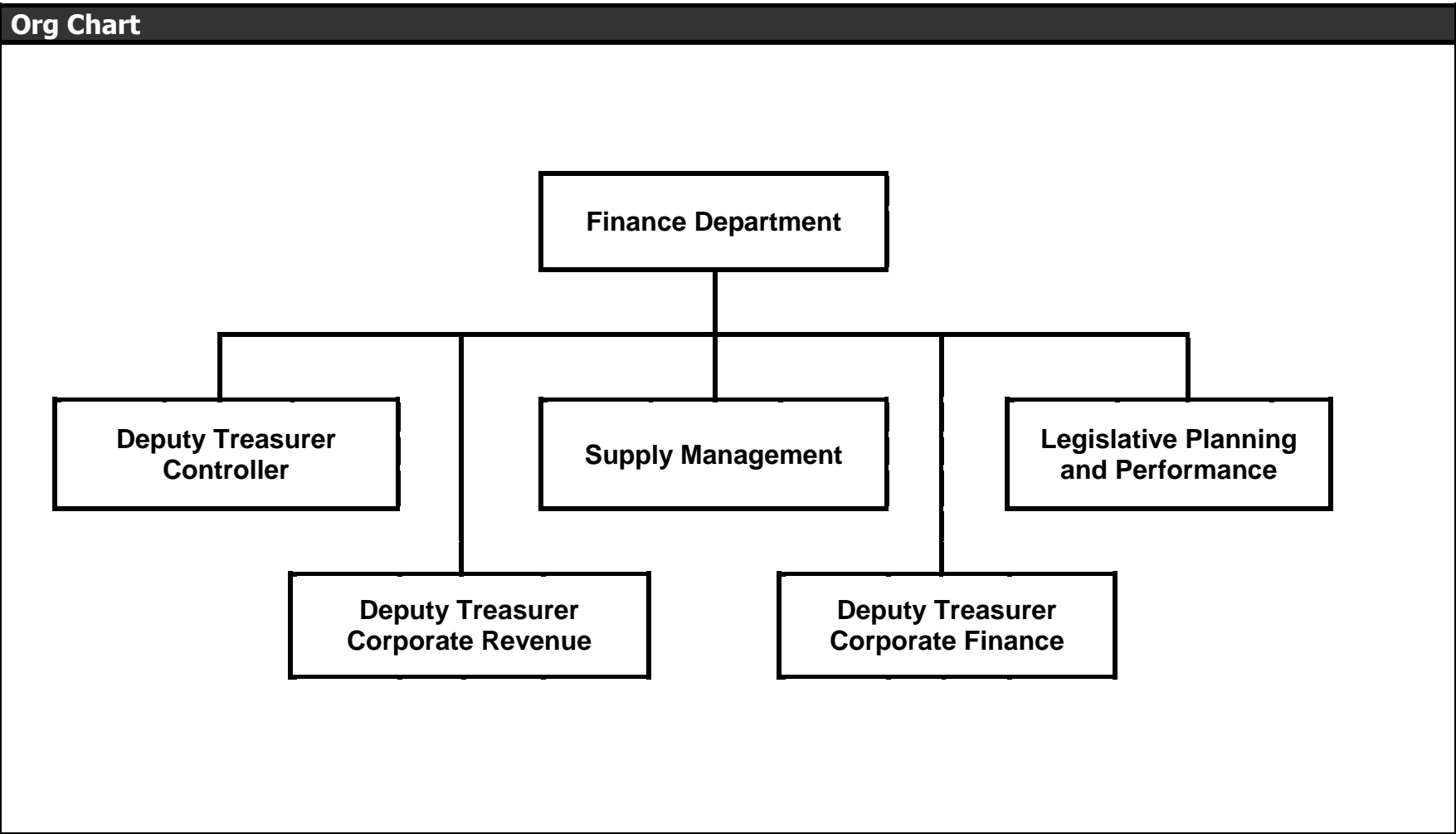
*In 2010 seven new staff were hired with full training taking approximately 6 months. This means over 60% of the POA collections staff new and in training throughout 2010, the amount collected per collector dropped by \$70,000 from the previous year

Finance Department – 2012 Budget Briefing Note

| Purchasing | 2008 | 2009 | 2010 |
|---|-----------|-----------|-----------|
| Percentage of goods and services purchased through Supply | 84.34 | 86.79 | 86.32 |
| FPUR415 - Average number of bids / call | 4.2 (3.9) | 4.7 (4.6) | 5.0 (4.6) |
| Cost of centralized purchasing as percentage of purchases | 0.37 | 0.34 | 0.34 |
| Percentage Purchases >100K via Competitive Processes | 91.05 | 94.92 | 95.94 |

| Financial Support Units | 2009 | 2010 | 2011 |
|---|------|------|------|
| Financial Support FTEs per \$100 million Citywide budget | 3.88 | 3.68 | 4.32 |
| Financial Planning | 2009 | 2010 | 2011 |
| Financial Planning FTEs per \$500 million Citywide budget | 0.98 | 0.99 | 0.93 |
| Accounting and Reporting | 2009 | 2010 | 2011 |
| Accounting FTEs per \$500 million Citywide budget | 2.83 | 3.03 | 2.85 |

Finance Department – 2012 Budget Briefing Note



City of Ottawa
Finance - Operating Resource Requirement
In Thousands (\$'000)

| Operating Resource Requirement | 2010 | 2011 | | 2012 | \$ Change Over |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|
| | Actual | Forecast | Budget | Estimate | 2011 Budget |
| Expenditures by Program | | | | | |
| City Treasurer's Office | 346 | 335 | 335 | 340 | 5 |
| Revenue | 13,914 | 15,029 | 15,551 | 16,331 | 780 |
| Corporate Finance | 4,427 | 5,208 | 5,058 | 5,228 | 170 |
| Policy and Planning | 368 | 540 | 585 | 593 | 8 |
| Controller | 16,187 | 14,782 | 14,432 | 14,815 | 383 |
| Supply | 3,896 | 3,862 | 3,962 | 4,056 | 94 |
| Service Ottawa | - | - | (322) | (562) | (240) |
| Gross Expenditure | 39,138 | 39,756 | 39,601 | 40,801 | 1,200 |
| Recoveries & Allocations | (8,031) | (7,214) | (7,214) | (7,374) | (160) |
| Revenue | (6,554) | (6,826) | (6,240) | (6,415) | (175) |
| Net Requirement | 24,553 | 25,716 | 26,147 | 27,012 | 865 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 34,388 | 35,147 | 35,852 | 37,112 | 1,260 |
| Overtime | 123 | 204 | 107 | 107 | - |
| Material & Services | 4,135 | 4,089 | 3,578 | 3,758 | 180 |
| Transfers/Grants/Financial Charges | - | - | - | - | - |
| Fleet Costs | - | - | - | - | - |
| Program Facility Costs | - | - | - | - | - |
| Other Internal Costs | 492 | 316 | 386 | 386 | - |
| Service Ottawa | - | - | (322) | (562) | (240) |
| Gross Expenditures | 39,138 | 39,756 | 39,601 | 40,801 | 1,200 |
| Recoveries & Allocations | (8,031) | (7,214) | (7,214) | (7,374) | (160) |
| Net Expenditure | 31,107 | 32,542 | 32,387 | 33,427 | 1,040 |
| Revenues By Type | | | | | |
| Federal | - | - | - | - | - |
| Provincial | - | - | - | - | - |
| Municipal | - | - | - | - | - |
| Own Funds | - | - | - | - | - |
| Fees and Services | (6,554) | (6,261) | (5,675) | (5,850) | (175) |
| Fines | - | (565) | (565) | (565) | - |
| Other | - | - | - | - | - |
| Total Revenue | (6,554) | (6,826) | (6,240) | (6,415) | (175) |
| Net Requirement | 24,553 | 25,716 | 26,147 | 27,012 | 865 |
| Full Time Equivalents | | | 459.31 | 453.31 | (6.00) |

City of Ottawa
Finance - 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 | Council Priorities | Service Ottawa | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | | | |
| City Treasurer's Office | 335 | 335 | - | 5 | - | - | - | - | - | 340 | 5 |
| Revenue | 15,029 | 15,551 | - | 765 | - | 15 | - | - | - | 16,331 | 780 |
| Corporate Finance | 5,208 | 5,058 | - | 170 | - | - | - | - | - | 5,228 | 170 |
| Policy and Planning | 540 | 585 | - | 8 | - | - | - | - | - | 593 | 8 |
| Controller | 14,782 | 14,432 | - | 383 | - | - | - | - | - | 14,815 | 383 |
| Supply | 3,862 | 3,962 | - | 94 | - | - | - | - | - | 4,056 | 94 |
| Service Ottawa | - | (322) | - | - | - | - | - | (240) | - | (562) | (240) |
| Gross Expenditure | 39,756 | 39,601 | - | 1,425 | - | 15 | - | (240) | - | 40,801 | 1,200 |
| Recoveries & Allocations | (7,214) | (7,214) | - | (145) | - | (15) | - | - | - | (7,374) | (160) |
| Revenue | (6,826) | (6,240) | (175) | - | - | - | - | - | - | (6,415) | (175) |
| Net Requirement | 25,716 | 26,147 | (175) | 1,280 | - | - | - | (240) | - | 27,012 | 865 |
| Expenditures by Type | | | | | | | | | | | |
| Salaries, Wages & Benefits | 35,147 | 35,852 | - | 1,260 | - | - | - | - | - | 37,112 | 1,260 |
| Overtime | 204 | 107 | - | - | - | - | - | - | - | 107 | - |
| Material & Services | 4,089 | 3,578 | - | 165 | - | 15 | - | - | - | 3,758 | 180 |
| Transfers/Grants/Financial Charges | - | - | - | - | - | - | - | - | - | - | - |
| Fleet Costs | - | - | - | - | - | - | - | - | - | - | - |
| Program Facility Costs | - | - | - | - | - | - | - | - | - | - | - |
| Other Internal Costs | 316 | 386 | - | - | - | - | - | - | - | 386 | - |
| Service Ottawa | - | (322) | - | - | - | - | - | (240) | - | (562) | (240) |
| Gross Expenditures | 39,756 | 39,601 | - | 1,425 | - | 15 | - | (240) | - | 40,801 | 1,200 |
| Recoveries & Allocations | (7,214) | (7,214) | - | (145) | - | (15) | - | - | - | (7,374) | (160) |
| Net Expenditure | 32,542 | 32,387 | - | 1,280 | - | - | - | (240) | - | 33,427 | 1,040 |
| Percent of 2011 Net Expenditure Budget | | | 0.0% | 4.0% | 0.0% | 0.0% | 0.0% | -0.7% | 0.0% | 3.2% | |
| Revenues By Type | | | | | | | | | | | |
| Federal | - | - | - | - | - | - | - | - | - | - | - |
| Provincial | - | - | - | - | - | - | - | - | - | - | - |
| Municipal | - | - | - | - | - | - | - | - | - | - | - |
| Own Funds | - | - | - | - | - | - | - | - | - | - | - |
| Fees and Services | (6,261) | (5,675) | (175) | - | - | - | - | - | - | (5,850) | (175) |
| Fines | (565) | (565) | - | - | - | - | - | - | - | (565) | - |
| Other | - | - | - | - | - | - | - | - | - | - | - |
| Total Revenue | (6,826) | (6,240) | (175) | - | - | - | - | - | - | (6,415) | (175) |
| Percent of 2011 Revenue Budget | | | 2.8% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 2.8% | |
| Net Requirement | 25,716 | 26,147 | (175) | 1,280 | - | - | - | (240) | - | 27,012 | 865 |
| Percent of 2011 Net Requirement Budget | | | -0.7% | 4.9% | 0.0% | 0.0% | 0.0% | -0.9% | 0.0% | 3.3% | |
| Full Time Equivalents (FTE's) | | 459.31 | (2.00) | - | - | - | - | (4.00) | - | 453.31 | (6.00) |
| Percent of 2011 FTE's | | | -0.4% | 0.0% | 0.0% | 0.0% | 0.0% | -0.9% | 0.0% | -1.3% | |

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

| 2011 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|--|---------------------|------------|------------|
| | Exp. | Rev. | Net |
| Forecast vs. Budget Variance Explanation Increased revenues from higher Municipal Tax Sales and collection handling fees are expected to result in a year-end surplus. | (155) | 586 | 431 |
| Total Surplus / (Deficit) | (155) | 586 | 431 |

| 2011 Baseline Adjustments / Explanations | Increase / (Decrease) | | | |
|--|-----------------------|--------------|------------------|---------------|
| | Exp. | Rev. | Net 2011 Changes | FTE Impact |
| Adjustments to Base Budget | | | | |
| FTE reduction to be achieved from 2011 Service Ottawa Initiatives. | - | - | - | (2.00) |
| Municipal Tax Sales | - | (175) | (175) | - |
| Total Adjustments to Base Budget | - | (175) | (175) | (2.00) |

| 2012 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|----------|------------------|------------|
| | Exp. | Rev. | Net 2012 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for contract settlement, increments and benefit adjustments. | 1,260 | - | 1,260 | - |
| Inflationary costs in printing and postage for Tax Bills. | 20 | - | 20 | - |
| Professional services to fund additional work due the increased number of appeals to Assessment Review Board. | 30 | - | 30 | - |
| Inflationary costs in printing and postage for Water Bills. | 115 | - | 115 | - |
| Growth and inflationary costs in printing and postage Water Billing recovered from Water/Sewer Fund. | (115) | - | (115) | - |
| Contract settlement, increment and benefit adjustment Water Billing recovered from Water/Sewer Fund. | (30) | - | (30) | - |
| Total Maintain Services | 1,280 | - | 1,280 | - |

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

| 2012 Pressure Category / Explanation | Increase / (Decrease) | | | |
|--|-----------------------|--------------|------------------|---------------|
| | Exp. | Rev. | Net 2012 Changes | FTE Impact |
| Growth | | | | |
| Inflationary costs in printing and postage for Water Bills. | 15 | - | 15 | - |
| Growth and inflationary costs in printing and postage Water Billing recovered from Water/Sewer Fund. | (15) | - | (15) | - |
| Total Growth | - | - | - | - |
| Service Ottawa | | | | |
| Productivity Improvements related to Corporate Service Ottawa Initiatives. | (240) | - | (240) | (4.00) |
| Total Service Ottawa | (240) | - | (240) | (4.00) |
| User Fees & Revenues | | | | |
| See following user fee schedule for details on the specific rates. | - | - | - | - |
| Total User Fees & Revenues | - | - | - | - |
| Total Budget Changes | 1,040 | (175) | 865 | (6.00) |

City of Ottawa
Finance - User Fees

| User Fees | 2010 Rate | 2011 Rate | 2012 Rate | % Change Over | | Effective Date | 2012 Revenue |
|---|-------------|-------------|-------------|---------------|------|----------------|--------------|
| | \$ | \$ | \$ | 2011 | 2010 | DD-MMM-YY | (\$000) |
| Finance | | | | | | | |
| Water Certificates | 64.00 | 64.00 | 64.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| Water Reminder Notices | 6.15 | 6.15 | 6.15 | 0.0% | 0.0% | 01-Jan-12 | - |
| Water New Account Fee | 64.00 | 64.00 | 64.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| Shut Off Notice Delivery | 32.00 | 32.00 | 32.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| Account History | 32.00 | 32.00 | 32.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| Return Cheque Fee : Water | 39.00 | 39.00 | 39.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| Tax Deferral Program | 111.00 | 111.00 | 111.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| Large Account Fee (per billing) | 6.90 | 6.90 | 6.90 | 0.0% | 0.0% | 01-Jan-12 | - |
| Tax Change of Name Fee | 39.00 | 39.00 | 39.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| Tax New Account Fees | 64.00 | 64.00 | 64.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| Tax Certificates | 64.00 | 64.00 | 64.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| Arrears list research for mortgage companies | 32.00 | 32.00 | 32.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| Tax Reminder Notice | 6.15 | 6.15 | 6.15 | 0.0% | 0.0% | 01-Jan-12 | - |
| Duplicate Statement/Invoices/Bills | 32.00 | 32.00 | 32.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| Return Cheque Fee: Tax | 39.00 | 39.00 | 39.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| Return Cheque Fee : Accounts Receivable | 39.00 | 39.00 | 39.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| Return Cheque Fee : Overpayment Recovery | 39.00 | 39.00 | 39.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| Additions to Tax Roll | 32.00 | 32.00 | 32.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| Frozen Assessment Listing | 32.00 | 32.00 | 32.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| Renewal - Tax Deferral | 37.00 | 37.00 | 37.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| Tax Sales Fees: | | | | | | | |
| Preliminary Work, register TAC, first mailing, stat declaration, TACC | 1,224.00 | 1,224.00 | 1,224.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| Certificate, first mailing, statutory declaration, TACC | 369.00 | 369.00 | 369.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| Extension Agreement | 739.00 | 739.00 | 739.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| Survey | Actual Cost | Actual Cost | Actual Cost | | | | |

City of Ottawa
Finance - User Fees

| User Fees | 2010 Rate | 2011 Rate | 2012 Rate | % Change Over | | Effective Date | 2012 Revenue |
|--|----------------------------------|----------------------------------|----------------------------|---------------|------|----------------|--------------|
| | \$ | \$ | \$ | 2011 | 2010 | DD-MMM-YY | (\$000) |
| Finance (Cont.) | | | | | | | |
| <u>Sale of Land by Tender Process:</u> | | | | | | | |
| Expenses for Tender Opening | 739.00 | 739.00 | 739.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| mailing Costs | 257.00 | 257.00 | 257.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| Registration of Document | 369.00 | 369.00 | 369.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| Distribution of Sales Proceeds | 369.00 | 369.00 | 369.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| Tender Package | 36.00 | 36.00 | 36.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| Advertising Costs | Actual Cost | Actual Cost | Actual Cost | 0.0% | 0.0% | 01-Jan-12 | - |
| Legal Cost | Actual Cost | Actual Cost | Actual Cost | 0.0% | 0.0% | 01-Jan-12 | - |
| <u>Private Collection Agency Fee:</u> | | | | | | | |
| PCA Handling Fee | 32.00 | 32.00 | 32.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| PCA Fee Recovery | Actual % | Actual % | Actual % | 0.0% | 0.0% | 01-Jan-12 | - |
| Corporate Accounts Receivable Interest | 1.25% Compounded per month | 1.25% Compounded per month | 1.25% Compounded per month | | | 01-Jan-12 | - |
| Accounts Receivable Collection Handling | 32.00 | 32.00 | 32.00 | 0.0% | 0.0% | 01-Jan-12 | - |
| New Fee - Payment Distribution | 31.00 | 31.00 | 31.00 | | | 01-Jan-12 | - |
| New Fee - Registered Letter for Arrears on Tax Account | 31.00 | 31.00 | 31.00 | | | 01-Jan-12 | - |
| Total Finance | | | | | | | - |

City Clerk and Solicitor Department – 2012 Budget Briefing Note

Description

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

City Clerk

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

Legal Services

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

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

Programs / Services Offered

City Clerk

The City Clerk function provides the following services:

- Support to City Council meetings and provision of staff resources to Standing and Advisory Committees as well as two boards, pursuant to the *Municipal Act, 2001* and related provincial statutes;
- Point of contact on all matters of protocol between the City and federal, provincial and municipal governments, offices of government officials, diplomatic missions, as well as military, civic, cultural, religious and community organizations;
- Administration of court-related services and enforcement matters prescribed by the *Provincial Offences Act* and related provincial statutes;
- Ensure all statutory obligations in relation to vital statistics (i.e. marriage, death, etc.) are maintained in accordance with the *Vital Statistics Act*;

City Clerk and Solicitor Department – 2012 Budget Briefing Note

- Fulfill legislated and advisory responsibilities relating to elections pursuant to the *Municipal Elections Act*, as well as access to information and protection of privacy in accordance with the *Municipal Freedom of Information and Protection of Privacy Act* and related provincial statutes;
- Process printing requests, administer corporate copier fleet, deliver internal mail, coordinate courier services, and process external mail;
- Administrative assistance and support to members of Council and their staff.

Legal Services

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

- legal and procedural advice;
- legislative drafting, interpretation and application;
- real estate services;
- agreement drafting and review;
- access to information and privacy law;
- municipal assessment and taxation legal issues;
- zoning and official plan legal issues;
- civil litigation;
- labour relations advice and services, including collective bargaining;
- claims processing and management;
- City-wide insurance matters;
- POA and by-law prosecutions, etc.

City Clerk and Solicitor Department – 2012 Budget Briefing Note

Re-Organizations

City Clerk

The City Clerk function has undergone several realignments between 2007 and 2011, including:

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

Legal Services

The Legal Services function has undergone several realignments between 2007 and 2011, including:

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

City Clerk and Solicitor Department – 2012 Budget Briefing Note

- reorganization of the labour relations function and staff to provide for a Chief Negotiator and teams assigned to specific portfolios in 2011.

City Clerk and Solicitor Department

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

City Clerk and Solicitor Department – 2012 Budget Briefing Note

Performance / Outcome Measures

City Clerk

2008, 2009 and 2010 OMBI statistical data for City Clerk functions includes the following;

POA

Lowest Cost of Processing per Ticket

2008

Ottawa = \$13.28
Provincial Average = \$49.01

2009

Ottawa = \$14.79
Provincial Average = \$51.94

2010

Ottawa = \$15.17
Provincial Average = \$50.84

Lowest Average Number of Days to Disposition of Part I

2008

Ottawa = 67 days
Provincial Average = over 250 days

2009

Ottawa = 67 days
Provincial Average = 138.5 days

2010

Ottawa = 84 days
Provincial Average = 135.3 days

MFIPPA

2008

MFIPPA Access Requests = 452
Requests responded to within 30 days = 360

2009

Ottawa = 541
30 days = 469

2010

Ottawa = 553
30 days = 450

Legal Services

2008 , 2009 and 2010 OMBI statistical data for the legal services function includes the following;

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

City Clerk and Solicitor Department – 2012 Budget Briefing Note

2008

Ottawa = \$3.19

Average = \$3.38

2009

Ottawa = \$2.93

Average = \$3.41

2010

Ottawa = \$2.72

Average = \$2.82

Legal Operating Cost per Lawyer Hour

2008

Ottawa = \$155.12

Average = \$180.05

2009

Ottawa = \$148.42

Average = \$180.60

2010

Ottawa = \$155.97

Average = \$165.73

City Clerk and Solicitor Department – 2012 Budget Briefing Note

2012 Budget Risks / Other Considerations

City Clerk

The Courthouse and Provincial Offences Services Branch is on target to collect fine revenues of \$14.5 million gross in 2011 for *Provincial Offences Act* ("POA") Part I and Part III offences. These funds are credited to non-departmental revenues, and not to the Branch.

The Courthouse and Provincial Offences Services Branch provides case management function for all *POA* Part II offences for parking infractions issued by By-law Services. The Branch tracks, processes (including trials), and provides payment services that generated revenue of \$17 million in 2011 that was credited to By-law Services.

The current ATIP case management system has reached end of lifecycle. The volume and complexity of access to information requests received by the MFIPPA Unit continues to exceed that of previous years. At the end of Q3 2011, access requests received in the MFIPPA Unit was nearing the total number completed in 2010 using existing staff resources. The extensive nature of some responsive records require significantly more staff time in order to complete requests within the legislated 30-day timeline. Although it is impossible to anticipate the number of requests coming forward in 2012, the replacement of the current information request management software will assist with the ever-increasing workload and provide the opportunity to improve on completion timelines.

Legal Services

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

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

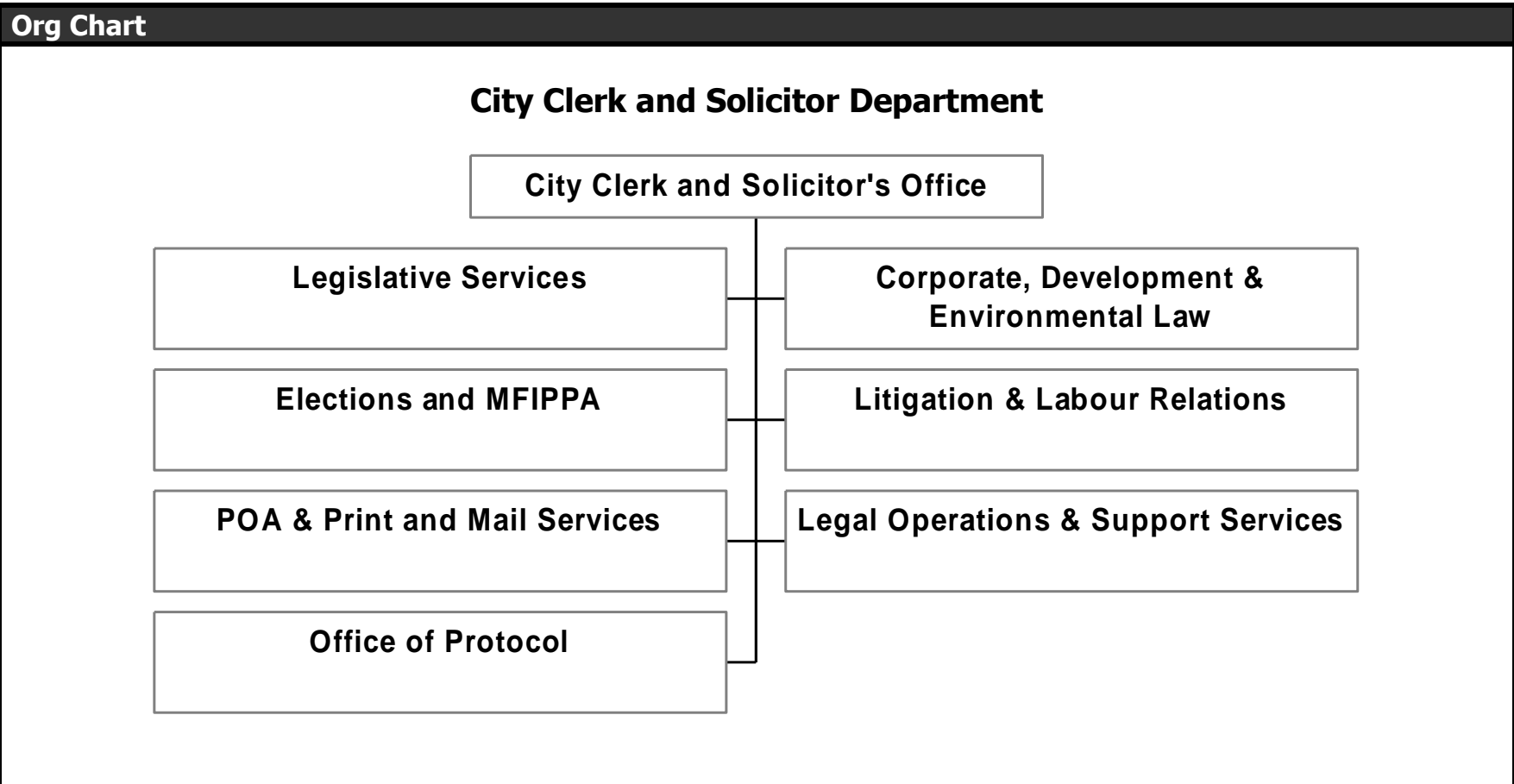
City Clerk and Solicitor Department – 2012 Budget Briefing Note

In the event of challenges to Council's determination of lands to be added to the Urban Area, Legal Services will represent the City before the Ontario Municipal Board ("OMB") with respect to the Urban Boundary Phase 2 hearing. Legal Services will also defend Council's position before the OMB with respect to 100 Rossignol.

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

Legal Services will be represented by external legal counsel in the defence of the Friends of Lansdowne's appeal of Justice Hackland's decision to the Court of Appeal, which is expected to take place sometime early in 2012 and, depending upon the outcome of that appeal, the possibility of a subsequent appeal to the Supreme Court of Canada. It is anticipated that this will have an approximate cost of \$ 200,000.

City Clerk and Solicitor Department – 2012 Budget Briefing Note



City of Ottawa
City Clerk & Solicitor - Operating Resource Requirement

In Thousands (\$000)

| Operating Resource Requirement | 2010 | 2011 | | 2012 | \$ Change Over |
|---|----------------|---------------|---------------|---------------|----------------|
| | Actual | Forecast | Budget | Estimate | 2011 Budget |
| Expenditures by Program | | | | | |
| City Clerk & Solicitor's Office | 359 | 455 | 455 | 472 | 17 |
| Legal Services | 13,284 | 11,479 | 9,529 | 10,238 | 709 |
| Protocol | 959 | 922 | 922 | 931 | 9 |
| City Clerk | 3,176 | 3,273 | 3,005 | 3,162 | 157 |
| Municipal Elections & MFIPPA | 5,521 | 1,719 | 1,719 | 1,330 | (389) |
| Courthouse & Prov. Offences Services Div. | 11,088 | 10,061 | 10,130 | 10,332 | 202 |
| Service Ottawa | - | - | - | (68) | (68) |
| Gross Expenditure | 34,387 | 27,909 | 25,760 | 26,397 | 637 |
| Recoveries & Allocations | (9,685) | (7,076) | (5,101) | (5,101) | - |
| Revenue | (3,176) | (945) | (945) | (440) | 505 |
| Net Requirement | 21,526 | 19,888 | 19,714 | 20,856 | 1,142 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 16,563 | 16,687 | 16,593 | 17,393 | 800 |
| Overtime | 908 | 102 | 102 | 102 | - |
| Material & Services | 14,885 | 9,816 | 7,761 | 8,166 | 405 |
| Transfers/Grants/Financial Charges | 513 | 500 | 500 | - | (500) |
| Fleet Costs | 87 | 89 | 89 | 89 | - |
| Program Facility Costs | 379 | 370 | 370 | 370 | - |
| Other Internal Costs | 1,052 | 345 | 345 | 345 | - |
| Service Ottawa | - | - | - | (68) | (68) |
| Gross Expenditures | 34,387 | 27,909 | 25,760 | 26,397 | 637 |
| Recoveries & Allocations | (9,685) | (7,076) | (5,101) | (5,101) | - |
| Net Expenditure | 24,702 | 20,833 | 20,659 | 21,296 | 637 |
| Revenues By Type | | | | | |
| Federal | - | - | - | - | - |
| Provincial | - | - | - | - | - |
| Municipal | - | - | - | - | - |
| Own Funds | (3,151) | (945) | (945) | (440) | 505 |
| Fees and Services | (25) | - | - | - | - |
| Fines | - | - | - | - | - |
| Other | - | - | - | - | - |
| Total Revenue | (3,176) | (945) | (945) | (440) | 505 |
| Net Requirement | 21,526 | 19,888 | 19,714 | 20,856 | 1,142 |
| Full Time Equivalents | | | 204.84 | 202.84 | (2.00) |

City of Ottawa
City Clerk & Solicitor - 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 | Council Priorities | Service Ottawa | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | | | |
| City Clerk & Solicitor's Office | 455 | 455 | | 17 | - | - | - | - | - | 472 | 17 |
| Legal Services | 11,479 | 9,529 | - | 559 | - | - | 150 | - | - | 10,238 | 709 |
| Protocol | 922 | 922 | - | 9 | - | - | - | - | - | 931 | 9 |
| City Clerk | 3,273 | 3,005 | - | 157 | - | - | - | - | - | 3,162 | 157 |
| Municipal Elections & MFIPPA | 1,719 | 1,719 | (505) | 6 | - | - | 110 | - | - | 1,330 | (389) |
| Courthouse & Prov. Offences Services Div. | 10,061 | 10,130 | - | 202 | - | - | - | - | - | 10,332 | 202 |
| Service Ottawa | - | - | - | - | - | - | - | (68) | - | (68) | (68) |
| Gross Expenditure | 27,909 | 25,760 | (505) | 950 | - | - | 260 | (68) | - | 26,397 | 637 |
| Recoveries & Allocations | (7,076) | (5,101) | - | - | - | - | - | - | - | (5,101) | - |
| Revenue | (945) | (945) | 505 | - | - | - | - | - | - | (440) | 505 |
| Net Requirement | 19,888 | 19,714 | - | 950 | - | - | 260 | (68) | - | 20,856 | 1,142 |
| Expenditures by Type | | | | | | | | | | | |
| Salaries, Wages & Benefits | 16,687 | 16,593 | - | 715 | - | - | 85 | - | - | 17,393 | 800 |
| Overtime | 102 | 102 | - | - | - | - | - | - | - | 102 | - |
| Material & Services | 9,816 | 7,761 | (5) | 235 | - | - | 175 | - | - | 8,166 | 405 |
| Transfers/Grants/Financial Charges | 500 | 500 | (500) | - | - | - | - | - | - | - | (500) |
| Fleet Costs | 89 | 89 | - | - | - | - | - | - | - | 89 | - |
| Program Facility Costs | 370 | 370 | - | - | - | - | - | - | - | 370 | - |
| Other Internal Costs | 345 | 345 | - | - | - | - | - | - | - | 345 | - |
| Service Ottawa | - | - | - | - | - | - | - | (68) | - | (68) | (68) |
| Gross Expenditures | 27,909 | 25,760 | (505) | 950 | - | - | 260 | (68) | - | 26,397 | 637 |
| Recoveries & Allocations | (7,076) | (5,101) | - | - | - | - | - | - | - | (5,101) | - |
| Net Expenditure | 20,833 | 20,659 | (505) | 950 | - | - | 260 | (68) | - | 21,296 | 637 |
| Percent of 2011 Net Expenditure Budget | | | -2.4% | 4.6% | 0.0% | 0.0% | 1.3% | -0.3% | 0.0% | 3.1% | |
| Revenues By Type | | | | | | | | | | | |
| Federal | - | - | - | - | - | - | - | - | - | - | - |
| Provincial | - | - | - | - | - | - | - | - | - | - | - |
| Municipal | - | - | - | - | - | - | - | - | - | - | - |
| Own Funds | (945) | (945) | 505 | - | - | - | - | - | - | (440) | 505 |
| Fees and Services | - | - | - | - | - | - | - | - | - | - | - |
| Fines | - | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - | - |
| Total Revenue | (945) | (945) | 505 | - | - | - | - | - | - | (440) | 505 |
| Percent of 2011 Revenue Budget | | | -53.4% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | -53.4% | |
| Net Requirement | 19,888 | 19,714 | - | 950 | - | - | 260 | (68) | - | 20,856 | 1,142 |
| Percent of 2011 Net Requirement Budget | | | 0.0% | 4.8% | 0.0% | 0.0% | 1.3% | -0.3% | 0.0% | 5.8% | |
| Full Time Equivalents (FTE's) | | 204.84 | (1.00) | - | - | - | - | (1.00) | - | 202.84 | (2.00) |
| Percent of 2011 FTE's | | | -0.5% | 0.0% | 0.0% | 0.0% | 0.0% | -0.5% | 0.0% | -1.0% | |

City of Ottawa

City Clerk & Solicitor - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

| 2011 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|--|---------------------|----------|--------------|
| | Exp. | Rev. | Net |
| Forecast vs. Budget Variance Explanation A deficit is forecasted as a result of external legal services (OMB hearings, Keefer Regulator and Friends of Lansdowne) and one-time costs related to a re-organization of support services. | (2,124) | - | (2,124) |
| The projected deficit is offset by a recovery of \$ 1.95M as a result of the Ottawa Lynx settlement as approved by Council (August 25, 2011, Comprehensive Legal Services Report – January to June 2011, Ref N°: ACS2011-CMR-LEG-0014). | 1,950 | - | 1,950 |
| Total Surplus / (Deficit) | (174) | - | (174) |

| 2011 Baseline Adjustments / Explanations | Increase / (Decrease) | | | |
|--|-----------------------|------------|------------------|---------------|
| | Exp. | Rev. | Net 2011 Changes | FTE Impact |
| Adjustments to Base Budget | | | | |
| FTE reduction to be achieved from 2011 Service Ottawa Initiatives. | - | - | - | (1.00) |
| Decreased 2012 Election requirement funded from Election Reserve. | (505) | 505 | - | - |
| Total Adjustments to Base Budget | (505) | 505 | - | (1.00) |

City of Ottawa

City Clerk & Solicitor - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

| 2012 Pressure Category / Explanation | Increase / (Decrease) | | | |
|--|-----------------------|------------|------------------|---------------|
| | Exp. | Rev. | Net 2012 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for contract settlement, increments and benefits adjustments. | 715 | - | 715 | - |
| Canada Post rate increase. | 35 | - | 35 | - |
| Replacement of the integrated claims and insurance database (Riskmaster) which is at the end of its useful life - funded from One-Time Unforeseen Provision. | 200 | - | 200 | - |
| Total Maintain Services | 950 | - | 950 | - |
| Council Priorities | | | | |
| Access to Information Case Management System - To purchase and install a replacement Access to Information and Privacy (ATIP) case management system in order to continue to meet the reporting and legislative requirements of the Municipal Freedom of Information and Protection of Privacy Act. | 110 | - | 110 | - |
| Enhance labour relations and collective bargaining process - Ongoing dialogue with all collective bargaining units prior to contract negotiations, and employ additional resources where necessary to meet the various requirements/demands associated with negotiation of the City's collective agreements, all of which will expire in 2011 or 2012. | 150 | - | 150 | - |
| Total Council Priorities | 260 | - | 260 | - |
| Service Ottawa | | | | |
| Productivity Improvements related to Corporate Service Ottawa Initiatives. | (68) | - | (68) | (1.00) |
| Total Service Ottawa | (68) | - | (68) | (1.00) |
| Total Budget Changes | 637 | 505 | 1,142 | (2.00) |

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

2012 Draft Budget

| Service Area: City Clerk & Solicitor | | | | | | | |
|---|----------------------------|-----------------|--|----------------|--------------------------------|----------------------------|-------------|
| Category | 2012 Capital Budget | Revenues | Tax Supported/ Dedicated Reserves | Gas Tax | Rate Supported Reserves | Development Charges | Debt |
| Renewal of City Assets | 65 | - | 65 | - | - | - | - |
| Growth | - | - | - | - | - | - | - |
| Regulatory | - | - | - | - | - | - | - |
| Strategic Initiatives | - | - | - | - | - | - | - |
| Total | 65 | - | 65 | - | - | - | - |

City of Ottawa

Service Area: City Clerk & Solicitor

In Thousands (\$000)

2012 Draft Budget

| Project Information | | Financial Details | | | |
|---|----------------------------------|-------------------|----------------------------|-------------|-------------|
| 906534 Fleet Growth - Mail Delivery | | | | | |
| Dept: City Clerk | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2012 | | |
| To replace (2) mailroom vans at the end of their leases with purchased vehicles based on a Cost/Benefit analysis. | 2012 Request | 65 | Unspent Previous Authority | | - |
| | Revenues | - | Rate Supported | | - |
| | Tax Supported/ Dedicated | 65 | Development Charges | | - |
| | Gas Tax | - | Debt | | - |
| | Forecast | 2012 | 2013 | 2014 | 2015 |
| | Authority | 65 | - | - | - |
| | Spending Plan | 65 | - | - | - |
| | FTE's | - | - | - | - |
| Operating Impact | - | - | - | - | |

CITY OPERATIONS – OFFICE OF THE DEPUTY CITY MANAGER – 2012

Budget Briefing Note

Description

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

Programs / Services Offered

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

CITY OPERATIONS – OFFICE OF THE DEPUTY CITY MANAGER – 2012 Budget Briefing Note

Performance / Outcome Measures

The following Key Performance Indicators were realized by the DCMO for 2011:

- Coordinated and provided quality assurance of more than 90 reports and presentations to Committee and Council
- Managed more than 190 inquiries annually from Council and the Public
- Coordinated management input and responses to the tabling of 7 new audits and 14 follow-up audit reports, the launching of 7 new audits to be tabled in 2012 and the tracking of roughly 400 open recommendations.
- Coordinated responses to more than 90 fraud and waste complaints

2011 Budget Risks / Other Considerations

No budget risks have been identified for the 2012 Budget.

Org Chart

City Operations
Deputy City Manager's Office

Deputy City Manager

Legislative Support

```
graph TD; A[Deputy City Manager] --- B[Legislative Support]
```

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

| Operating Resource Requirement | 2010 | 2011 | | 2012 | \$ Change Over 2011 Budget |
|-------------------------------------|------------|------------|-------------|-------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Deputy City Manager's Office | 461 | 476 | 480 | 493 | 13 |
| City Operations Legislative Support | 391 | 417 | 413 | 430 | 17 |
| Service Ottawa | - | - | - | (4) | (4) |
| Gross Expenditure | 852 | 893 | 893 | 919 | 26 |
| Recoveries & Allocations | - | - | - | - | - |
| Revenue | - | - | - | - | - |
| Net Requirement | 852 | 893 | 893 | 919 | 26 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 832 | 870 | 873 | 903 | 30 |
| Overtime | - | 1 | 1 | 1 | - |
| Material & Services | 19 | 21 | 17 | 17 | - |
| Transfers/Grants/Financial Charges | - | - | - | - | - |
| Fleet Costs | - | - | - | - | - |
| Program Facility Costs | - | - | - | - | - |
| Other Internal Costs | 1 | 1 | 2 | 2 | - |
| Service Ottawa | - | - | - | (4) | (4) |
| Gross Expenditures | 852 | 893 | 893 | 919 | 26 |
| Recoveries & Allocations | - | - | - | - | - |
| Net Expenditure | 852 | 893 | 893 | 919 | 26 |
| Revenues By Type | | | | | |
| Federal | - | - | - | - | - |
| Provincial | - | - | - | - | - |
| Municipal | - | - | - | - | - |
| Own Funds | - | - | - | - | - |
| Fees and Services | - | - | - | - | - |
| Fines | - | - | - | - | - |
| Other | - | - | - | - | - |
| Total Revenue | - | - | - | - | - |
| Net Requirement | 852 | 893 | 893 | 919 | 26 |
| Full Time Equivalents | | | 7.00 | 7.00 | - |

City of Ottawa

City Operations Deputy City Manager's Office - 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 | Council Priorities | Service Ottawa | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | | | |
| Deputy City Manager's Office | 476 | 480 | - | 13 | - | - | - | - | - | 493 | 13 |
| City Operations Legislative Support | 417 | 413 | - | 17 | - | - | - | - | - | 430 | 17 |
| Service Ottawa | - | - | - | - | - | - | - | (4) | - | (4) | (4) |
| Gross Expenditure | 893 | 893 | - | 30 | - | - | - | (4) | - | 919 | 26 |
| Recoveries & Allocations | - | - | - | - | - | - | - | - | - | - | - |
| Revenue | - | - | - | - | - | - | - | - | - | - | - |
| Net Requirement | 893 | 893 | - | 30 | - | - | - | (4) | - | 919 | 26 |
| Expenditures by Type | | | | | | | | | | | |
| Salaries, Wages & Benefits | 870 | 873 | - | 30 | - | - | - | - | - | 903 | 30 |
| Overtime | 1 | 1 | - | - | - | - | - | - | - | 1 | - |
| Material & Services | 21 | 17 | - | - | - | - | - | - | - | 17 | - |
| Transfers/Grants/Financial Charges | - | - | - | - | - | - | - | - | - | - | - |
| Fleet Costs | - | - | - | - | - | - | - | - | - | - | - |
| Program Facility Costs | - | - | - | - | - | - | - | - | - | - | - |
| Other Internal Costs | 1 | 2 | - | - | - | - | - | - | - | 2 | - |
| Service Ottawa | - | - | - | - | - | - | - | (4) | - | (4) | (4) |
| Gross Expenditures | 893 | 893 | - | 30 | - | - | - | (4) | - | 919 | 26 |
| Recoveries & Allocations | - | - | - | - | - | - | - | - | - | - | - |
| Net Expenditure | 893 | 893 | - | 30 | - | - | - | (4) | - | 919 | 26 |
| Percent of 2011 Net Expenditure Budget | | | 0.0% | 3.4% | 0.0% | 0.0% | 0.0% | -0.4% | 0.0% | 2.9% | |
| Revenues By Type | | | | | | | | | | | |
| Federal | - | - | - | - | - | - | - | - | - | - | - |
| Provincial | - | - | - | - | - | - | - | - | - | - | - |
| Municipal | - | - | - | - | - | - | - | - | - | - | - |
| Own Funds | - | - | - | - | - | - | - | - | - | - | - |
| Fees and Services | - | - | - | - | - | - | - | - | - | - | - |
| Fines | - | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - | - |
| Total Revenue | - | - | - | - | - | - | - | - | - | - | - |
| Percent of 2011 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 893 | 893 | - | 30 | - | - | - | (4) | - | 919 | 26 |
| Percent of 2011 Net Requirement Budget | | | 0.0% | 3.4% | 0.0% | 0.0% | 0.0% | -0.4% | 0.0% | 2.9% | |
| Full Time Equivalents (FTE's) | | 7.00 | - | - | - | - | - | - | - | 7.00 | - |
| Percent of 2011 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa

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

In Thousands (\$000)

| 2012 Pressure Category / Explanation | Increase / (Decrease) | | | FTE Impact |
|--|-----------------------|----------|------------------|------------|
| | Exp. | Rev. | Net 2012 Changes | |
| Maintain Services All programs include an adjustment for contract settlement, increments and benefits adjustments. | 30 | - | 30 | - |
| Total Maintain Services | 30 | - | 30 | - |
| Service Ottawa Productivity Improvements related to Corporate Service Ottawa Initiatives. | (4) | - | (4) | - |
| Total Service Ottawa | (4) | - | (4) | - |
| Total Budget Changes | 26 | - | 26 | - |

Service Ottawa

2012 Budget Briefing Note

Description

The Service Ottawa Department is the organizational entity that has the clear, central accountability for managing the “customer experience” when residents initiate an information request, service request or transaction for any City service. The new department will improve residents’ experience with all City services, and streamline the City’s administration. There will be no additional costs or FTEs associated with these changes.

Highlights of the Department

- The new organizational entity responsible for the front end ‘client experience’;
- 3-1-1 will be the entry point for all (non-emergency) client phone requests for information and services;
- Service Ottawa will be accountable to develop self-serve options for residents on the web and ensure that the counter and phone channels provide consistent service with respect to information requests, service requests and payment transactions;
- Service Ottawa will own and manage the new user-friendly ottawa.ca website where residents will be able to enter their own service requests and follow the status of the work undertaken;
- Service Ottawa will be the corporate owner of an extensive comprehensive knowledge management database accessible by all front-line staff and members of Council. This will ensure information provided to citizens is consistent and accurate;
- Residents will have clear service standard commitments and real time updates to their requests;
- Service Ottawa will become the single point of contact for intergovernmental service partners to reduce duplication and provide better service to residents.

Programs / Services Offered

The Department delivers on its mandate through the efforts of its 4 Branches – Client Services, Organizational Development, the new Knowledge Management, the new Quality Assurance and Standards Branches – and the Service Ottawa Project team.

Client Services

The Client Services Branch (CSB) mandate is to serve our internal and external clients by responding to over 600,000

Service Ottawa

2012 Budget Briefing Note

Programs / Services Offered

annual requests and inquiries. Our employees assist various departments and branches throughout the City in recording request for services, accepting various applications and payments, issuing a myriad of permits, and answering general inquiries.

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

Through its seven Client Service Centres, the CSB provides residents with access to a wide range of municipal services, such as payment of parking tickets, property tax bills, water bills and speeding tickets, pet registration renewal and registration and payment for recreation and culture programs. The four urban Client Service Centres are open from Monday to Friday and the three rural centres are open one day a week.

The CSB, Service Ontario and Service Canada are partners in two Government Service Centres Government Service Centres provide a one-stop service centre for access to information and services for multiple levels of government.

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

Services Offered:

3-1-1 Call Centre

- provides information, support and access to City Services via the phone as well as provide email responses to citizen inquiries
- Update existing departmental information found in the 3-1-1 knowledge base
- Provide new departmental information to the 3-1-1 knowledge base
- Providing data-reports
- Invite feedback about a service provided by 3-1-1
- Record requests for services
- Provide statistical data reports to management outlining call metric statistics and subject matter

Service Ottawa

2012 Budget Briefing Note

Programs / Services Offered

Client Service Counters

- provides information, support and access to City Services in person
- Log service and/or information requests
- Solicit information regarding an event that may generate public inquiries or feedback
- Collaborate with departments in the development of new citizen centric service(s)
- Provide data-reports.
- Invite feedback about a service provided by CSC

Organizational Development Branch

The Organizational Development Branch (OD) is instrumental in the City's move toward a culture of Service Excellence by supporting corporate initiatives to improve operations and by providing an ongoing systematic approach to implement effective change. OD assists in identifying the most important priorities to address, suggests a change-management plan and guides the organization (people, process and technology) through the necessary change. Included in these initiatives are the Service Ottawa projects, the Service Excellence Learning and Development strategy, the Service Excellence Communications Strategy and Employee Engagement surveys and strategies.

The OD Branch also supports the Corporation to develop internal capacity to most efficiently and effectively provide its services and sustain itself over the long term. OD consultants can assist with assessing team readiness for significant change initiatives, team effectiveness strategies, inter- and intra-departmental collaboration, alignment of City and departmental goals, and communication strategies. OD consultants are also available to support organizational design (high-level), process design and improvement, and work design or redesign.

Service Offered:

The Organizational Development Branch staff also provides support by:

- Developing change management strategy, planning and delivery
- Conducting audience impact analysis and stakeholder management
- Developing project communication strategy, planning and delivery
- Developing training design, development and delivery
- Developing employee engagement surveys and improvement plans
- Developing Service Excellence strategy, planning and activities
- Conducting team effectiveness / conflict analysis and resolution activities
- Providing leadership development strategies and plans

Service Ottawa

2012 Budget Briefing Note

Programs / Services Offered

Knowledge Management (KM) Branch

Knowledge Management (KM) comprises a range of strategies and methodologies used in an organization to enable the effective use of knowledge, processes or practices in order to maximize enterprise performance and sustainability in the face of increasingly complex and ambiguous service delivery environments. The KM branch will be developed over the coming year with a vision to compile the best information, from all relevant knowledge sources within the City into a central knowledge base, which will be validated and made available to City workers, Elected Officials and their respective teams to ensure consistency and accuracy and enable a “No Wrong Door” philosophy in the handling of citizen inquiries. The KM Branch will become responsible for ensuring that all knowledge content will be managed in accordance with municipal bilingualism policies, provincial accessibility legislation, and MFIPPA user authentication requirements. In addition, the KM Branch will be responsible to ensure that any new knowledge content developed in support of citizen-facing service delivery within the Corporation, regardless of service channel, adheres to the as-of-yet developed KM management standards and that all citizen-facing content will be made available through multiple channels to enable self-service.

Services Offered:

- Coordination and optimization of multiple key knowledge stakeholders and capabilities:
 - Knowledge Sources and Repositories
 - Content-related Business Processes
 - KM Technologies and dependent Toolsets
 - Organizational Policy & Governance
 - Core Metrics and Measurement Mechanisms
 - Developing and achieving a unified Vision about Knowledge Management roles in the organization
 - Evolving cross-organizational Roles and assumptions
- Enterprise-level governance and commitment to enable a standardized approach to Knowledge Management practice across groups
- Development of an end-to-end knowledge capture, development and delivery program
- Development of a knowledge management focused measures and targets that inform and drive successful definition and execution of the program to meet evolving citizen needs and enterprise evolution
- Development of a knowledge management infrastructure optimized for multi-source knowledge development and multi-channel delivery

Service Ottawa

2012 Budget Briefing Note

Programs / Services Offered

Quality Assurance and Standards Branch

The Quality and Standards Branch will be responsible for quality assurance and service delivery strategies within the Service Ottawa Department as well as continuous improvement initiatives, reporting and monitoring. In addition, the branch will support departments to ensure their individual quality assurance programs are in alignment with the Corporate Quality Assurance strategy. It will provide reports and analysis of data collected during the intake process as it relates to departmental service delivery. The branch will also develop and deliver tailored customer service training to front line customer service representatives throughout the City as well as be responsible for surveys.

Service Offered:

- Customer Service Training
- Program reviews and audits against customer service requirements,
- Deliver Customer Quality Assurance program, policies, and standards
- Service Improvement Initiatives
- Customer Service Surveys

Service Ottawa Project

The Service Ottawa project support a **citizen-centric approach** to how the City delivers services and information to residents and businesses by making interactions with the City convenient, personalized and available 24/7. This initiative will improve how the City engages, interacts with, and delivers services to citizens. These improvements will be implemented as leading-edge technology enables the City to deliver a single point of access to City services and information. An enhanced ottawa.ca will offer online e-services that allow citizens to report and track service requests, register for programs, make payments and interact with the City at their convenience. Service standards are being established that will guarantee a level of service that citizens can count on and drive service response times. A centralized knowledge management base will ensure information is consistent and accurate and organized from the citizen's perspective. Mobile technology provided to City staff will make them more accessible to the citizens they serve, ensure faster response times and enable them to deliver a broad range of services on-site while reporting the progress of these services as they are being delivered.

Service Ottawa 2012 Budget Briefing Note

Re-Organizations

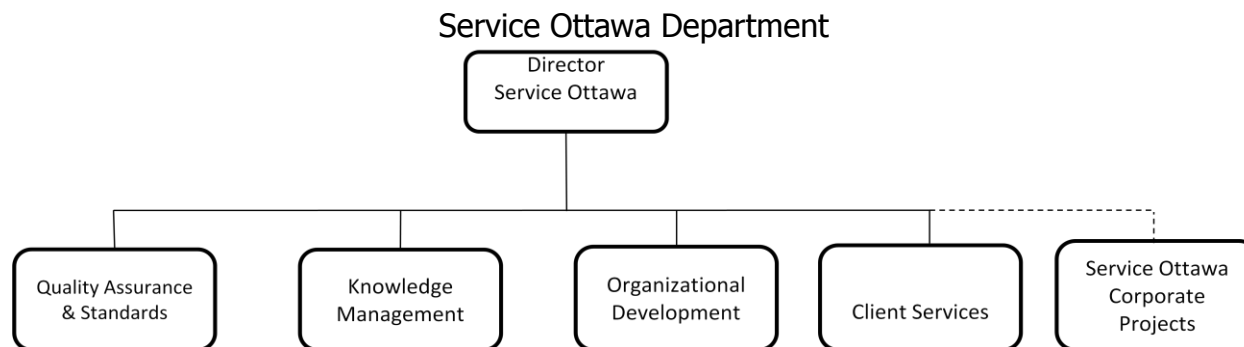
The Service Ottawa Department was created as a transition from the Service Ottawa Program managed as individual projects to one organizational entity that has a clear, central accountability for managing the “customer experience” when residents initiate an information request, service request or transaction for any City service. The new department will improve residents’ experience with all City services, and streamline the City’s administration. There will be no additional costs or FTEs associated with these changes.

Performance / Outcome Measures

Performance:

- % of 3-1-1 calls answered by 3-1-1 agent within 120 seconds (target = 80%): 2008 - 81%; 2009 – 78%; 2010 – 78%; 2011 - projected – 72%
- Average # of days for responding to 311@ottawa.ca emails (target = 5 days). 2010- 1.95 days. 2011 projected - 2.8 days
- % of clients waiting less than 5 minutes at City Hall client service centre (target = 67%). 2009 - 65%; 2010 –72.4%; 2011 projected - 68.3%.

Org Chart



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

| Operating Resource Requirement | 2010 | 2011 | | 2012 | \$ Change Over |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|
| | Actual | Forecast | Budget | Estimate | 2011 Budget |
| Expenditures by Program | | | | | |
| Director's Office | 364 | 355 | 355 | 362 | 7 |
| Quality Assurance and Standards | 879 | 904 | 904 | 922 | 18 |
| Organizational Development | 1,997 | 1,984 | 1,984 | 2,015 | 31 |
| Knowledge Management | 550 | 569 | 569 | 581 | 12 |
| Client Services | 6,503 | 6,276 | 6,276 | 6,441 | 165 |
| Service Ottawa | - | - | - | (74) | (74) |
| Gross Expenditure | 10,293 | 10,088 | 10,088 | 10,247 | 159 |
| Recoveries & Allocations | (247) | (243) | (243) | (243) | - |
| Revenue | (1,411) | (1,444) | (1,444) | (1,469) | (25) |
| Net Requirement | 8,635 | 8,401 | 8,401 | 8,535 | 134 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 8,525 | 8,403 | 8,403 | 8,636 | 233 |
| Overtime | 41 | 48 | 48 | 48 | - |
| Material & Services | 1,516 | 1,426 | 1,426 | 1,426 | - |
| Transfers/Grants/Financial Charges | - | - | - | - | - |
| Fleet Costs | - | - | - | - | - |
| Program Facility Costs | - | - | - | - | - |
| Other Internal Costs | 211 | 211 | 211 | 211 | - |
| Service Ottawa | - | - | - | (74) | (74) |
| Gross Expenditures | 10,293 | 10,088 | 10,088 | 10,247 | 159 |
| Recoveries & Allocations | (247) | (243) | (243) | (243) | - |
| Net Expenditure | 10,046 | 9,845 | 9,845 | 10,004 | 159 |
| Revenues By Type | | | | | |
| Federal | - | - | - | - | - |
| Provincial | - | - | - | - | - |
| Municipal | - | - | - | - | - |
| Own Funds | - | - | - | - | - |
| Fees and Services | (1,411) | (1,444) | (1,444) | (1,469) | (25) |
| Fines | - | - | - | - | - |
| Other | - | - | - | - | - |
| Total Revenue | (1,411) | (1,444) | (1,444) | (1,469) | (25) |
| Net Requirement | 8,635 | 8,401 | 8,401 | 8,535 | 134 |
| Full Time Equivalents | | | 107.23 | 106.23 | (1.00) |

City of Ottawa
Service Ottawa - 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 | Council Priorities | Service Ottawa | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | | | |
| Director's Office | 355 | 355 | - | 7 | - | - | - | - | - | 362 | 7 |
| Quality Assurance & Standards | 904 | 904 | - | 18 | - | - | - | - | - | 922 | 18 |
| Organizational Development | 1,984 | 1,984 | - | 31 | - | - | - | - | - | 2,015 | 31 |
| Knowledge Management | 569 | 569 | - | 12 | - | - | - | - | - | 581 | 12 |
| Client Services | 6,276 | 6,276 | - | 165 | - | - | - | - | - | 6,441 | 165 |
| Service Ottawa | - | - | - | - | - | - | - | (74) | - | (74) | (74) |
| Gross Expenditure | 10,088 | 10,088 | - | 233 | - | - | - | (74) | - | 10,247 | 159 |
| Recoveries & Allocations | (243) | (243) | - | - | - | - | - | - | - | (243) | - |
| Revenue | (1,444) | (1,444) | - | - | - | - | - | - | (25) | (1,469) | (25) |
| Net Requirement | 8,401 | 8,401 | - | 233 | - | - | - | (74) | (25) | 8,535 | 134 |
| Expenditures by Type | | | | | | | | | | | |
| Salaries, Wages & Benefits | 8,403 | 8,403 | - | 233 | - | - | - | - | - | 8,636 | 233 |
| Overtime | 48 | 48 | - | - | - | - | - | - | - | 48 | - |
| Material & Services | 1,426 | 1,426 | - | - | - | - | - | - | - | 1,426 | - |
| Transfers/Grants/Financial Charges | - | - | - | - | - | - | - | - | - | - | - |
| Fleet Costs | - | - | - | - | - | - | - | - | - | - | - |
| Program Facility Costs | - | - | - | - | - | - | - | - | - | - | - |
| Other Internal Costs | 211 | 211 | - | - | - | - | - | - | - | 211 | - |
| Service Ottawa | - | - | - | - | - | - | - | (74) | - | (74) | (74) |
| Gross Expenditures | 10,088 | 10,088 | - | 233 | - | - | - | (74) | - | 10,247 | 159 |
| Recoveries & Allocations | (243) | (243) | - | - | - | - | - | - | - | (243) | - |
| Net Expenditure | 9,845 | 9,845 | - | 233 | - | - | - | (74) | - | 10,004 | 159 |
| Percent of 2011 Net Expenditure Budget | | | 0.0% | 2.4% | 0.0% | 0.0% | 0.0% | -0.8% | 0.0% | 1.6% | |
| Revenues By Type | | | | | | | | | | | |
| Federal | - | - | - | - | - | - | - | - | - | - | - |
| Provincial | - | - | - | - | - | - | - | - | - | - | - |
| Municipal | - | - | - | - | - | - | - | - | - | - | - |
| Own Funds | - | - | - | - | - | - | - | - | - | - | - |
| Fees and Services | (1,444) | (1,444) | - | - | - | - | - | - | (25) | (1,469) | (25) |
| Fines | - | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - | - |
| Total Revenue | (1,444) | (1,444) | - | - | - | - | - | - | (25) | (1,469) | (25) |
| Percent of 2011 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 1.7% | 1.7% | |
| Net Requirement | 8,401 | 8,401 | - | 233 | - | - | - | (74) | (25) | 8,535 | 134 |
| Percent of 2011 Net Requirement Budget | | | 0.0% | 2.8% | 0.0% | 0.0% | 0.0% | -0.9% | -0.3% | 1.6% | |
| Full Time Equivalents (FTE's) | | 107.23 | - | - | - | - | - | (1.00) | - | 106.23 | (1.00) |
| Percent of 2011 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | -0.9% | 0.0% | -0.9% | |

City of Ottawa

Service Ottawa - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

| 2012 Pressure Category / Explanation | Increase / (Decrease) | | | FTE Impact |
|---|-----------------------|-------------|------------------|---------------|
| | Exp. | Rev. | Net 2012 Changes | |
| Maintain Services All programs include an adjustment for contract settlement, increments and benefit adjustments. | 233 | - | 233 | - |
| Total Maintain Services | 233 | - | 233 | - |
| Service Ottawa Productivity Improvements related to Corporate Service Ottawa Initiatives. | (74) | - | (74) | (1.00) |
| Total Service Ottawa | (74) | - | (74) | (1.00) |
| User Fees & Revenues See following user fee schedule for details on the specific rates. | | (25) | (25) | |
| Total User Fees & Revenues | - | (25) | (25) | - |
| Total Budget Changes | 159 | (25) | 134 | (1.00) |

City of Ottawa
Service Ottawa - User Fees

| User Fees | 2010 Rate | 2011 Rate | 2012 Rate | % Change Over | | Effective Date | 2012 Revenue |
|--|-----------|-----------|-----------|---------------|--------|----------------|--------------|
| | \$ | \$ | \$ | 2011 | 2010 | DD-MMM-YY | (\$000) |
| Vital Stats Program: | | | | | | | |
| Marriage License | 153.00 | 157.00 | 160.00 | 1.9% | 4.6% | 01-Jan-11 | (9) |
| Birth Registration | - | - | | 0.0% | 0.0% | | |
| Death Registration | 62.00 | 64.00 | 65.00 | 1.6% | 4.8% | 01-Jan-11 | (3) |
| Commission of Oaths (Affidavits) | 37.00 | 38.00 | 39.00 | 2.6% | 5.4% | 01-Jan-11 | (4) |
| Express Processing (Xpresspost) | 32.00 | 33.00 | 34.00 | 3.0% | 6.3% | 01-Jan-11 | |
| Travel Letter | 32.00 | 33.00 | 34.00 | 3.0% | 6.3% | 01-Jan-11 | |
| Civil Marriages: | | | | | | | |
| Option A: M-F (business hours) | 153.00 | 157.00 | 160.00 | 1.9% | 4.6% | 01-Jan-11 | (9) |
| Option B: Thurs/Fri evening & Sat afternoons with 48 hours notice | 271.00 | 278.00 | 284.00 | 2.2% | 4.8% | 01-Jan-11 | |
| Option C: Thurs/Fri evening & Sat afternoons without 48 hours notice | 340.00 | 350.00 | 357.00 | 2.0% | 5.0% | 01-Jan-11 | |
| Community & Customer Service | | | | | | | |
| Photocopies | | | | | | | |
| First Page | 1.12 | 1.14 | 1.14 | 0.0% | 2.0% | 01-Jan-11 | - |
| Each additional page | 0.31 | 0.32 | 0.32 | 0.0% | 2.0% | 01-Jan-11 | - |
| Promotional Merchandise | | | | | | | |
| *new* Conference Bag | 15.00 | 15.30 | 15.50 | 1.3% | n/a | 01-Jan-11 | |
| *new* Travel Mug (Cayman) | 7.00 | 7.15 | 7.25 | 1.4% | n/a | 01-Jan-11 | |
| *new* USB Flashdrive | 18.00 | 18.50 | 18.50 | 0.0% | n/a | 01-Jan-11 | |
| *new* Water bottle Holder | 2.50 | 2.55 | 2.55 | 0.0% | n/a | 01-Jan-11 | |
| *new* Cell Phone Holder | 4.50 | 4.75 | 4.75 | 0.0% | n/a | 01-Jan-11 | |
| *new* Polar Fleece Jacket | 28.00 | 28.00 | 28.00 | 0.0% | n/a | 01-Jan-11 | |
| *new* Polar Fleece Vest | 22.00 | 22.00 | 23.00 | 4.5% | n/a | 01-Jan-11 | |
| Badge Holder | 2.55 | 2.60 | 1.50 | -42.3% | -41.2% | 01-Jan-11 | - |
| Buttons | 0.31 | 0.30 | 0.30 | 0.0% | -3.2% | 01-Jan-11 | - |
| Colored Pencil | 0.51 | 0.50 | 0.55 | 10.0% | n/a | 01-Jan-11 | - |
| Corn Mug (Environmentally Friendly) | 12.25 | 12.50 | 12.50 | 0.0% | n/a | 01-Jan-11 | - |
| Custom Baseball Caps | 9.70 | 9.75 | 10.00 | 2.6% | 3.1% | 01-Jan-11 | - |
| Desk Top Flag | 6.65 | 6.65 | 6.65 | 0.0% | 0.0% | 01-Jan-11 | - |
| Executive Pen | 14.30 | 14.50 | 14.50 | 0.0% | n/a | 01-Jan-11 | - |
| Flag Large 9x5 | 77.50 | 79.00 | 80.00 | 1.3% | 3.2% | 01-Jan-11 | - |
| Flag Small 6x3 | 58.15 | 59.00 | 60.00 | 1.7% | 3.2% | 01-Jan-11 | - |
| Flask Set | 21.45 | 22.00 | 23.00 | 4.5% | 7.2% | 01-Jan-11 | - |
| Fleece Blanket | 13.25 | 13.50 | 13.75 | 1.9% | 3.8% | 01-Jan-11 | - |
| Fleece Scarf | 6.15 | 6.50 | 6.50 | 0.0% | n/a | 01-Jan-11 | - |

City of Ottawa
Service Ottawa - User Fees

| User Fees | 2010 Rate | 2011 Rate | 2012 Rate | % Change Over | | Effective Date | 2012 Revenue |
|--|-----------|-----------|-----------|---------------|--------|----------------|--------------|
| | \$ | \$ | \$ | 2011 | 2010 | DD-MMM-YY | (\$000) |
| Fleece Toque | 6.15 | 6.50 | 6.50 | 0.0% | n/a | 01-Jan-11 | - |
| Golf Balls | 6.65 | 6.75 | 6.75 | 0.0% | 1.5% | 01-Jan-11 | - |
| Golf Shirt - Red or Green | 20.50 | 21.00 | 21.00 | 0.0% | 2.4% | 01-Jan-11 | - |
| Golf Shirts - Ladies - Black, Midnight Blue, Newport Blue, Sand Dune | 20.50 | 20.50 | 21.00 | 2.4% | 2.4% | 01-Jan-11 | - |
| Golf Shirts - Ladies - French Blue, Blue, Beige | 18.40 | 18.40 | 19.00 | 3.3% | 3.3% | 01-Jan-11 | - |
| Golf Shirts - Men | 18.40 | 18.40 | 19.00 | 3.3% | 3.3% | 01-Jan-11 | - |
| Heritage Books | 7.15 | 7.25 | 7.25 | 0.0% | n/a | 01-Jan-11 | - |
| Keylight Key Chain | 2.65 | 2.75 | 3.00 | 9.1% | 13.2% | 01-Jan-11 | - |
| Lanyard | 2.55 | 2.75 | 2.00 | -27.3% | -21.6% | 01-Jan-11 | - |
| Lapel Pins (Gold) | 1.55 | 1.55 | 0.75 | -51.6% | -51.6% | 01-Jan-11 | - |
| Mint Dispenser | 1.35 | 1.35 | 1.50 | 11.1% | 11.1% | 01-Jan-11 | - |
| Mouse Pad | 6.05 | 6.25 | 6.25 | 0.0% | 3.3% | 01-Jan-11 | - |
| Mug - Standard | 4.60 | 4.60 | 4.75 | 3.3% | n/a | 01-Jan-11 | - |
| Padfolio - large | 17.35 | 17.35 | 17.50 | 0.9% | 0.9% | 01-Jan-11 | - |
| Padfolio - Small | 14.30 | 14.50 | 14.50 | 0.0% | n/a | 01-Jan-11 | - |
| Promotional Merchandise (Cont.) | | | | | | | |
| Pen - Light Blue, Black, Yellow, Navy | 1.05 | 1.05 | 0.55 | -47.6% | -47.6% | 01-Jan-11 | - |
| Pen & Pencil Set - Trojan | 3.70 | 3.75 | 4.00 | 6.7% | 8.1% | 01-Jan-11 | - |
| Playing Cards ~ | 2.55 | 2.75 | 3.00 | 9.1% | 17.6% | 01-Jan-11 | - |
| Short Sleeved T-Shirt | 9.20 | 9.20 | 9.50 | 3.3% | 3.3% | 01-Jan-11 | - |
| Single Strap Knapsack | 8.70 | 8.75 | 9.00 | 2.9% | 3.4% | 01-Jan-11 | - |
| Stainless Steel Water Bottle - Silver or Blue | 10.20 | 10.25 | 10.50 | 2.4% | n/a | 01-Jan-11 | - |
| Tattoos | 0.21 | 0.20 | 0.20 | 0.0% | -4.8% | 01-Jan-11 | - |
| Total Community & Customer Service | | | | | | | (25) |

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

2012 Draft Budget

| Service Area: Service Ottawa | | | | | | | |
|------------------------------|---------------------|----------|--------------------------------------|---------|-------------------------|---------------------|------|
| Category | 2012 Capital Budget | Revenues | Tax Supported/ Dedicated Reserves | Gas Tax | Rate Supported Reserves | Development Charges | Debt |
| Renewal of City Assets | - | - | - | - | - | - | - |
| Growth | - | - | - | - | - | - | - |
| Regulatory | - | - | - | - | - | - | - |
| Strategic Initiatives | 11,408 | - | 11,408 | - | - | - | - |
| Total | 11,408 | - | 11,408 | - | - | - | - |

City of Ottawa

Service Area: Service Ottawa

In Thousands (\$000)

2012 Draft Budget

| Project Information | | Financial Details | | | |
|---|---------------------------------|-------------------|----------------------------|-------------|-------------|
| 906575 IT Service Ottawa -Corporate Initiatives | | | | | |
| Dept: Service Ottawa | Category: Strategic Initiatives | Ward: CW | Year of Completion: 2015 | | |
| <p>This initiative will improve how the City engages, interacts with, and delivers services to citizens. These improvements will be implemented over the coming (months) year as leading-edge technology enables the City to deliver a single point of access to City services and information. An enhanced ottawa.ca will offer online e-services that allow citizens to report and track service requests, register for programs, make payments and interact with the City at their convenience. Service standards are being established that will guarantee a level of service that citizens can count on and drive service response times. A centralized knowledge management base will ensure information is consistent and accurate and organized from the citizen’s perspective. Mobile technology provided to City staff will make them more accessible to the citizens they serve, ensure faster response times and enable them to deliver a broad range of services on-site while reporting the progress of these services as they are being delivered.</p> | 2012 Request | 11,408 | Unspent Previous Authority | | 10,910 |
| | Revenues | - | Rate Supported | | - |
| | Tax Supported/ Dedicated | 11,408 | Development Charges | | - |
| | Gas Tax | - | Debt | | - |
| | Forecast | 2012 | 2013 | 2014 | 2015 |
| | Authority | 11,408 | 11,086 | 9,674 | - |
| | Spending Plan | 22,318 | 11,086 | 9,674 | - |
| | FTE's | 11 | 6 | - | - |
| | Operating Impact | (4,716) | (4,957) | (2,820) | - |

Human Resources Department – 2012 Budget Briefing Note

Description

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

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

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

Human Resources Department – 2012 Budget Briefing Note

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

Human Resources Department – 2012 Budget Briefing Note

| Performance / Outcome Measures | Performance / Outcome Measures |
|--|---|
| <ul style="list-style-type: none"> HR Staff per 100 Full Time Equivalents* (FTEs) City of Ottawa: 1.50 Industry**: 2.07 | <ul style="list-style-type: none"> Average Training Expenditure per Employee City of Ottawa: \$ 334.22 Industry***: \$ 346.85 |
| <ul style="list-style-type: none"> Benefit Expense to Compensation Expense City of Ottawa: 11.3% Industry***: 11.0% | <ul style="list-style-type: none"> Overall Grievance Rate City of Ottawa: 2.81% Industry***: 4.66% |
| <ul style="list-style-type: none"> Workers Comp Lost Time Incident Rate City of Ottawa: 4.05% Industry***: 3.58% | |
| <p>* Full Time Equivalent (FTE) is defined as a permanent budgeted position. ** The Conference Board of Canada Human Resources Trends and Metrics – June 2010. Industry defined as Median Government. For the City of Ottawa, this measure includes Payroll and Labour Relations for comparability purposes. *** Human Resources Benchmarking Network (HRBN) Annual Benchmarking Survey 2011 (2010 Results). Industry defined as Municipal Weighted Average unless specified in performance measure.</p> | |

Human Resources Department – 2012 Budget Briefing Note

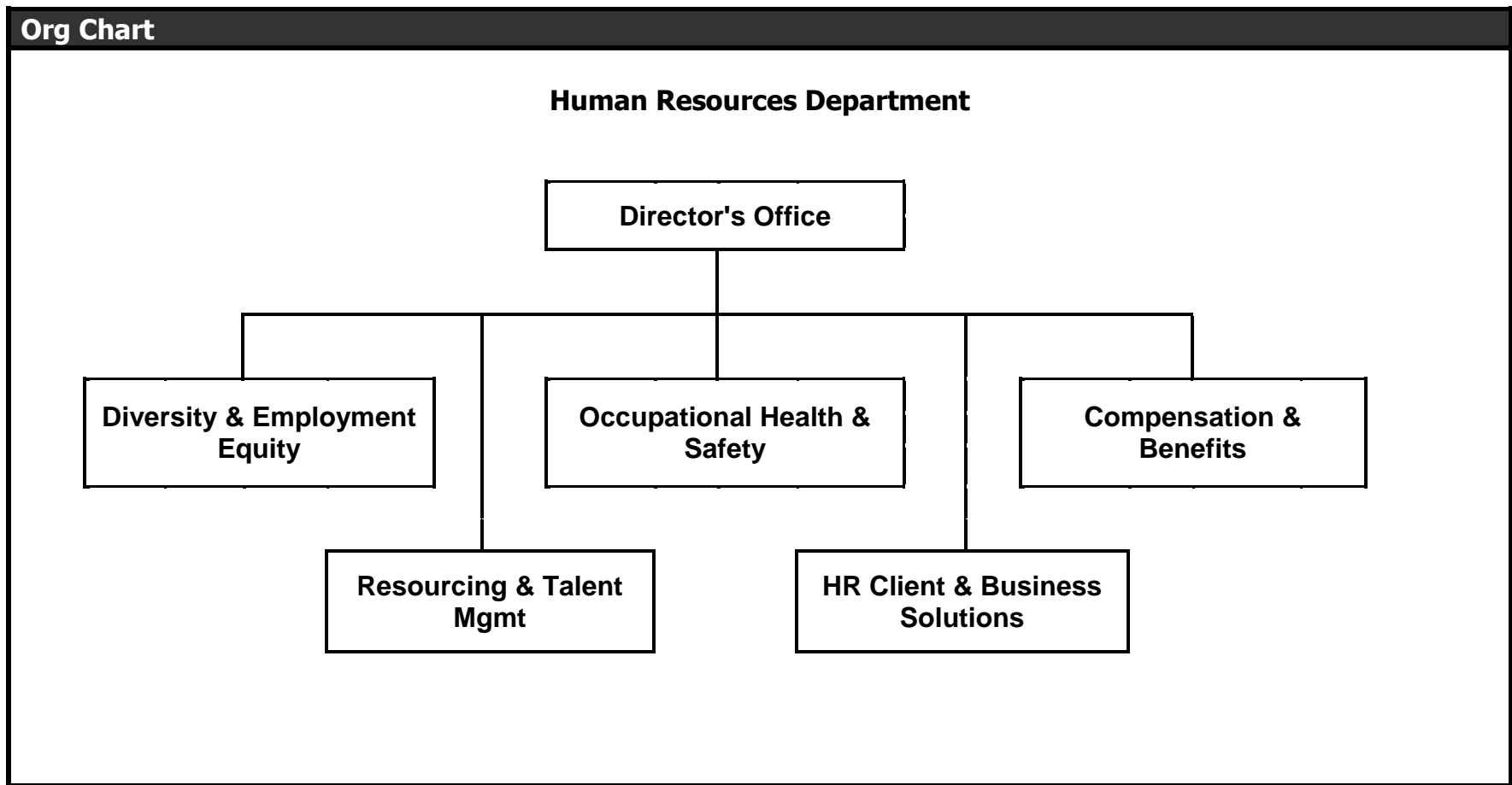
2012 Budget Risks / Other Considerations

A critical component of the City's success rests on the organization's ability to attract, retain and engage the "right" employees. It is estimated that approximately 24% of the management group are eligible to retire within the next 5 years which points to a need to build leadership capacity. Overall, it is projected that 12% of the organization will be eligible to retire affecting many of the City's core talent segments, e.g. engineers, building officials, finance, skilled trades, indicating a need for workforce planning and knowledge transfer as workers approach retirement. Similar trends are apparent in the external labour market suggesting increasing challenges related to recruiting and retaining experienced skilled talent.

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

Human Resources Department – 2012 Budget Briefing Note

Org Chart



City of Ottawa
Human Resources - Operating Resource Requirement
In Thousands (\$000)

| Operating Resource Requirement | 2010 | 2011 | | 2012 | \$ Change Over |
|------------------------------------|---------------|---------------|---------------|---------------|----------------|
| | Actual | Forecast | Budget | Estimate | 2011 Budget |
| Expenditures by Program | | | | | |
| Director's Office | 304 | 319 | 319 | 331 | 12 |
| Diversity & Employment Equity | 484 | 434 | 443 | 461 | 18 |
| HR Client & Business Solutions | 2,799 | 2,714 | 2,720 | 2,828 | 108 |
| Resourcing & Talent Management | 4,452 | 4,506 | 4,527 | 5,317 | 790 |
| Compensation & Benefits | 4,114 | 3,834 | 3,881 | 4,010 | 129 |
| Occupational Health & Safety | 3,455 | 3,406 | 3,417 | 3,625 | 208 |
| Service Ottawa | - | - | (154) | (656) | (502) |
| Gross Expenditure | 15,608 | 15,213 | 15,153 | 15,916 | 763 |
| Recoveries & Allocations | (969) | (841) | (781) | (781) | - |
| Revenue | - | - | - | - | - |
| Net Requirement | 14,639 | 14,372 | 14,372 | 15,135 | 763 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 12,459 | 11,854 | 11,854 | 12,419 | 565 |
| Overtime | 9 | 7 | 4 | 4 | - |
| Material & Services | 2,942 | 3,166 | 3,315 | 4,015 | 700 |
| Transfers/Grants/Financial Charges | 1 | - | - | - | - |
| Fleet Costs | - | - | - | - | - |
| Program Facility Costs | - | - | - | - | - |
| Other Internal Costs | 197 | 186 | 134 | 134 | - |
| Service Ottawa | - | - | (154) | (656) | (502) |
| Gross Expenditures | 15,608 | 15,213 | 15,153 | 15,916 | 763 |
| Recoveries & Allocations | (969) | (841) | (781) | (781) | - |
| Net Expenditure | 14,639 | 14,372 | 14,372 | 15,135 | 763 |
| Revenues By Type | | | | | |
| Federal | - | - | - | - | - |
| Provincial | - | - | - | - | - |
| Municipal | - | - | - | - | - |
| Own Funds | - | - | - | - | - |
| Fees and Services | - | - | - | - | - |
| Fines | - | - | - | - | - |
| Other | - | - | - | - | - |
| Total Revenue | - | - | - | - | - |
| Net Requirement | 14,639 | 14,372 | 14,372 | 15,135 | 763 |
| Full Time Equivalents | | | 136.00 | 128.00 | (8.00) |

City of Ottawa
Human Resources - 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 | Council Priorities | Service Ottawa | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | | | |
| Director's Office | 319 | 319 | - | 12 | - | - | - | - | - | 331 | 12 |
| Diversity & Employment Equity | 434 | 443 | - | 18 | - | - | - | - | - | 461 | 18 |
| HR Client & Business Solutions | 2,714 | 2,720 | - | 108 | - | - | - | - | - | 2,828 | 108 |
| Resourcing & Talent Management | 4,506 | 4,527 | - | 65 | - | - | 725 | - | - | 5,317 | 790 |
| Compensation & Benefits | 3,834 | 3,881 | - | 129 | - | - | - | - | - | 4,010 | 129 |
| Occupational Health & Safety | 3,406 | 3,417 | - | 208 | - | - | - | - | - | 3,625 | 208 |
| Service Ottawa | - | (154) | - | - | - | - | - | (502) | - | (656) | (502) |
| Gross Expenditure | 15,213 | 15,153 | - | 540 | - | - | 725 | (502) | - | 15,916 | 763 |
| Recoveries & Allocations | (841) | (781) | - | - | - | - | - | - | - | (781) | - |
| Revenue | - | - | - | - | - | - | - | - | - | - | - |
| Net Requirement | 14,372 | 14,372 | - | 540 | - | - | 725 | (502) | - | 15,135 | 763 |
| Expenditures by Type | | | | | | | | | | | |
| Salaries, Wages & Benefits | 11,854 | 11,854 | - | 465 | - | - | 100 | - | - | 12,419 | 565 |
| Overtime | 7 | 4 | - | - | - | - | - | - | - | 4 | - |
| Material & Services | 3,166 | 3,315 | - | 75 | - | - | 625 | - | - | 4,015 | 700 |
| Transfers/Grants/Financial Charges | - | - | - | - | - | - | - | - | - | - | - |
| Fleet Costs | - | - | - | - | - | - | - | - | - | - | - |
| Program Facility Costs | - | - | - | - | - | - | - | - | - | - | - |
| Other Internal Costs | 186 | 134 | - | - | - | - | - | - | - | 134 | - |
| Service Ottawa | - | (154) | - | - | - | - | - | (502) | - | (656) | (502) |
| Gross Expenditures | 15,213 | 15,153 | - | 540 | - | - | 725 | (502) | - | 15,916 | 763 |
| Recoveries & Allocations | (841) | (781) | - | - | - | - | - | - | - | (781) | - |
| Net Expenditure | 14,372 | 14,372 | - | 540 | - | - | 725 | (502) | - | 15,135 | 763 |
| Percent of 2011 Net Expenditure Budget | | | 0.0% | 3.8% | 0.0% | 0.0% | 5.0% | -3.5% | 0.0% | 5.3% | |
| Revenues By Type | | | | | | | | | | | |
| Federal | - | - | - | - | - | - | - | - | - | - | - |
| Provincial | - | - | - | - | - | - | - | - | - | - | - |
| Municipal | - | - | - | - | - | - | - | - | - | - | - |
| Own Funds | - | - | - | - | - | - | - | - | - | - | - |
| Fees and Services | - | - | - | - | - | - | - | - | - | - | - |
| Fines | - | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - | - |
| Total Revenue | - | - | - | - | - | - | - | - | - | - | - |
| Percent of 2011 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 14,372 | 14,372 | - | 540 | - | - | 725 | (502) | - | 15,135 | 763 |
| Percent of 2011 Net Requirement Budget | | | 0.0% | 3.8% | 0.0% | 0.0% | 5.0% | -3.5% | 0.0% | 5.3% | |
| Full Time Equivalents (FTE's) | | 136.00 | (2.00) | - | - | - | 1.00 | (7.00) | - | 128.00 | (8.00) |
| Percent of 2011 FTE's | | | -1.5% | 0.0% | 0.0% | 0.0% | 0.7% | -5.1% | 0.0% | -5.9% | |

City of Ottawa

Human Resources - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

| 2011 Baseline Adjustments / Explanations | Increase / (Decrease) | | | |
|--|-----------------------|------|------------------|---------------|
| | Exp. | Rev. | Net 2011 Changes | FTE Impact |
| Adjustments to Base Budget | | | | |
| FTE reduction to be achieved from 2011 Service Ottawa Initiatives. | - | - | - | (2.00) |
| Total Adjustments to Base Budget | - | - | - | (2.00) |

| 2012 Pressure Category / Explanation | Increase / (Decrease) | | | |
|--|-----------------------|------|------------------|------------|
| | Exp. | Rev. | Net 2012 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for 2012 contract settlement, increments and benefits adjustments. | 465 | - | 465 | - |
| Ergonomic Services - changes in the Workers Safety Insurance Board's (WSIB) service delivery model have resulted in the downloading of ergonomics assessments to employers by the WSIB. This, coupled with increased demand from operating departments in support of injury prevention and early and safe return to work efforts, has increased the volume and cost of the delivery of these services. | 75 | - | 75 | - |
| Total Maintain Services | 540 | - | 540 | - |

City of Ottawa

Human Resources - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

| 2012 Pressure Category / Explanation | Increase / (Decrease) | | | FTE Impact |
|---|-----------------------|----------|------------------|---------------|
| | Exp. | Rev. | Net 2012 Changes | |
| Council Priorities | | | | |
| Leadership Development - the objective is to create a pipeline of strong candidates to assume leadership roles and to focus on strengthening the leadership competencies at all levels of management. Initiatives include creating and implementing a coaching framework and providing ongoing investment to ensure sufficient capacity and access to relevant leadership development programs. | 225 | - | 225 | - |
| Recruitment/outreach strategies and assessment tools - implement and maintain targeted outreach strategies to attract and retain diverse people with the right skills and fit to meet the current and future needs of the organization, with an emphasis on difficult to fill positions. | 500 | - | 500 | 1.00 |
| Total Council Priorities | 725 | - | 725 | 1.00 |
| Service Ottawa | | | | |
| Productivity Improvements related to Corporate Service Ottawa Initiatives. | (502) | - | (502) | (7.00) |
| Total Service Ottawa | (502) | - | (502) | (7.00) |
| Total Budget Changes | 763 | - | 763 | (8.00) |

Information Technology Services (ITS) Department 2012 Budget Briefing Note

Description

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

Programs / Services Offered

Infrastructure Services:

- Data Storage and backup management;
- Event monitoring and notification of service interruptions;
- Facility fit-ups;
- Investigations and Audits;
- Messaging services;
- Security Engineering;
- Telecommunication services;
- Voice/Data Network Management.

Workplace Essential Services:

- Electronic and physical document management;
- Equipment Lifecycle renewal;
- Hardware, Software and Telecom Equipment Purchasing;
- Moves, Type A/B/C;
- Off-site/remote access;
- Printing, fax and scanning support;
- Telephones, pagers, cell phones/blackberry;
- Training;
- End User Support;
- Voice/data network/e-mail accounts Management.

Application Services:

- Application Implementation;
- Development & Integration;
- Business Intelligence tools, Reporting and Analytics;
- Business Process Mapping and Reengineering;
- Enterprise Business Systems;
- Lifecycle Management;
- Project Management;
- Support & Maintenance;
- Training.

Advisory Services:

- Technology Business Planning;
- Technology Architecture Planning & Roadmap;
- Information Management;
- Market Research;
- Security & Risk Assessment;
- Technology Advice/Industry Trends;
- Vendor/Product Assessment.

Information Technology Services (ITS) Department

2012 Budget Briefing Note

Organizational Structure

- **Client Services Branch:** Provides 'single point of contact' for the resolution of IT service requests via the IT Corporate Service Desk. Primary contact for all departments to obtain information on IT services and products, service negotiations, technology priority setting, and issue resolution. Manages the IT project intake process. Provides client-facing Information Management Services including records offices and electronic records management systems (BIMS).
- **Enterprise Solutions Branch:** Provides third-party corporate applications integration and support in areas such as Geographic Information Systems (MAP/GIS), SAP, electronic document management, business intelligence/data warehousing. Develops in-house corporate applications as well as integration, support, maintenance, training, change management and database management. Supports and administers the Ottawa.ca and Ozone websites.
- **Business Solutions Branch:** Provides third-party application integration and support for departmental applications such as the CLASS Recreation system, Integrated Library System and ACT. Develops in-house departmental applications as well as integration, support, maintenance, training, change management and database management. Manages the Application Renewal Program, which addresses replacement of end-of-life applications and implementation of new architecture environment. Provides application integration, support and maintenance for two-way radio networks and extensive security systems for Transit services (OC Transpo) as well as maintains automated transit station systems.
- **Business Technology Architecture Branch:** Develop/define business technology strategies for key business areas. Establish, maintain, and evolve architecture "reference models" that support the enterprise model. Perform industry benchmarking on ITS functions and expenditures. Provide research on emerging technologies and develop position papers for informed decision making.

Information Technology Services (ITS) Department

2012 Budget Briefing Note

Organizational Structure

- **Information, Security and Project Services Branch:** Develops, monitors and maintains Corporate and Departmental IM/IT policies. Reports, monitors and tracks IT project activities. Conducts IT project prioritization, performance measurements and Total Cost of Ownership (TCO) industry benchmarking. Manages IT professional services contracts and related standing offers. Provides information and technology security, risk management and emergency planning services.
- **Technology Infrastructure Branch:** Securely operates and maintains the City's computer, telephone, cell phones, voicemail and email systems. Supports, maintains and operates computer data centres. Ensures buildings have connectivity and standard cabling and communications infrastructure.

Performance / Outcome Measures

- Total Cost of Ownership (TCO), an industry standard efficiency measure, reflects a 10.8% increase in 2010 (\$3,682 per user) for the cost of infrastructure and application maintenance and support for the City network user base. This level remains below the industry spending rates for provincial / municipal governments, which was averaging at \$7,002 per user (source: Computer Economics). The Ottawa increase is reflective of significant hardware and software investments (21.8% increase) and increasing technical services investments to support the infrastructure. The 26.9% of the total investments in hardware software remains below the industry averages 37% (Source: Gartner Key Industry Measures).
- During the same period, from 2009 to 2010, the annual growth rate of the City's IT infrastructure and number of computer users was 3%. This increase in user base was also matched with a 1.1% increase in servers, a 37% increase in laptop devices with desktop device position relatively unchanged.
- As a percent of the total city budget, total annual IT operating expenditure remained steady from 2007 through to 2010 at 1.7% (2006 was at 2%). Provincial / municipal government average for 2009 and 2010 is at the 3.2% level (source: Gartner).

Information Technology Services (ITS) Department

2012 Budget Briefing Note

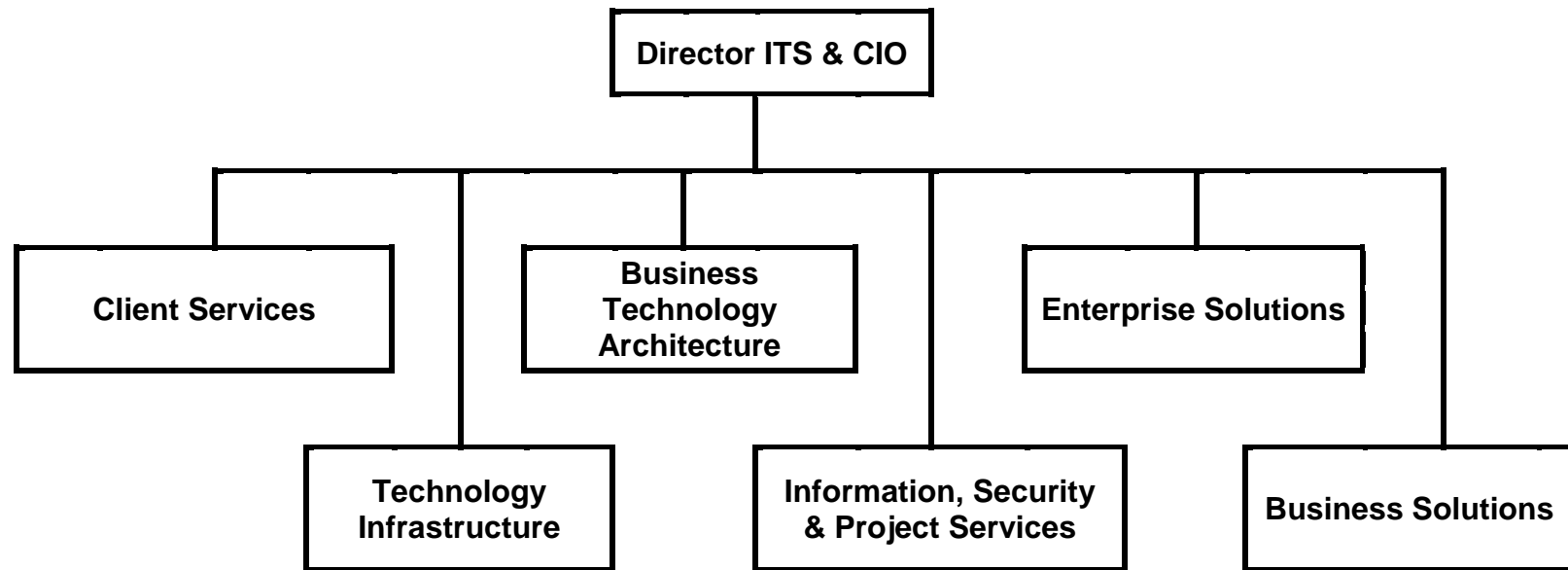
2011 Budget Risks / Other Considerations

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

Information Technology Services (ITS) Department 2012 Budget Briefing Note

Org Chart

Information Technology Services



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

| Operating Resource Requirement | 2010 | 2011 | | 2012 | \$ Change Over |
|--|---------------|---------------|---------------|---------------|----------------|
| | Actual | Forecast | Budget | Estimate | 2011 Budget |
| Expenditures by Program | | | | | |
| Director's Office | 334 | 347 | 347 | 353 | 6 |
| Technology Infrastructure | 10,469 | 10,773 | 10,930 | 11,903 | 973 |
| Client Services | 9,522 | 10,565 | 10,305 | 10,734 | 429 |
| Business Solutions | 8,765 | 9,069 | 9,535 | 9,850 | 315 |
| Enterprise Solutions | 14,006 | 14,511 | 15,093 | 15,541 | 448 |
| Information, Security & Project Services | 2,353 | 2,411 | 2,671 | 2,842 | 171 |
| Business Technology & Architecture | 446 | 455 | 468 | 471 | 3 |
| Service Ottawa | - | - | - | 2,063 | 2,063 |
| Gross Expenditure | 45,895 | 48,131 | 49,349 | 53,757 | 4,408 |
| Recoveries & Allocations | (5,352) | (4,657) | (4,975) | (5,017) | (42) |
| Revenue | (5) | (6) | (6) | (6) | - |
| Net Requirement | 40,538 | 43,468 | 44,368 | 48,734 | 4,366 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 30,302 | 31,569 | 32,059 | 33,239 | 1,180 |
| Overtime | 270 | 304 | 376 | 376 | - |
| Material & Services | 15,255 | 16,232 | 16,862 | 18,027 | 1,165 |
| Transfers/Grants/Financial Charges | 50 | - | - | - | - |
| Fleet Costs | - | - | - | - | - |
| Program Facility Costs | - | - | - | - | - |
| Other Internal Costs | 18 | 26 | 52 | 52 | - |
| Service Ottawa | - | - | - | 2,063 | 2,063 |
| Gross Expenditures | 45,895 | 48,131 | 49,349 | 53,757 | 4,408 |
| Recoveries & Allocations | (5,352) | (4,657) | (4,975) | (5,017) | (42) |
| Net Expenditure | 40,543 | 43,474 | 44,374 | 48,740 | 4,366 |
| Revenues By Type | | | | | |
| Federal | - | - | - | - | - |
| Provincial | - | - | - | - | - |
| Municipal | - | - | - | - | - |
| Own Funds | - | - | - | - | - |
| Fees and Services | (5) | (6) | (6) | (6) | - |
| Fines | - | - | - | - | - |
| Other | - | - | - | - | - |
| Total Revenue | (5) | (6) | (6) | (6) | - |
| Net Requirement | 40,538 | 43,468 | 44,368 | 48,734 | 4,366 |
| Full Time Equivalents | | | 354.00 | 354.00 | - |

City of Ottawa

Information Technology Services - 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 | Council Priorities | Service Ottawa | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | | | |
| Director's Office | 347 | 347 | - | 6 | - | - | - | - | - | 353 | 6 |
| Technology Infrastructure | 10,773 | 10,930 | - | 973 | - | - | - | - | - | 11,903 | 973 |
| Client Services | 10,565 | 10,305 | - | 369 | - | 60 | - | - | - | 10,734 | 429 |
| Business Solutions | 9,069 | 9,535 | - | 315 | - | - | - | - | - | 9,850 | 315 |
| Enterprise Solutions | 14,511 | 15,093 | - | 448 | - | - | - | - | - | 15,541 | 448 |
| Information, Security & Project Services | 2,411 | 2,671 | - | 81 | - | - | 90 | - | - | 2,842 | 171 |
| Business Technology & Architecture | 455 | 468 | - | 3 | - | - | - | - | - | 471 | 3 |
| Service Ottawa | - | - | - | - | - | - | - | 2,063 | - | 2,063 | 2,063 |
| Gross Expenditure | 48,131 | 49,349 | - | 2,195 | - | 60 | 90 | 2,063 | - | 53,757 | 4,408 |
| Recoveries & Allocations | (4,657) | (4,975) | - | (42) | - | - | - | - | - | (5,017) | (42) |
| Revenue | (6) | (6) | - | - | - | - | - | - | - | (6) | - |
| Net Requirement | 43,468 | 44,368 | - | 2,153 | - | 60 | 90 | 2,063 | - | 48,734 | 4,366 |
| Expenditures by Type | | | | | | | | | | | |
| Salaries, Wages & Benefits | 31,569 | 32,059 | - | 1,090 | - | - | 90 | - | - | 33,239 | 1,180 |
| Overtime | 304 | 376 | - | - | - | - | - | - | - | 376 | - |
| Material & Services | 16,232 | 16,862 | - | 1,105 | - | 60 | - | - | - | 18,027 | 1,165 |
| Transfers/Grants/Financial Charges | - | - | - | - | - | - | - | - | - | - | - |
| Fleet Costs | - | - | - | - | - | - | - | - | - | - | - |
| Program Facility Costs | - | - | - | - | - | - | - | - | - | - | - |
| Other Internal Costs | 26 | 52 | - | - | - | - | - | - | - | 52 | - |
| Service Ottawa | - | - | - | - | - | - | - | 2,063 | - | 2,063 | 2,063 |
| Gross Expenditures | 48,131 | 49,349 | - | 2,195 | - | 60 | 90 | 2,063 | - | 53,757 | 4,408 |
| Recoveries & Allocations | (4,657) | (4,975) | - | (42) | - | - | - | - | - | (5,017) | (42) |
| Net Expenditure | 43,474 | 44,374 | - | 2,153 | - | 60 | 90 | 2,063 | - | 48,740 | 4,366 |
| Percent of 2011 Net Expenditure Budget | | | 0.0% | 4.9% | 0.0% | 0.1% | 0.2% | 4.6% | 0.0% | 9.8% | |
| Revenues By Type | | | | | | | | | | | |
| Federal | - | - | - | - | - | - | - | - | - | - | - |
| Provincial | - | - | - | - | - | - | - | - | - | - | - |
| Municipal | - | - | - | - | - | - | - | - | - | - | - |
| Own Funds | - | - | - | - | - | - | - | - | - | - | - |
| Fees and Services | (6) | (6) | - | - | - | - | - | - | - | (6) | - |
| Fines | - | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - | - |
| Total Revenue | (6) | (6) | - | - | - | - | - | - | - | (6) | - |
| Percent of 2011 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 43,468 | 44,368 | - | 2,153 | - | 60 | 90 | 2,063 | - | 48,734 | 4,366 |
| Percent of 2011 Net Requirement Budget | | | 0.0% | 4.9% | 0.0% | 0.1% | 0.2% | 4.6% | 0.0% | 9.8% | |
| Full Time Equivalents (FTE's) | | | | | | | | | | | |
| | | 354.00 | (3.00) | - | - | - | 1.00 | 2.00 | - | 354.00 | - |
| Percent of 2011 FTE's | | | -0.8% | 0.0% | 0.0% | 0.0% | 0.3% | 0.6% | 0.0% | 0.0% | |

City of Ottawa

Information Technology Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

| 2011 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|---|---------------------|----------|------------|
| | Exp. | Rev. | Net |
| Forecast vs. Budget Variance Explanation A surplus is projected to year end as a result of staffing and professional services spending delays due to the hiring / spending freeze, the timing of the 2011 budget approval and delays in the job evaluation process for new positions. | 900 | - | 900 |
| Total Surplus / (Deficit) | 900 | - | 900 |

| 2011 Baseline Adjustments / Explanations | Increase / (Decrease) | | | |
|---|-----------------------|----------|------------------|---------------|
| | Exp. | Rev. | Net 2011 Changes | FTE Impact |
| Adjustments to Base Budget FTE reduction to be achieved from 2011 Service Ottawa Initiatives. | - | - | - | (3.00) |
| Total Adjustments to Base Budget | - | - | - | (3.00) |

| 2012 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|----------|------------------|------------|
| | Exp. | Rev. | Net 2012 Changes | FTE Impact |
| Maintain Services All programs include an adjustment for contract settlement, increments and benefits adjustments. | 1,090 | - | 1,090 | - |
| Technology Infrastructure - Maintenance contracts fees to support the installed hardware, centralized storage and software base. | 580 | - | 580 | - |
| Technology Infrastructure - Maintenance contracts fees to support voice/data communications infrastructure. | 230 | - | 230 | - |
| Client Services - Maintenance contracts fees for corporate software tools. | 25 | - | 25 | - |
| Enterprise Solutions - Maintenance contracts fees for SAP software licenses. | 85 | - | 85 | - |
| Enterprise Solutions - Maintenance contracts fees for Oracle (Service-Oriented Architecture (SOA) Suite, Identity Management, Databases, Application servers, Information Management) and Cognos Business Intelligence tools. | 185 | - | 185 | - |
| Increased recovery against Parking Operations for various program support services due to inflationary impacts in accordance with Parking Funding Model. | (42) | - | (42) | - |
| Total Maintain Services | 2,153 | - | 2,153 | - |

City of Ottawa

Information Technology Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

| 2012 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|----------|------------------|-------------|
| | Exp. | Rev. | Net 2012 Changes | FTE Impact |
| Growth | | | | |
| Training required to stay current with emerging technologies and industry standards. | 60 | - | 60 | - |
| Total Growth | 60 | - | 60 | - |
| Council Priorities | | | | |
| OpenData Strategic Support Coordinator - Position required in order to grow the OpenData program and build on the success of the Apps4Ottawa contest. Focus will be on the expansion and automation of the OpenData catalogue to include high-value and dynamic data; continued community outreach efforts and multijurisdictional collaboration around standards and licensing. | 90 | - | 90 | 1.00 |
| Total Council Priorities | 90 | - | 90 | 1.00 |
| Service Ottawa | | | | |
| Service Ottawa - Business Systems Integration - Ongoing Support Costs: Annual software and hardware maintenance fees for break and fix and software enhancements and ITS FTEs for ongoing support. | 476 | - | 476 | 3.00 |
| Service Ottawa - Mobile Workforce - Ongoing Support Costs: Annual Hardware Support fees to suppliers for installed wireless, mobility and computing equipment (servers and modems) as well as field based mobile computers. Annual software maintenance fees and monthly Service fees to ensure the connectivity of mobile field devices and telephony services. Additional Technical Support Resources (FTEs) to provide help desk, troubleshooting and technical support to the Service Delivery Field and Office users . | 1,021 | - | 1,021 | 3.00 |
| Service Ottawa Program - Citizen Centric Services Project – Ongoing Support Costs: Annual software and hardware maintenance fees for break and fix and software enhancements, ITS support FTEs and ongoing support costs required until current systems are decommissioned and replaced by the new systems (Citizen Service Management System and the Communication Channel Integration System). | 1,193 | - | 1,193 | 5.00 |
| Productivity Improvements related to Corporate Service Ottawa Initiatives. | (627) | - | (627) | (9.00) |
| Total Service Ottawa | 2,063 | - | 2,063 | 2.00 |
| Total Budget Changes | 4,366 | - | 4,366 | - |

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

2012 Draft Budget

| Service Area: Information Technology | | | | | | | |
|--------------------------------------|---------------------|----------|--------------------------------------|---------|-------------------------|---------------------|------|
| Category | 2012 Capital Budget | Revenues | Tax Supported/ Dedicated Reserves | Gas Tax | Rate Supported Reserves | Development Charges | Debt |
| Renewal of City Assets | 11,435 | - | 11,435 | - | - | - | - |
| Growth | - | - | - | - | - | - | - |
| Regulatory | - | - | - | - | - | - | - |
| Strategic Initiatives | 1,380 | - | 1,380 | - | - | - | - |
| Total | 12,815 | - | 12,815 | - | - | - | - |

| Project Information | | Financial Details | | | |
|--|---|-------------------|----------------------------|-------------|-------------|
| 903336 IT Technology Infrastructure 2012 | | | | | |
| Dept: Information Technology Services | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2014 | | |
| <p>This program funds the lifecycle replacement and growth of the City's computer network and telecommunications infrastructure. The network is comprised of specialized hardware, storage and software, which is used to securely store and transport voice and data traffic for City systems such as the City's telephone network, SAP, GIS, CLASS, e-mail, security video cameras, Internet access and OTTAWA.CA. Each year investments must be made to replace aging infrastructure to ensure continuous vendor support and availability of security patches, and upgrade network capacity to accommodate increasing use of technology in City operations. In 2012, major funding elements will go towards server end-of-life replacements, storage capacity improvements, voice and data equipment end-of-life replacements and upgrade of the thin-client server operating system.</p> | 2012 Request | 2,640 | Unspent Previous Authority | | (62) |
| | Revenues | - | Rate Supported | | - |
| | Tax Supported/ Dedicated | 2,640 | Development Charges | | - |
| | Gas Tax | - | Debt | | - |
| | Forecast | 2012 | 2013 | 2014 | 2015 |
| | Authority | 2,640 | 2,305 | 2,460 | 2,395 |
| | Spending Plan | 2,578 | 2,305 | 2,460 | 2,395 |
| | FTE's | - | - | - | - |
| | Operating Impact | 75 | 25 | 35 | 15 |
| | 903690 IT Business Systems: Renewal Program 2012 | | | | |
| Dept: Information Technology Services | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2014 | | |
| <p>This program will fund the renewal of critical applications while taking advantage of existing code and services, with a focus on creating re-usable web services, renewing components and integrating both current and new applications rather than the wholesale one for one replacement of existing legacy applications. The Business Solutions Branch supports approximately 59 business suites (groups of applications / tools that meet a business requirement), and 235 independent business applications that enable the City to transact business with its citizens and businesses. Currently, over 70 of these business suites / applications have reached the end of technical life and are at significant risk of failure. As time continues to pass, more of the supported applications will also reach the end of technical life. The increased effort required to support these legacy applications (due to the use of old technology) diverts resources away from the development and implementation of new systems required to meet ongoing client demand.</p> | 2012 Request | 990 | Unspent Previous Authority | | 2,337 |
| | Revenues | - | Rate Supported | | - |
| | Tax Supported/ Dedicated | 990 | Development Charges | | - |
| | Gas Tax | - | Debt | | - |
| | Forecast | 2012 | 2013 | 2014 | 2015 |
| | Authority | 990 | 1,655 | 1,540 | 1,495 |
| | Spending Plan | 3,327 | 1,655 | 1,540 | 1,495 |
| | FTE's | - | 4 | - | - |
| | Operating Impact | - | 400 | - | - |

| Project Information | | | Financial Details | | | | |
|---|--|----------------------------------|------------------------|----------------------------|-------------|-----|--|
| 906017 IT Enterprise System:IT Perform Mgmt2011 | | | | | | | |
| Dept: | Information Technology Services | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2014 | | | |
| <p>Currently, ITS applies a "Total Cost of Ownership" (TCO) methodology to measure financial performance of IT investments to ensure the maximum value is obtained from these investments, and to identify opportunities for improvement. The performance data is benchmarked against peer organisations of similar size and complexity to assess the relative performance of the City's distributed technology environment. The data is used to further refine the IT services to find additional efficiencies and cost savings. In 2012, as part of the Corporate Planning Framework Balanced Scorecard and Performance Measurement initiative, ITS will be enhancing its performance measurement practice to better understand how to optimize its human and financial resources in the provision of technology services for the City of Ottawa.</p> | 2012 Request | | 60 | Unspent Previous Authority | | 100 | |
| | Revenues | - | Rate Supported | - | | | |
| | Tax Supported/ Dedicated | 60 | Development Charges | - | | | |
| | Gas Tax | - | Debt | - | | | |
| | Forecast | 2012 | 2013 | 2014 | 2015 | | |
| | Authority | 60 | 65 | 65 | 65 | | |
| | Spending Plan | 160 | 65 | 65 | 65 | | |
| | FTE's | - | - | - | - | | |
| | Operating Impact | - | - | - | - | | |
| | 906020 IT Business Systems: Marval 2011 | | | | | | |
| Dept: | Information Technology Services | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2014 | | | |
| <p>The ITS department currently uses a product called Marval to create and manage cases, provide audit trail information for SAP Support Centre Activity (regarding software releases), and track the progress and status of support calls (incidents). It is also the primary front-line tool used by the ITS Service Desk to log service calls (incidents) from internal (ITS) and corporate clients. This tool is also used to generate reports on call activity. This budget is used to fund additional licenses, professional services and internal resources to support the tool and keep it operational in order to maintain the systems in regards to functionality, reliability, capacity and flexibility.</p> | 2012 Request | | 95 | Unspent Previous Authority | | - | |
| | Revenues | - | Rate Supported | - | | | |
| | Tax Supported/ Dedicated | 95 | Development Charges | - | | | |
| | Gas Tax | - | Debt | - | | | |
| | Forecast | 2012 | 2013 | 2014 | 2015 | | |
| | Authority | 95 | 85 | 70 | 70 | | |
| | Spending Plan | 95 | 85 | 70 | 70 | | |
| | FTE's | - | 1 | - | - | | |
| | Operating Impact | - | 100 | - | - | | |

| Project Information | | | Financial Details | | | | |
|--|--|----------------------------------|------------------------|----------------------------|-------------|----|--|
| 906360 IT Enterprise Sys: Information Mgmt 2012 | | | | | | | |
| Dept: | Information Technology Services | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2014 | | | |
| <p>The purpose of this program is to support the Business Information Management System (BIMS) solution and all modules within. Workflow pieces included. Further analysis of Collab toolset. Skills and development training are also included with the overall goal of moving away from the paper records in the corporation and moving towards electronic records as well as a migration away from Shared Drives, and PST strategies.</p> | 2012 Request | | 400 | Unspent Previous Authority | | 25 | |
| | Revenues | - | Rate Supported | - | | | |
| | Tax Supported/ Dedicated | 400 | Development Charges | - | | | |
| | Gas Tax | - | Debt | - | | | |
| | Forecast | 2012 | 2013 | 2014 | 2015 | | |
| | Authority | 400 | 440 | 280 | 275 | | |
| | Spending Plan | 425 | 440 | 280 | 275 | | |
| | FTE's | - | - | - | - | | |
| | Operating Impact | 10 | 10 | 10 | 10 | | |
| | 906361 IT Enterprise Systems: Content Mgmt 2012 | | | | | | |
| Dept: | Information Technology Services | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2014 | | | |
| <p>The computerized process that is used to manage the City's information with a common software tool, set of standards, and business processes is known as Enterprise Content Management (ECM). The City has invested in the Oracle Content Management enterprise application suite to provide ECM capability. This program funds the technology platform to sustain and manage information and web publishing for ottawa.ca and corporate Intranet (Ozone), electronic records/document management (BIMS) and document creation collaboration. This budget will continue to fund the automation of the web publishing process, ensure that appropriate lifecycle replacements and growth requirements of the ECM hardware and software tools are addressed as well as professional and technical support services needed to sustain the City's ECM system to ensure the reliability, availability, and security of the City's records and information.</p> | 2012 Request | | 475 | Unspent Previous Authority | | 43 | |
| | Revenues | - | Rate Supported | - | | | |
| | Tax Supported/ Dedicated | 475 | Development Charges | - | | | |
| | Gas Tax | - | Debt | - | | | |
| | Forecast | 2012 | 2013 | 2014 | 2015 | | |
| | Authority | 475 | 460 | 345 | 330 | | |
| | Spending Plan | 518 | 460 | 345 | 330 | | |
| | FTE's | - | 1 | - | - | | |
| | Operating Impact | - | 100 | - | - | | |

| Project Information | | | Financial Details | | | | |
|---|---|----------------------------------|------------------------|----------------------------|-------------|-----|--|
| 906362 IT Desktop Computers,Laptops&Periph 2012 | | | | | | | |
| Dept: | Information Technology Services | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2014 | | | |
| <p>This program funds the lifecycle upgrades and replacements of the City's computers and peripherals. The City of Ottawa owns more than 8,000 desktop and laptop computers installed in over 250 buildings ranging from major recreational complexes, and administrative locations to libraries, fire stations and arenas. The industry best practice for lifecycle replacement of desktop computers is 4-5 years and 3 years for laptops. These funds will allow the replacement of over 2000 desktops,/laptops, initiate 'green' initiatives (e.g. purchase of remote monitoring/control software tools and LCD monitors) and lifecycle replacement of printers. The deferral of lifecycle investments increases resource effort to support and maintain equipment and software, increases complexity of the desktop hardware/software environment, constrains the ability to upgrade hardware to current operating system environments, and increases the risk of data loss through incompatibility between current and older, unsupported versions of software.</p> | 2012 Request | | 2,700 | Unspent Previous Authority | | 19 | |
| | Revenues | - | Rate Supported | - | | | |
| | Tax Supported/ Dedicated | 2,700 | Development Charges | - | | | |
| | Gas Tax | - | Debt | - | | | |
| | Forecast | 2012 | 2013 | 2014 | 2015 | | |
| | Authority | 2,700 | 2,590 | 2,685 | 2,790 | | |
| | Spending Plan | 2,719 | 2,590 | 2,685 | 2,790 | | |
| | FTE's | - | - | - | - | | |
| | Operating Impact | - | - | - | - | | |
| | 906363 IT Enterprise Sys:Database Mgmt&BI 2012 | | | | | | |
| Dept: | Information Technology Services | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2014 | | | |
| <p>There are approximately 300 databases in the City that contain data and information processed by over 225 software applications. Databases such as those related to Parks & Recreation for program registration, Transit Services for bus operations, Revenue for water billing and property tax are critical to the City's operations and decision-making. This budget funds the hardware and associated software required to maintain the databases and ensure they are reliable, available, and secure. Associated with the databases is the "business intelligence" or BI technology used to compile, analyze, and report on information stored within them. Business intelligence projects have been implemented in several business areas including the 311 Contact Centre and the resulting information has proved to be vital to the City's performance measurement program and its overall decision-making process. Funds will be used to lifecycle the database and BI servers and software to provide a stable environment to address the City demands.</p> | 2012 Request | | 420 | Unspent Previous Authority | | 100 | |
| | Revenues | - | Rate Supported | - | | | |
| | Tax Supported/ Dedicated | 420 | Development Charges | - | | | |
| | Gas Tax | - | Debt | - | | | |
| | Forecast | 2012 | 2013 | 2014 | 2015 | | |
| | Authority | 420 | 540 | 555 | 525 | | |
| | Spending Plan | 520 | 540 | 555 | 525 | | |
| | FTE's | - | 1 | - | 1 | | |
| | Operating Impact | - | 100 | - | 100 | | |

| Project Information | | Financial Details | | | |
|--|--|-------------------|----------------------------|-------------|-------------|
| 906364 IT Enterprise Systems: Web Service 2012 | | | | | |
| Dept: Information Technology Services | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2014 | | |
| <p>The City of Ottawa delivers services through channels that residents and businesses prefer, including in-person, phone, e-mail, and web, while encouraging the use of lower cost web-based services, in keeping with Council strategic directions in improving service delivery. This sustainment program supports the City's website Ottawa.ca (including over 50 eServices applications such as EatSafe, Development Application Search, Spotlight, and Parking ticket payment), as well as the employee Intranet portal, "Ozone". It is vital that these two information channels are available and reliable to meet the needs of the public and internal staff. This budget will fund the lifecycle replacements of hardware and software tools, as well as professional support services and new technologies needed to develop and deploy e-services applications based on City's Web based Services Strategy, the Service Ottawa citizen centric strategy, and other priority City initiatives as they are identified.</p> | 2012 Request | 420 | Unspent Previous Authority | | 25 |
| | Revenues | - | Rate Supported | | - |
| | Tax Supported/ Dedicated | 420 | Development Charges | | - |
| | Gas Tax | - | Debt | | - |
| | Forecast | 2012 | 2013 | 2014 | 2015 |
| | Authority | 420 | 385 | 440 | 425 |
| | Spending Plan | 445 | 385 | 440 | 425 |
| | FTE's | - | - | 1 | - |
| | Operating Impact | - | - | 100 | - |
| | 906365 IT Enterprise Systems: Security Svc 2012 | | | | |
| Dept: Information Technology Services | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2014 | | |
| <p>The City's technology and information environment is at continuous and growing risk from external threats, such as hackers, computer viruses and worms, denial of service (DOS) attacks, unsolicited emails, and malicious spy ware. This project supports the process of transforming the IM/IT Security function at the City of Ottawa from a more reactive threat-focussed organization into one which is cost-effectively risk-based, integrated with the City's overall business risk management framework, and is supported by metrics which are linked to the City's strategic objectives. This budget will fund the continued integration of the corporate risk framework with industry recognized business risk measures, and transitioning the information security and technology security unit to this new model. In 2013-2015, the focus will be on completing this transition, and initiating new risk-focussed initiatives with business units.</p> | 2012 Request | 200 | Unspent Previous Authority | | 257 |
| | Revenues | - | Rate Supported | | - |
| | Tax Supported/ Dedicated | 200 | Development Charges | | - |
| | Gas Tax | - | Debt | | - |
| | Forecast | 2012 | 2013 | 2014 | 2015 |
| | Authority | 200 | 230 | 150 | 150 |
| | Spending Plan | 457 | 230 | 150 | 150 |
| | FTE's | - | - | - | - |
| | Operating Impact | - | - | - | - |

| Project Information | | | Financial Details | | | | |
|--|---|----------------------------------|---------------------|----------------------------|-------------|-------|--|
| 906366 IT Enterprise Systems: SAP 2012 | | | | | | | |
| Dept: | Information Technology Services | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2014 | | | |
| <p>This sustainment program supports the City's SAP integrated software solution used to manage an extensive range of business processes including financials, material management, procurement, real estate management, plant maintenance, as well as human resources and payroll. New this year, the fund will help support the e-Recruitment Solution from Service Ottawa and the Invoice Automation solution. This robust software platform enables common data and business processes to be shared, to increase efficiency, and it improves decision making by providing "total picture" information. Funds will be used to replace aging hardware, contracting professional services required to support and maintain HR payroll to ensure city complies with terms and conditions set-out in collective agreement negotiations, and contracting professional services for minor enhancements and application development activities required to support and configure SAP functionality to meet the changing business processes and requirements of the City.</p> | 2012 Request | | 1,270 | Unspent Previous Authority | | 1,760 | |
| | Revenues | - | Rate Supported | | - | | |
| | Tax Supported/ Dedicated | 1,270 | Development Charges | | - | | |
| | Gas Tax | - | Debt | | - | | |
| | Forecast | 2012 | 2013 | 2014 | 2015 | | |
| | Authority | 1,270 | 1,695 | 1,845 | 1,800 | | |
| | Spending Plan | 3,030 | 1,695 | 1,845 | 1,800 | | |
| | FTE's | - | 1 | - | - | | |
| | Operating Impact | - | 100 | - | - | | |
| | 906367 IT Enterprise Systems: GIS 2012 | | | | | | |
| Dept: | Information Technology Services | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2014 | | | |
| <p>This sustainment program supports the enterprise MAP/GIS application used by over 3,000 staff across all City departments to collect and share information across the organization and with the public. It supports web services to the public including development applications, zoning, and building permits on Ottawa.ca. Additional applications include: 311 Contact Centre, Building Permits and Inspections, Inquiry Tracking, Election Support, Bylaw Services, Permitting & Licensing, property, roads & traffic information and Public Health Information Line support. The underlying Geographic Information technology is over 10 years old and is either no longer supported by the vendor or near end of life. To maintain the viability of these critical business applications, the technologies are being renewed. In 2009 a Renewal Roadmap was created. The focus will be on implementing this roadmap by continuing to replace core enterprise spatial services for the renewal while continuing to support the mission critical applications.</p> | 2012 Request | | 420 | Unspent Previous Authority | | 100 | |
| | Revenues | - | Rate Supported | | - | | |
| | Tax Supported/ Dedicated | 420 | Development Charges | | - | | |
| | Gas Tax | - | Debt | | - | | |
| | Forecast | 2012 | 2013 | 2014 | 2015 | | |
| | Authority | 420 | 435 | 350 | 340 | | |
| | Spending Plan | 520 | 435 | 350 | 340 | | |
| | FTE's | - | - | - | - | | |
| | Operating Impact | - | - | - | - | | |

| Project Information | | | Financial Details | | | | |
|--|---|----------------------------------|------------------------|----------------------------|-------------|-----|--|
| 906368 IT Enterprise Systems: IT Svc Mgmt 2012 | | | | | | | |
| Dept: | Information Technology Services | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2014 | | | |
| <p>ITS annually manages over \$50m of operating and capital expenditure directed towards the provision and support of core IT services such as voice and data communications, enterprise and branch business systems, and information security, and major IT-enabled "change" projects. The IT Service Management project involves improving the efficiency and effectiveness of IT processes, through adoption of industry best practices and tools, and specifically the Information Technology Infrastructure Library (ITIL) framework. This program will fund the development and deployment of an online Service Catalog, Service Level Management processes and implementation of Problem Management.</p> | 2012 Request | | 100 | Unspent Previous Authority | | 311 | |
| | Revenues | - | Rate Supported | - | | | |
| | Tax Supported/ Dedicated | 100 | Development Charges | - | | | |
| | Gas Tax | - | Debt | - | | | |
| | Forecast | 2012 | 2013 | 2014 | 2015 | | |
| | Authority | 100 | 90 | 225 | 295 | | |
| | Spending Plan | 411 | 90 | 225 | 295 | | |
| | FTE's | - | - | - | - | | |
| | Operating Impact | - | 10 | 15 | 15 | | |
| | 906369 IT Business Systems: CLASS 2012 | | | | | | |
| Dept: | Information Technology Services | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2014 | | | |
| <p>This program will fund professional services needed to assist with sustainment workload, upgrade the infrastructure and expanded use of the software used by over 1500 users in Parks, Rec and Culture, Public Health, Ottawa Paramedic Service, Client Service Centres and Financial Services Units for program registration. As of the fall of 2011 the paper Recreation Guide is no longer printed therefore anyone looking for a course description must do so on-line – resulting in increased traffic on Ottawa.ca. One of the Parks, Recreation and Culture departmental goals for 2012 is to link directly from the electronic guide on Ottawa.ca to the program registration page of the Class application. As this will be online and utilizing the same infrastructure as the current registration system there will be increased user traffic. This program will continue to build on the Class infrastructure to support the growing enterprise demand for this application.</p> | 2012 Request | | 80 | Unspent Previous Authority | | 24 | |
| | Revenues | - | Rate Supported | - | | | |
| | Tax Supported/ Dedicated | 80 | Development Charges | - | | | |
| | Gas Tax | - | Debt | - | | | |
| | Forecast | 2012 | 2013 | 2014 | 2015 | | |
| | Authority | 80 | 85 | 85 | 80 | | |
| | Spending Plan | 104 | 85 | 85 | 80 | | |
| | FTE's | - | - | - | - | | |
| | Operating Impact | - | - | - | - | | |

| Project Information | | Financial Details | | | |
|---|--|-------------------|----------------------------|-------------|-------------|
| 906370 IT Internet Filter Lifecycle 2012 | | | | | |
| Dept: Information Technology Services | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2014 | | |
| <p>This program will fund the renewal of the existing Internet Filtering Service, to maintain the service and protection to the City network from Internet-based threats. The City requires that its network, servers, and systems are protected from malicious web sites whenever Internet access is available. This project will fund the review of the current Internet Content Filtering marketplace to determine the product or service which best fits the City's business, security, and budget requirements, as well as the selection, purchase, and implementation of the most appropriate solution.</p> | 2012 Request | 375 | Unspent Previous Authority | | 391 |
| | Revenues | - | Rate Supported | | - |
| | Tax Supported/ Dedicated | 375 | Development Charges | | - |
| | Gas Tax | - | Debt | | - |
| | Forecast | 2012 | 2013 | 2014 | 2015 |
| | Authority | 375 | - | - | 375 |
| | Spending Plan | 766 | - | - | 375 |
| | FTE's | - | - | - | - |
| | Operating Impact | - | - | - | - |
| | 906371 IT SOA Infrastructure 2012 | | | | |
| Dept: Information Technology Services | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2014 | | |
| <p>This budget is used to provide sustainment funding for the Oracle Service Oriented Architecture (SOA) Suite infrastructure. Funding is required for additional SOA Suite licenses to outfit a second clustered server for availability, performance and load; professional services (e.g. SOA experts) are required to provide expertise and technical resources as the infrastructure is expanded in 2012 to take more load and increase performance and availability; hardware upgrades are necessary to accommodate transaction growth. This sustainment budget provides for replacement of 2 Windows servers with Unix servers; and training services to increase the number of staff available to support the SOA infrastructure. The SOA Suite infrastructure is a key component for ITS to enable integration between applications, including the new Customer Service Management solution and back-office transaction systems such as SAP.</p> | 2012 Request | 790 | Unspent Previous Authority | | - |
| | Revenues | - | Rate Supported | | - |
| | Tax Supported/ Dedicated | 790 | Development Charges | | - |
| | Gas Tax | - | Debt | | - |
| | Forecast | 2012 | 2013 | 2014 | 2015 |
| | Authority | 790 | 265 | 270 | 255 |
| | Spending Plan | 790 | 265 | 270 | 255 |
| | FTE's | - | - | 1 | - |
| | Operating Impact | - | 120 | 100 | - |

| Project Information | | Financial Details | | | | | |
|--|---------------------------------|-----------------------------|-----------------------|----------------------------|-------------|-------------|---|
| 905732 Service Ottawa - Technology Roadmap | | | | | | | |
| Dept: | Information Technology Services | Category: | Strategic Initiatives | Ward: | CW | | |
| | | | | Year of Completion: | 2011 | | |
| <p>The 5-Year Technology Roadmap recommends key strategic investments and building blocks that position the organization to respond to business needs and citizen expectations. Investment is required in 3 key areas, including specific technology required to enable key Service Ottawa initiatives, technology designed to achieve internal efficiencies of the IT environment and support the day-to-day business of the City (IT Operations), and reduce the risk of service interruption by modernizing an aging infrastructure (Renewal). In 2012, specific initiatives funded from this account include: ongoing work on virtual desktop infrastructure (VDI), enterprise architecture, research/development/testing capabilities for new technologies, network access control and two-factor authentication.</p> | | 2012 Request | 1,230 | Unspent Previous Authority | | 407 | |
| | | Revenues | - | Rate Supported | | | - |
| | | Tax Supported/ Dedicated | 1,230 | Development Charges | | | - |
| | | Gas Tax | - | Debt | | | - |
| | | Forecast | 2012 | 2013 | 2014 | 2015 | |
| | | Authority | 1,230 | 910 | 450 | - | |
| | | Spending Plan | 1,637 | 910 | 450 | - | |
| | | FTE's | - | - | - | - | |
| | | Operating Impact | (15) | - | - | - | |
| | | 906549 IT Open Data | | | | | |
| Dept: | Information Technology Services | Category: | Strategic Initiatives | Ward: | CW | | |
| | | | | Year of Completion: | 2012 | | |
| <p>The City is joining other government organizations in Canada and around the world by providing public access to its data. The development of an Open Data Ottawa site was the first step in creating a foundation that encourages digital innovation, improved service delivery, stimulation of economic growth and a better understanding of our city. The program has shifted its focus to further engage the development community to address specific City business needs, continue multi-jurisdictional collaboration on standards related to data sets and licensing, expanding and automating the City of Ottawa data catalog to include high-value dynamic data sets, including transit, 311, library, and recreation data sets, and sustaining the program.</p> | | 2012 Request | 150 | Unspent Previous Authority | | - | |
| | | Revenues | - | Rate Supported | | | - |
| | | Tax Supported/ Dedicated | 150 | Development Charges | | | - |
| | | Gas Tax | - | Debt | | | - |
| | | Forecast | 2012 | 2013 | 2014 | 2015 | |
| | | Authority | 150 | - | - | - | |
| | | Spending Plan | 150 | - | - | - | |
| | | FTE's | 1 | - | - | - | |
| | | Operating Impact | 90 | - | - | - | |

Corporate Communications – 2012 Budget Briefing Note

Description

The mandate of the Corporate Communications Department is *“To ensure communications efforts are aligned with the City’s priorities and plans while providing strategic communications advice and support to the programs, services and initiatives of the corporation.”*

The Department delivers strategic communications in areas of Corporate priority, facilitates and coordinates Corporate advertising initiatives, and provides 24/7/365 media relations support to maximize opportunities to inform the public through the media of City programs and services.

Corporate Communications also plays a critical role in the City’s emergency management and preparedness regimes.

Programs / Services Offered

Corporate Communications offers its clients the following services:

- Legislative Agenda Support
 - ✓ Mayoral Support
 - ✓ Councillor Support
 - ✓ Committee support
 - ✓ Advanced Legislative Agenda Support
 - ✓ Issues management
 - ✓ Media relations
 - ✓ Crisis and Emergency Response
- Policy and Planning
 - ✓ Communications Policy
 - ✓ Web Guidelines
 - ✓ Advertising Guidelines and Planning
 - ✓ Public Opinion Research Guidelines and Planning
 - ✓ Annual Communications Plan
 - ✓ External Communications
- Brand Management
 - ✓ Graphic Design
 - ✓ Marketing Strategy
- Program Promotion
 - ✓ Communications Materials Production
 - ✓ Brochures, posters, displays
- Internal Communications
 - ✓ Change Management Support

Corporate Communications – 2012 Budget Briefing Note

Re-Organizations

The initial restructuring of Corporate Communications was approved by Council in 2004, at which time the number of FTEs was reduced from 78 to 52.

In 2009, a decision re-focused Corporate Communications on strategic and tactical communications, issues management and improving the City's electronic presence. In 2011, 3 positions (FTEs) were eliminated and transferred to the Sponsorship and Advertising office.

Later in 2011, the Service Ottawa department was created and the eMedia branch (5 FTEs) was transferred there to better align with its focus of integrated service delivery.

There are currently 44 FTEs in Corporate Communications.

Performance / Outcome Measures -2011

- Developed more than 1,000 products in support of 18 City departments and more than 100 business lines
- Triageed more than 8,000 media calls, facilitated approximately 2,500 interviews
- Distributed and posted more than 1,000 media releases and Public Service Announcements
- Organized and/or supported more than 100 Corporate media events
- Photographed more than 300 events and photo sessions
- Provided media training to more than 100 staff and elected officials
- Developed and executed strategic communications plans on high profile, high risk projects, such as OC Transpo Route Optimization, Lansdown Park, Bank Street reconstruction and various audit results.
- Facilitated more than \$1.95 million in Corporate advertising, providing strategic advice on concept creation and design, and placement strategy

Corporate Communications – 2012 Budget Briefing Note

2012 Budget Risks / Other Considerations

2012 Budget Pressures

- **Compensation:** 2 % COLA + \$80K to deliver Council Priority initiative.
- **Efficiencies :** \$28K Service Ottawa efficiency targets

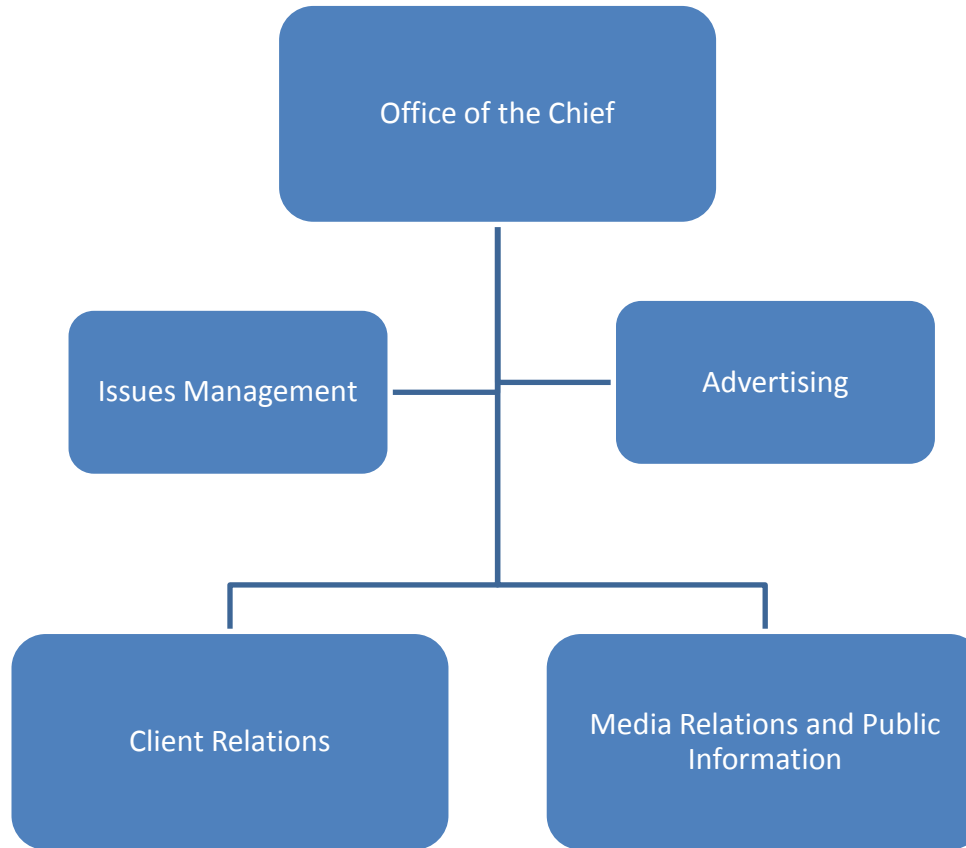
Risks/Considerations:

- As part of the approved Council priorities, the Social Media Enablement initiative will enable an increased and strategic use of social media with City residents and stakeholders. Implementation of initiative subject to confirmation of upload of City costs to the Province.

Corporate Communications – 2012 Budget Briefing Note

Org Chart

Corporate Communications Department



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

| Operating Resource Requirement | 2010 | 2011 | | 2012 | \$ Change Over 2011 Budget |
|------------------------------------|--------------|--------------|--------------|--------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Director's Office | 1,046 | 1,083 | 1,086 | 1,144 | 58 |
| Media Relations & Public Info | 841 | 831 | 791 | 819 | 28 |
| Client Relations | 2,608 | 2,657 | 2,606 | 2,706 | 100 |
| Service Ottawa | - | - | - | (28) | (28) |
| Gross Expenditure | 4,495 | 4,571 | 4,483 | 4,641 | 158 |
| Recoveries & Allocations | (471) | (216) | (78) | (78) | - |
| Revenue | - | - | - | - | - |
| Net Requirement | 4,024 | 4,355 | 4,405 | 4,563 | 158 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 4,013 | 4,119 | 4,090 | 4,276 | 186 |
| Overtime | 35 | 36 | 23 | 23 | - |
| Material & Services | 392 | 408 | 355 | 355 | - |
| Transfers/Grants/Financial Charges | - | - | - | - | - |
| Fleet Costs | - | - | - | - | - |
| Program Facility Costs | - | - | - | - | - |
| Other Internal Costs | 55 | 8 | 15 | 15 | - |
| Service Ottawa | - | - | - | (28) | (28) |
| Gross Expenditures | 4,495 | 4,571 | 4,483 | 4,641 | 158 |
| Recoveries & Allocations | (471) | (216) | (78) | (78) | - |
| Net Expenditure | 4,024 | 4,355 | 4,405 | 4,563 | 158 |
| Revenues By Type | | | | | |
| Federal | - | - | - | - | - |
| Provincial | - | - | - | - | - |
| Municipal | - | - | - | - | - |
| Own Funds | - | - | - | - | - |
| Fees and Services | - | - | - | - | - |
| Fines | - | - | - | - | - |
| Other | - | - | - | - | - |
| Total Revenue | - | - | - | - | - |
| Net Requirement | 4,024 | 4,355 | 4,405 | 4,563 | 158 |
| Full Time Equivalents | | | 44.00 | 44.00 | - |

City of Ottawa

Corporate Communications Department - 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 | Council Priorities | Service Ottawa | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | | | |
| Director's Office | 1,083 | 1,086 | - | 58 | - | - | - | - | - | 1,144 | 58 |
| Media Relations & Public Info | 831 | 791 | - | 28 | - | - | - | - | - | 819 | 28 |
| Client Relations | 2,657 | 2,606 | - | 20 | - | - | 80 | - | - | 2,706 | 100 |
| Service Ottawa | - | - | - | - | - | - | - | (28) | - | (28) | (28) |
| Gross Expenditure | 4,571 | 4,483 | - | 106 | - | - | 80 | (28) | - | 4,641 | 158 |
| Recoveries & Allocations | (216) | (78) | - | - | - | - | - | - | - | (78) | - |
| Revenue | - | - | - | - | - | - | - | - | - | - | - |
| Net Requirement | 4,355 | 4,405 | - | 106 | - | - | 80 | (28) | - | 4,563 | 158 |
| Expenditures by Type | | | | | | | | | | | |
| Salaries, Wages & Benefits | 4,119 | 4,090 | - | 106 | - | - | 80 | - | - | 4,276 | 186 |
| Overtime | 36 | 23 | - | - | - | - | - | - | - | 23 | - |
| Material & Services | 408 | 355 | - | - | - | - | - | - | - | 355 | - |
| Transfers/Grants/Financial Charges | - | - | - | - | - | - | - | - | - | - | - |
| Fleet Costs | - | - | - | - | - | - | - | - | - | - | - |
| Program Facility Costs | - | - | - | - | - | - | - | - | - | - | - |
| Other Internal Costs | 8 | 15 | - | - | - | - | - | - | - | 15 | - |
| Service Ottawa | - | - | - | - | - | - | - | (28) | - | (28) | (28) |
| Gross Expenditures | 4,571 | 4,483 | - | 106 | - | - | 80 | (28) | - | 4,641 | 158 |
| Recoveries & Allocations | (216) | (78) | - | - | - | - | - | - | - | (78) | - |
| Net Expenditure | 4,355 | 4,405 | - | 106 | - | - | 80 | (28) | - | 4,563 | 158 |
| Percent of 2011 Net Expenditure Budget | | | 0.0% | 2.4% | 0.0% | 0.0% | 1.8% | -0.6% | 0.0% | 3.6% | |
| Revenues By Type | | | | | | | | | | | |
| Federal | - | - | - | - | - | - | - | - | - | - | - |
| Provincial | - | - | - | - | - | - | - | - | - | - | - |
| Municipal | - | - | - | - | - | - | - | - | - | - | - |
| Own Funds | - | - | - | - | - | - | - | - | - | - | - |
| Fees and Services | - | - | - | - | - | - | - | - | - | - | - |
| Fines | - | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - | - |
| Total Revenue | - | - | - | - | - | - | - | - | - | - | - |
| Percent of 2011 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 4,355 | 4,405 | - | 106 | - | - | 80 | (28) | - | 4,563 | 158 |
| Percent of 2011 Net Requirement Budget | | | 0.0% | 2.4% | 0.0% | 0.0% | 1.8% | -0.6% | 0.0% | 3.6% | |
| Full Time Equivalents (FTE's) | | 44.00 | - | - | - | - | - | - | - | 44.00 | - |
| Percent of 2011 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa

Corporate Communications Department - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

| 2011 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|--|---------------------|----------|-----------|
| | Exp. | Rev. | Net |
| Forecast vs. Budget Variance Explanation A surplus of \$50K is expected as a result of higher than anticipated recoveries for Media Relations & Public Information Services. | 50 | - | 50 |
| Total Surplus / (Deficit) | 50 | - | 50 |

| 2012 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|----------|------------------|------------|
| | Exp. | Rev. | Net 2012 Changes | FTE Impact |
| Maintain Services All programs include an adjustment for 2012 contract settlement, increments and benefits adjustments. | 106 | - | 106 | - |
| Total Maintain Services | 106 | - | 106 | - |
| Council Priorities Social Media Enablement - to enable an increased and strategic use of social media aimed at City residents and stakeholders. | 80 | - | 80 | - |
| Total Council Priorities | 80 | - | 80 | - |
| Service Ottawa Productivity Improvements related to Corporate Service Ottawa Initiatives. | (28) | - | (28) | - |
| Total Service Ottawa | (28) | - | (28) | - |
| Total Budget Changes | 158 | - | 158 | - |

Infrastructure Services and Community Sustainability – Office of the Deputy City Manager - 2012 Budget Briefing Note

Description

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

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

Programs / Services Offered

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

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

Infrastructure Services and Community Sustainability – Office of the Deputy City Manager - 2012 Budget Briefing Note

Re-Organizations

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

Performance / Outcome Measures

| For the Year 2011 | # |
|--|-----|
| Committee Reports Submitted | 287 |
| Complex / Policy Reports Submitted | 11 |
| 2011 Inquiries Tracked | 192 |
| 2011 Inquiries Completed and Closed | 163 |
| Audits 2005 – 2011 – ISCS Lead | 29 |
| Audits 2005 - 2011 – ISCS Contributor | 20 |
| 2011 Follow Up Audits | 7 |
| 2011 New Audits – ISCS Contributor | 4 |
| 2011 Active Audits | 11 |
| ISCS Audits – Active Action Tracking | 13 |
| ISCS Audits – Complete | 6 |
| 2011 Fraud & Waste Investigations | 40 |
| ISCS Audit Recommendations – Total to date | 379 |
| Complete | 293 |
| In Progress | 94 |
| Audit Recommendations - % Complete | 75% |

Infrastructure Services and Community Sustainability – Office of the Deputy City Manager - 2012 Budget Briefing Note

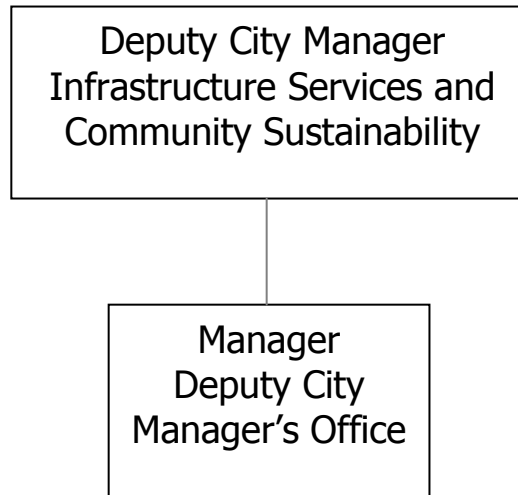
2012 Budget Risks / Other Considerations

No budget risks have been identified for the 2012 budget.

Infrastructure Services and Community Sustainability – Office of the Deputy City Manager - 2012 Budget Briefing Note

Org Chart

Infrastructure Services and Community Sustainability Deputy City Manager's Office



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

| Operating Resource Requirement | 2010 | 2011 | | 2012 | \$ Change Over 2011 Budget |
|-------------------------------------|--------------|--------------|--------------|--------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Deputy City Manager's Office - ISCS | 1,049 | 1,233 | 1,233 | 1,673 | 440 |
| Service Ottawa | - | - | - | (5) | (5) |
| Gross Expenditure | 1,049 | 1,233 | 1,233 | 1,668 | 435 |
| Recoveries & Allocations | (26) | - | - | - | - |
| Revenue | - | - | - | - | - |
| Net Expenditure | 1,023 | 1,233 | 1,233 | 1,668 | 435 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 979 | 1,147 | 1,147 | 1,387 | 240 |
| Overtime | - | 5 | 5 | 5 | - |
| Material & Services | 65 | 75 | 75 | 275 | 200 |
| Transfers/Grants/Financial Charges | 2 | - | - | - | - |
| Fleet Costs | - | - | - | - | - |
| Program Facility Costs | - | - | - | - | - |
| Other Internal Costs | 3 | 6 | 6 | 6 | - |
| Service Ottawa | - | - | - | (5) | (5) |
| Gross Expenditures | 1,049 | 1,233 | 1,233 | 1,668 | 435 |
| Recoveries & Allocations | (26) | - | - | - | - |
| Net Expenditure | 1,023 | 1,233 | 1,233 | 1,668 | 435 |
| Revenues By Type | | | | | |
| Federal | - | - | - | - | - |
| Provincial | - | - | - | - | - |
| Municipal | - | - | - | - | - |
| Own Funds | - | - | - | - | - |
| Fees and Services | - | - | - | - | - |
| Fines | - | - | - | - | - |
| Other | - | - | - | - | - |
| Total Revenue | - | - | - | - | - |
| Net Requirement | 1,023 | 1,233 | 1,233 | 1,668 | 435 |
| Full Time Equivalents | | | 10.49 | 10.49 | - |

City of Ottawa
Deputy City Manager - 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 | Council Priorities | Service Ottawa | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | | | |
| Deputy City Manager's Office - ISCS | 1,233 | 1,233 | - | 440 | - | - | - | - | - | 1,673 | 440 |
| Service Ottawa | - | - | - | - | - | - | - | (5) | - | (5) | (5) |
| Gross Expenditure | 1,233 | 1,233 | - | 440 | - | - | - | (5) | - | 1,668 | 435 |
| Recoveries & Allocations | - | - | - | - | - | - | - | - | - | - | - |
| Revenue | - | - | - | - | - | - | - | - | - | - | - |
| Net Requirement | 1,233 | 1,233 | - | 440 | - | - | - | (5) | - | 1,668 | 435 |
| Expenditures by Type | | | | | | | | | | | |
| Salaries, Wages & Benefits | 1,147 | 1,147 | - | 240 | - | - | - | - | - | 1,387 | 240 |
| Overtime | 5 | 5 | - | - | - | - | - | - | - | 5 | - |
| Material & Services | 75 | 75 | - | 200 | - | - | - | - | - | 275 | 200 |
| Transfers/Grants/Financial Charges | - | - | - | - | - | - | - | - | - | - | - |
| Fleet Costs | - | - | - | - | - | - | - | - | - | - | - |
| Program Facility Costs | - | - | - | - | - | - | - | - | - | - | - |
| Other Internal Costs | 6 | 6 | - | - | - | - | - | - | - | 6 | - |
| Service Ottawa | - | - | - | - | - | - | - | (5) | - | (5) | (5) |
| Gross Expenditures | 1,233 | 1,233 | - | 440 | - | - | - | (5) | - | 1,668 | 435 |
| Recoveries & Allocations | - | - | - | - | - | - | - | - | - | - | - |
| Net Expenditure | 1,233 | 1,233 | - | 440 | - | - | - | (5) | - | 1,668 | 435 |
| Percent of 2011 Net Expenditure Budget | | | 0.0% | 35.7% | 0.0% | 0.0% | 0.0% | -0.4% | 0.0% | 35.3% | |
| Revenues By Type | | | | | | | | | | | |
| Federal | - | - | - | - | - | - | - | - | - | - | - |
| Provincial | - | - | - | - | - | - | - | - | - | - | - |
| Municipal | - | - | - | - | - | - | - | - | - | - | - |
| Own Funds | - | - | - | - | - | - | - | - | - | - | - |
| Fees and Services | - | - | - | - | - | - | - | - | - | - | - |
| Fines | - | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - | - |
| Total Revenue | - | - | - | - | - | - | - | - | - | - | - |
| Percent of 2011 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 1,233 | 1,233 | - | 440 | - | - | - | (5) | - | 1,668 | 435 |
| Percent of 2011 Net Requirement Budget | | | 0.0% | 35.7% | 0.0% | 0.0% | 0.0% | -0.4% | 0.0% | 35.3% | |
| Full Time Equivalents (FTE's) | | 10.49 | - | - | - | - | - | - | - | 10.49 | - |
| Percent of 2011 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa

Deputy City Manager - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

| 2012 Pressure Category / Explanation | Increase / (Decrease) | | | FTE Impact |
|--|-----------------------|----------|------------------|------------|
| | Exp. | Rev. | Net 2012 Changes | |
| Maintain Services | | | | |
| All programs include an adjustment for contract settlements, increments and benefit adjustments. | 40 | - | 40 | - |
| Revitalization and renewal of Planning and Growth Management, including the creation of a Green Team. <i>This is a one-time item, and will be funded from the 2012 Provision for Unforeseen and One-Time Expenditures.</i> | 400 | - | 400 | - |
| Total Maintain Services | 440 | - | 440 | - |
| Service Ottawa | | | | |
| Productivity Improvements related to Corporate Service Ottawa Initiatives. | (5) | - | (5) | - |
| Total Service Ottawa | (5) | - | (5) | - |
| Total Budget Changes | 435 | - | 435 | - |

ISCS – Department of Community Sustainability **2012 Budget Briefing Note**

Description

The Department of Community Sustainability is dedicated to realizing Ottawa's potential as a model, sustainable, capital city by providing leadership, expertise and support for integrated long-term planning and decision-making across the four dimensions of sustainability – economic, cultural, social and environmental. Our contribution is achieved by working collaboratively to embed sustainability principles, plans and practices that lead to internal improvements (a sustainable City Hall) and by supporting community efforts that are focused on building vibrant, complete, liveable neighbourhoods (a sustainable community).

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

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

ISCS – Department of Community Sustainability **2012 Budget Briefing Note**

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

Programs / Services Offered

Specific Community Sustainability programs and services include:

- Growing local business talent through enhanced entrepreneurship programming, which includes the creation of a business incubation space
- Operating the Major Events Attraction Office in conjunction with Ottawa Tourism to provide bid support for major events attraction
- Managing relationships with the arm's-length economic development agency, Invest Ottawa
- Liaising with and supporting Business Improvement Areas, on behalf of the City of Ottawa
- Developing and implementing the 2011-2015 Environmental Strategy, and working with other City departments and the community to achieve its goals
- Developing strategic environmental plans (e.g., the Water Environment Strategy) and best practices for implementation by various departments and partners
- Monitoring air quality, undertaking greenhouse gas inventories and reduction plans, and reporting on the environment (through the development of an Environmental Scorecard)
- Administering and delivering the Community Environmental Grants Program and the Rural Clean Water Program
- Undertaking catalyst projects that capitalize on rural and urban opportunity development that will help the City succeed in meeting the challenges of the 21st century – these projects are led through the production and implementation of the Sustainability and Resiliency Plan, Regional Energy and Emissions Plan, and the Risk Prevention and Mitigation Plan
- Embedding sustainability into the City's organizational culture – the way we do business, make decisions, and deliver services – by providing training, communications and implementation tools through the Corporate Sustainability Program
- Developing and implementing the Neighbourhood Sustainability Planning Program
- Managing and coordinating cross-departmental program and policy development such as the Large Rooftop Solar Program and the Green Buildings Promotion Program

ISCS – Department of Community Sustainability

2012 Budget Briefing Note

Performance / Outcome Measures

Performance and outcome measures related to the 2012 activities of the Department include:

- Win five (5) major event bids won per year (to be hosted in Ottawa)
- Increase the number of visitor hotel room nights in Ottawa
- Increase resident and business use of communication tools related to Economic Development Strategy implementation
- Increase the percentage of approved green planning applications
- During 2012, commence at least 25% the new initiatives in four-year *2011-2015 Environmental Strategy*
- Increase the percentage of residents believing the City is making sustainable choices
- Increase the number of policies and practices implemented through the Corporate Sustainability Program
- Finalize the Neighbourhood Sustainability Program; engage two (2) neighbourhoods in the program in 2012
- Implement three (3) catalyst projects for rural and urban opportunity development

2012 Budget Risks / Other Considerations

The Community Sustainability Department has identified new funding requests through the Corporate Planning Framework for strategic initiatives that will achieve the Term of Council's Strategic Priorities. These strategic initiatives are:

- Economic Development Strategy – capital funding for an investment in industry-led digital media to help Ottawa capture a greater share of this growing industry and diversify our economic base;
- Environmental Strategy – capital and operating funding for a suite of initiatives that will help us build a greener city, and a more actively mobile city with a lighter environmental footprint;
- Sustainability Program – capital and operating funding to embed sustainability within the corporation and in our community; and,
- Rural and Urban Opportunity Development – capital funding to undertake catalyst and pilot projects that ensure growth remains affordable and our quality of life remains high over the long term.

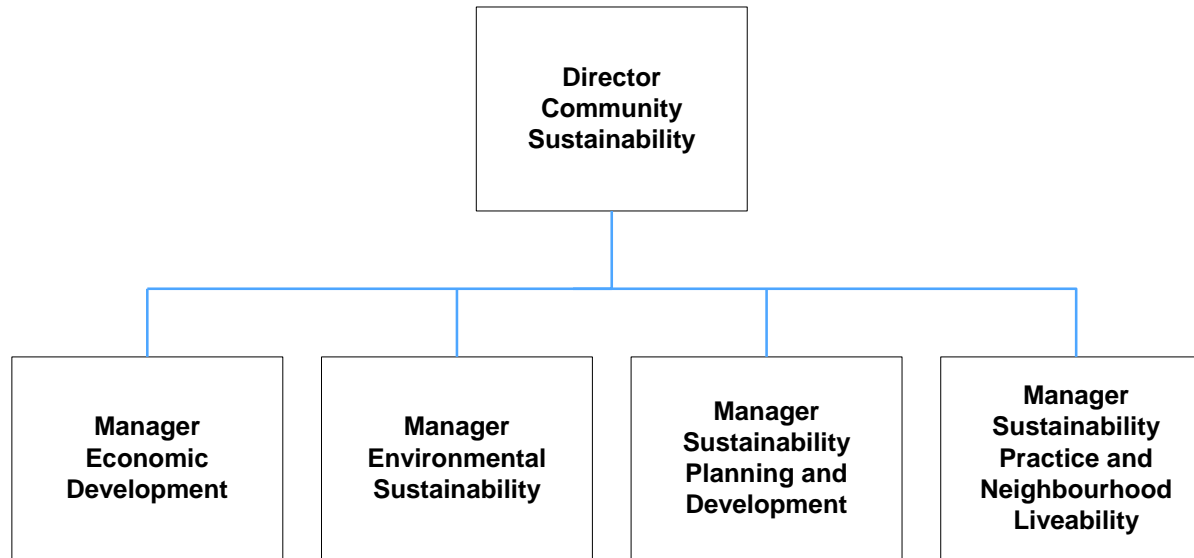
ISCS – Department of Community Sustainability

2012 Budget Briefing Note

If these requests are not approved, the Department would have a significantly reduced capacity to contribute to the progress on the Council-approved priorities and objectives of economic prosperity, environmental stewardship, and making sustainable choices.

Org Chart

Community Sustainability Department



City of Ottawa
Community Sustainability - Operating Resource Requirement

In Thousands (\$000)

| Operating Resource Requirement | 2010 | 2011 | | 2012 | \$ Change Over |
|------------------------------------|--------------|--------------|--------------|--------------|----------------|
| | Actual | Forecast | Budget | Estimate | 2011 Budget |
| Expenditures by Program | | | | | |
| Economic Development | 3,531 | 5,562 | 5,529 | 5,588 | 59 |
| Service Ottawa | - | - | - | - | - |
| Gross Expenditure | 3,531 | 5,562 | 5,529 | 5,588 | 59 |
| Recoveries & Allocations | - | (33) | - | - | - |
| Revenue | - | - | - | - | - |
| Net Requirement | 3,531 | 5,529 | 5,529 | 5,588 | 59 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 557 | 615 | 594 | 624 | 30 |
| Overtime | 7 | 5 | 7 | 7 | - |
| Material & Services | 365 | 2,295 | 670 | 670 | - |
| Transfers/Grants/Financial Charges | 2,596 | 2,644 | 4,255 | 4,295 | 40 |
| Fleet Costs | - | - | - | - | - |
| Program Facility Costs | - | - | - | - | - |
| Other Internal Costs | 6 | 3 | 3 | 3 | - |
| Service Ottawa | - | - | - | (11) | (11) |
| Gross Expenditure | 3,531 | 5,562 | 5,529 | 5,588 | 59 |
| Recoveries & Allocations | - | (33) | - | - | - |
| Net Expenditure | 3,531 | 5,529 | 5,529 | 5,588 | 59 |
| Revenues By Type | | | | | |
| Federal | - | - | - | - | - |
| Provincial | - | - | - | - | - |
| Municipal | - | - | - | - | - |
| Own Funds | - | - | - | - | - |
| Fees and Services | - | - | - | - | - |
| Fines | - | - | - | - | - |
| Other | - | - | - | - | - |
| Total Revenue | - | - | - | - | - |
| Net Requirement | 3,531 | 5,529 | 5,529 | 5,588 | 59 |
| Full Time Equivalents | | | 6.00 | 6.00 | - |

City of Ottawa
Community Sustainability - 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 | Council Priorities | Service Ottawa | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | | | |
| Economic Development | 5,562 | 5,529 | - | 70 | - | - | - | (11) | - | 5,588 | 59 |
| Service Ottawa | - | - | - | - | - | - | - | - | - | - | - |
| Gross Expenditure | 5,562 | 5,529 | - | 70 | - | - | - | (11) | - | 5,588 | 59 |
| Recoveries & Allocations | (33) | - | - | - | - | - | - | - | - | - | - |
| Revenue | - | - | - | - | - | - | - | - | - | - | - |
| Net Requirement | 5,529 | 5,529 | - | 70 | - | - | - | (11) | - | 5,588 | 59 |
| Expenditures by Type | | | | | | | | | | | |
| Salaries, Wages & Benefits | 615 | 594 | - | 30 | - | - | - | - | - | 624 | 30 |
| Overtime | 5 | 7 | - | - | - | - | - | - | - | 7 | - |
| Material & Services | 2,295 | 670 | - | - | - | - | - | - | - | 670 | - |
| Transfers/Grants/Financial Charges | 2,644 | 4,255 | - | 40 | - | - | - | - | - | 4,295 | 40 |
| Fleet Costs | - | - | - | - | - | - | - | - | - | - | - |
| Program Facility Costs | - | - | - | - | - | - | - | - | - | - | - |
| Other Internal Costs | 3 | 3 | - | - | - | - | - | - | - | 3 | - |
| Service Ottawa | - | - | - | - | - | - | - | (11) | - | (11) | (11) |
| Gross Expenditure | 5,562 | 5,529 | - | 70 | - | - | - | (11) | - | 5,588 | 59 |
| Recoveries & Allocations | (33) | - | - | - | - | - | - | - | - | - | - |
| Net Expenditure | 5,529 | 5,529 | - | 70 | - | - | - | (11) | - | 5,588 | 59 |
| Percent of 2011 Net Expenditure Budget | | | 0.0% | 1.3% | 0.0% | 0.0% | 0.0% | -0.2% | 0.0% | 1.1% | |
| Revenues By Type | | | | | | | | | | | |
| Federal | - | - | - | - | - | - | - | - | - | - | - |
| Provincial | - | - | - | - | - | - | - | - | - | - | - |
| Municipal | - | - | - | - | - | - | - | - | - | - | - |
| Own Funds | - | - | - | - | - | - | - | - | - | - | - |
| Fees and Services | - | - | - | - | - | - | - | - | - | - | - |
| Fines | - | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - | - |
| Total Revenue | - | - | - | - | - | - | - | - | - | - | - |
| Percent of 2011 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 5,529 | 5,529 | - | 70 | - | - | - | (11) | - | 5,588 | 59 |
| Percent of 2011 Net Requirement Budget | | | 0.0% | 1.3% | 0.0% | 0.0% | 0.0% | -0.2% | 0.0% | 1.1% | |
| Full Time Equivalents (FTE's) | | 6.00 | - | - | - | - | - | - | - | 6.00 | - |
| Percent of 2011 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa

Community Sustainability - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

| 2012 Pressure Category / Explanation | Increase / (Decrease) | | | |
|--|-----------------------|----------|------------------|------------|
| | Exp. | Rev. | Net 2012 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for contract settlements, increments and benefit adjustments. | 30 | - | 30 | - |
| Inflationary increase - Ottawa Centre for Research and Innovation. | 40 | - | 40 | - |
| Total Maintain Services | 70 | - | 70 | - |
| Service Ottawa | | | | |
| Productivity Improvements related to Corporate Service Ottawa Initiatives. | (11) | - | (11) | - |
| Total Service Ottawa | (11) | - | (11) | - |
| Total Budget Changes | 59 | - | 59 | - |

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

2012 Draft Budget

| Service Area: General Government | | | | | | | |
|---|----------------------------|-----------------|--|----------------|--------------------------------|----------------------------|-------------|
| Category | 2012 Capital Budget | Revenues | Tax Supported/ Dedicated Reserves | Gas Tax | Rate Supported Reserves | Development Charges | Debt |
| Renewal of City Assets | 718 | - | 718 | - | - | - | - |
| Growth | - | - | - | - | - | - | - |
| Regulatory | - | - | - | - | - | - | - |
| Strategic Initiatives | 2,645 | - | 2,645 | - | - | - | - |
| Total | 3,363 | - | 3,363 | - | - | - | - |

City of Ottawa
Service Area: General Government
In Thousands (\$000)

2012 Draft Budget

| Program Information | | | | Financial Details | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-------------------------|---------------------|------------------------|--------------------|-----------|---------------------|---------------|--------------------|----------|-------|---------|------------------|----------|--|--|--------------------|--------|--|--------|------------------|--------|--|--|---------------|--------|--|--|-----------------|--------|--|--|---------------|--------|--|--|-------------------|--------|--|--|-----------------|--------|--|--|----------------|--------|--|-------|----------------|-------|--|--|---------------------|-------|--|--|--------------------------|-----------------|--------------|----------------|---------------------|------------|----------------------------|--|-------|--|--|
| Buildings-General Government | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dept: | Infrastructure Services | Category: | Renewal of City Assets | Ward: | Multiple | Year of Completion: | | | Various | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>The Buildings and Parks Program provides for life cycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extend to a wide assortment of work such as roof replacement, building preservation, building mechanical and electrical systems, park play structures, hard landscaping, arena and pool equipment and unscheduled work. Annual programming provides allocations as required to core project cost groupings - buildings and parks - for each of the service areas as follows:</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Buildings</th> <th>Parks</th> <th>Accessibility</th> </tr> </thead> <tbody> <tr> <td>Parks & Recreation</td> <td>\$ 6,554</td> <td>\$900</td> <td>\$1,700</td> </tr> <tr> <td>Transit Services</td> <td>\$ 4,300</td> <td></td> <td></td> </tr> <tr> <td>General Government</td> <td>\$ 718</td> <td></td> <td>\$ 225</td> </tr> <tr> <td>Library Services</td> <td>\$ 580</td> <td></td> <td></td> </tr> <tr> <td>Road Services</td> <td>\$ 491</td> <td></td> <td></td> </tr> <tr> <td>By-Law Services</td> <td>\$ 303</td> <td></td> <td></td> </tr> <tr> <td>Fire Services</td> <td>\$ 292</td> <td></td> <td></td> </tr> <tr> <td>Cultural Services</td> <td>\$ 227</td> <td></td> <td></td> </tr> <tr> <td>Social Services</td> <td>\$ 163</td> <td></td> <td></td> </tr> <tr> <td>Long Term Care</td> <td>\$ 133</td> <td></td> <td>\$ 75</td> </tr> <tr> <td>Water Services</td> <td>\$ 47</td> <td></td> <td></td> </tr> <tr> <td>Child Care Services</td> <td>\$ 31</td> <td></td> <td></td> </tr> <tr> <td>Authority Request</td> <td>\$13,839</td> <td>\$900</td> <td>\$2,000</td> </tr> </tbody> </table> | | | | Service Area | Buildings | Parks | Accessibility | Parks & Recreation | \$ 6,554 | \$900 | \$1,700 | Transit Services | \$ 4,300 | | | General Government | \$ 718 | | \$ 225 | Library Services | \$ 580 | | | Road Services | \$ 491 | | | By-Law Services | \$ 303 | | | Fire Services | \$ 292 | | | Cultural Services | \$ 227 | | | Social Services | \$ 163 | | | Long Term Care | \$ 133 | | \$ 75 | Water Services | \$ 47 | | | Child Care Services | \$ 31 | | | Authority Request | \$13,839 | \$900 | \$2,000 | 2012 Request | 718 | Unspent Previous Authority | | 2,061 | | |
| | | | | Service Area | Buildings | Parks | Accessibility | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Parks & Recreation | \$ 6,554 | \$900 | \$1,700 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Transit Services | \$ 4,300 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | General Government | \$ 718 | | \$ 225 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Library Services | \$ 580 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Road Services | \$ 491 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| By-Law Services | \$ 303 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Fire Services | \$ 292 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Cultural Services | \$ 227 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Social Services | \$ 163 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Long Term Care | \$ 133 | | \$ 75 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Water Services | \$ 47 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Child Care Services | \$ 31 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Authority Request | \$13,839 | \$900 | \$2,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Revenues | - | Rate Supported | | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/ Dedicated | 718 | Development Charges | | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Gas Tax | - | Debt | | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Forecast | 2012 | 2013 | 2014 | 2015 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Authority | 718 | 600 | 600 | 600 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Spending Plan | 2,779 | 600 | 600 | 600 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FTE's Operating Impact | - | - | - | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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

City of Ottawa

Service Area: General Government

In Thousands (\$000)

2012 Draft Budget

| Project | Ward | Location/Description | \$000's |
|---|-------------------------------------|--|------------|
| 906413 | Buildings-General Government | CW | 718 |
| <p>The Buildings budget allocation has been adjusted to reflect change in need and affordability. Detailed information and costs associated with specific components and projects are as follows.</p> | | | |
| OTTAWA CITY HALL - HERITAGE BUILDING | 14 | WINDOW RESTORATION (PHASE 1 OF 4) | 165 |
| CITY WIDE: GENERAL GOVERNMENT | CW | PROJECT VALIDATION/ADVANCE DESIGN/AUDITS | 125 |
| CITY WIDE: GENERAL GOVERNMENT | CW | AUDITS/DESIGNATED SUBSTANCES REVIEW | 100 |
| BEN FRANKLIN PLACE | 08 | REPLACE MAIN CYLINDER NW ELEVATOR (2 of 2) | 96 |
| CITY WIDE: GENERAL GOVERNMENT | CW | INTERNAL PROJECT MANAGEMENT - BUILDINGS | 50 |
| FREIMAN BRIDGE | 12 | GLAZING REPLACEMENT -MULTI YEAR PROGRAM | 50 |
| CITY WIDE: GENERAL GOVERNMENT | CW | UNSCHEDULED WORK: GENERAL GOV'T FACILITIES GENERAL BUILDINGS | 45 |
| CITY WIDE: GENERAL GOVERNMENT | CW | INTERNAL PROJECT MANAGEMENT - HERITAGE FACILITIES | 40 |
| CITY WIDE: GENERAL GOVERNMENT | CW | UNSCHEDULED WORK: GENERAL GOV'T HERITAGE BUILDINGS | 25 |
| MORROW HOUSE | 20 | HERITAGE INTEGRITY & STRUCTURAL STUDY | 15 |
| MARKET BUILDING | 12 | REPLACE MAIN CIRCULATION PUMPS | 7 |

City of Ottawa
Service Area: General Government
In Thousands (\$000)

2012 Draft Budget

| Program Information | | Financial Details | | | | | | | | | | | | | | | | | | | |
|---|---------------------------------|-------------------------------|-----------------------------|------------------------|--------------------|---------------|---------|----------------|---------------|-------|--------------------|---------------|--------|-------------------------------|--|-----------------|---------------------|------------|----------------------------|--|-----|
| Accessibility - General Government | | | | | | | | | | | | | | | | | | | | | |
| Dept: Infrastructure Services | Category: Strategic Initiatives | Ward: Multiple | Year of Completion: Various | | | | | | | | | | | | | | | | | | |
| <p>The Buildings and Parks Program provides for accessibility retrofit works to existing building and park assets. This capital program supports barrier identification and barrier removal work in City buildings and facilities to ensure that the city is meeting the intent of the accessibility for Ontario with Disabilities Act (AODA). This program supports a wide assortment of facility modifications and adjustments such as the installation of power-assisted door operators; tactile improvements; door width enlargements; upgrades for the visually, hearing and mobility impaired facility users and includes necessary improvements to building elevators. Part of the funding is directed to undertaking accessibility audits to identify barriers as called for by this provincial legislation.</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Project Cost Grouping</th> <th></th> </tr> </thead> <tbody> <tr> <td>Parks & Recreation</td> <td>Accessibility</td> <td>\$1,700</td> </tr> <tr> <td>Long Term Care</td> <td>Accessibility</td> <td>\$ 75</td> </tr> <tr> <td>General Government</td> <td>Accessibility</td> <td>\$ 225</td> </tr> <tr> <td colspan="2">2012 Authority Request</td> <td>\$ 2,000</td> </tr> </tbody> </table> | | Service Area | Project Cost Grouping | | Parks & Recreation | Accessibility | \$1,700 | Long Term Care | Accessibility | \$ 75 | General Government | Accessibility | \$ 225 | 2012 Authority Request | | \$ 2,000 | 2012 Request | 225 | Unspent Previous Authority | | 176 |
| | | Service Area | Project Cost Grouping | | | | | | | | | | | | | | | | | | |
| | | Parks & Recreation | Accessibility | \$1,700 | | | | | | | | | | | | | | | | | |
| | | Long Term Care | Accessibility | \$ 75 | | | | | | | | | | | | | | | | | |
| | | General Government | Accessibility | \$ 225 | | | | | | | | | | | | | | | | | |
| | | 2012 Authority Request | | \$ 2,000 | | | | | | | | | | | | | | | | | |
| | | Revenues | - | Rate Supported | | | - | | | | | | | | | | | | | | |
| | | Tax Supported/ Dedicated | 225 | Development Charges | | | - | | | | | | | | | | | | | | |
| | | Gas Tax | - | Debt | | | - | | | | | | | | | | | | | | |
| | | Forecast | 2012 | 2013 | 2014 | 2015 | | | | | | | | | | | | | | | |
| Authority | 225 | 780 | 780 | - | | | | | | | | | | | | | | | | | |
| Spending Plan | 401 | 780 | 780 | - | | | | | | | | | | | | | | | | | |
| FTE's Operating Impact | - | - | - | - | | | | | | | | | | | | | | | | | |

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

City of Ottawa

Service Area: General Government

In Thousands (\$000)

2012 Draft Budget

| Project | Ward | Location/Description | \$000's |
|--|---|--|------------|
| 906446 | Accessability - General Government | CW | 225 |
| <p>The Accessability retrofit budget allocation have been adjusted to reflect change in need and affordability. Detailed information and costs associated with specific components and projects are provided following this summary.</p> | | | |
| CITY WIDE: GENERAL GOVERNMENT | CW | CITY WIDE: ACCESSIBILITY AUDITS/DESIGN | 175 |
| CITY WIDE: GENERAL GOVERNMENT | CW | UNSCHEDULED WORK: ACCESSIBILITY | 50 |

City of Ottawa

Service Area: General Government

In Thousands (\$000)

2012 Draft Budget

| Project Information | | | Financial Details | | | | |
|---|---|---------------------------------|----------------------------|--------------------------|-------------|--|--|
| 905185 Council Agenda Building Tool | | | | | | | |
| Dept: | Legislative & City Operations | Category: Strategic Initiatives | Ward: CW | Year of Completion: 2011 | | | |
| <p>Development of an automated system to produce agendas and prepare minutes for Council and Committee meetings quickly and efficiently. The new system will be implemented to reduce the amount of time, effort and cost required to create, publish and distribute Council and Committee agendas, reports and minutes.</p> <p>Revised completion date 2012.</p> | 2012 Request | 170 | Unspent Previous Authority | | 13 | | |
| | Revenues | - | Rate Supported | | - | | |
| | Tax Supported/ Dedicated | 170 | Development Charges | | - | | |
| | Gas Tax | - | Debt | | - | | |
| | Forecast | 2012 | 2013 | 2014 | 2015 | | |
| | Authority | 170 | - | - | - | | |
| | Spending Plan | 183 | - | - | - | | |
| | FTE's | - | - | - | - | | |
| | Operating Impact | - | - | - | - | | |
| | 906374 Economic Development Strategy | | | | | | |
| Dept: | Community Sustainability Servi | Category: Strategic Initiatives | Ward: CW | Year of Completion: 2015 | | | |
| <p>The global digital media industry is growing rapidly. An industry worth over \$350B today is expected to grow to \$2.2T in the next 10 years. Presently, Ottawa captures a small fraction of the industry; however, the potential exists to diversify Ottawa's technology base by supporting small and medium enterprises to capture a greater market share. The approved 2011 Economic Development Implementation Plan included increased support for the industry through investment in an industry-led consortium and lab. The consortium will build and operate a digital media lab with access to state of the art production facilities not currently available in Ottawa. The digitally outfitted lab, estimated in size from 30,000 square feet to 60,000 square feet will include the following components: studios, sound stages and high-definition tele-collaboration suite. City funding will go toward facility fit-up costs, office equipment and shared services software and hardware. The facility will be owned and operated by the consortium.</p> | 2012 Request | 1,500 | Unspent Previous Authority | | - | | |
| | Revenues | - | Rate Supported | | - | | |
| | Tax Supported/ Dedicated | 1,500 | Development Charges | | - | | |
| | Gas Tax | - | Debt | | - | | |
| | Forecast | 2012 | 2013 | 2014 | 2015 | | |
| | Authority | 1,500 | - | - | - | | |
| | Spending Plan | 600 | 900 | - | - | | |
| | FTE's | - | - | - | - | | |
| | Operating Impact | - | - | - | - | | |

City of Ottawa

Service Area: General Government

In Thousands (\$000)

2012 Draft Budget

| Project Information | | Financial Details | | | |
|---|---------------------------------|-------------------|----------------------------|-------------|-------------|
| 906531 Comprehensive Asset Management | | | | | |
| Dept: Infrastructure Services | Category: Strategic Initiatives | Ward: CW | Year of Completion: 2016 | | |
| <p>The Comprehensive Asset Management Initiative is aimed at providing the funding necessary to support the development of the City of Ottawa strategy for asset management which will set out the long-term optimized approach to management assets, derived from and consistent with the Corporate Strategy. It is the coordinating mechanism for ensuring that activities carried out on physical assets are aligned to optimally achieve the City's Strategic Plan. A comprehensive asset management process will equip the Executive Committee and Council with clear and well documented customer service levels, a clear understanding of the state of the City's physical assets, the required information to link infrastructure investments and customer outcomes and a robust process to allocate investments levels between competing priorities.</p> | 2012 Request | 750 | Unspent Previous Authority | | - |
| | Revenues | - | Rate Supported | | - |
| | Tax Supported/ Dedicated | 750 | Development Charges | | - |
| | Gas Tax | - | Debt | | - |
| | Forecast | 2012 | 2013 | 2014 | 2015 |
| | Authority | 750 | 150 | 150 | - |
| | Spending Plan | 750 | 150 | 150 | - |
| | FTE's | - | - | - | - |
| | Operating Impact | - | - | - | - |

Rail Implementation Office - 2012 Budget Briefing Note

Description

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

Programs / Services Offered

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

- Secure and manage contribution agreements with federal and provincial governments
- Identify and manage project risks
- Secure land and property rights
- Identify and advance development opportunities
- Coordinate planning works to support Official Plan (OP) land use goals, TMP goals, and arts and culture
- Manage federal and provincial government regulatory requirements
- In conjunction with Infrastructure Ontario conduct a procurement process to secure a design build contract
- Communications
- Stakeholder engagement and outreach
- Manage preliminary engineering and detailed design
- Provide Engineering support to the procurement process
- Support the development of output specifications
- Provide contract and construction management support
- Coordinate urban design and business development
- Project management and control of schedule, scope, cost, budget and audit
- Data Management
- Staffing and resourcing the project office
- Develop and implement appropriate rail safety legislative framework

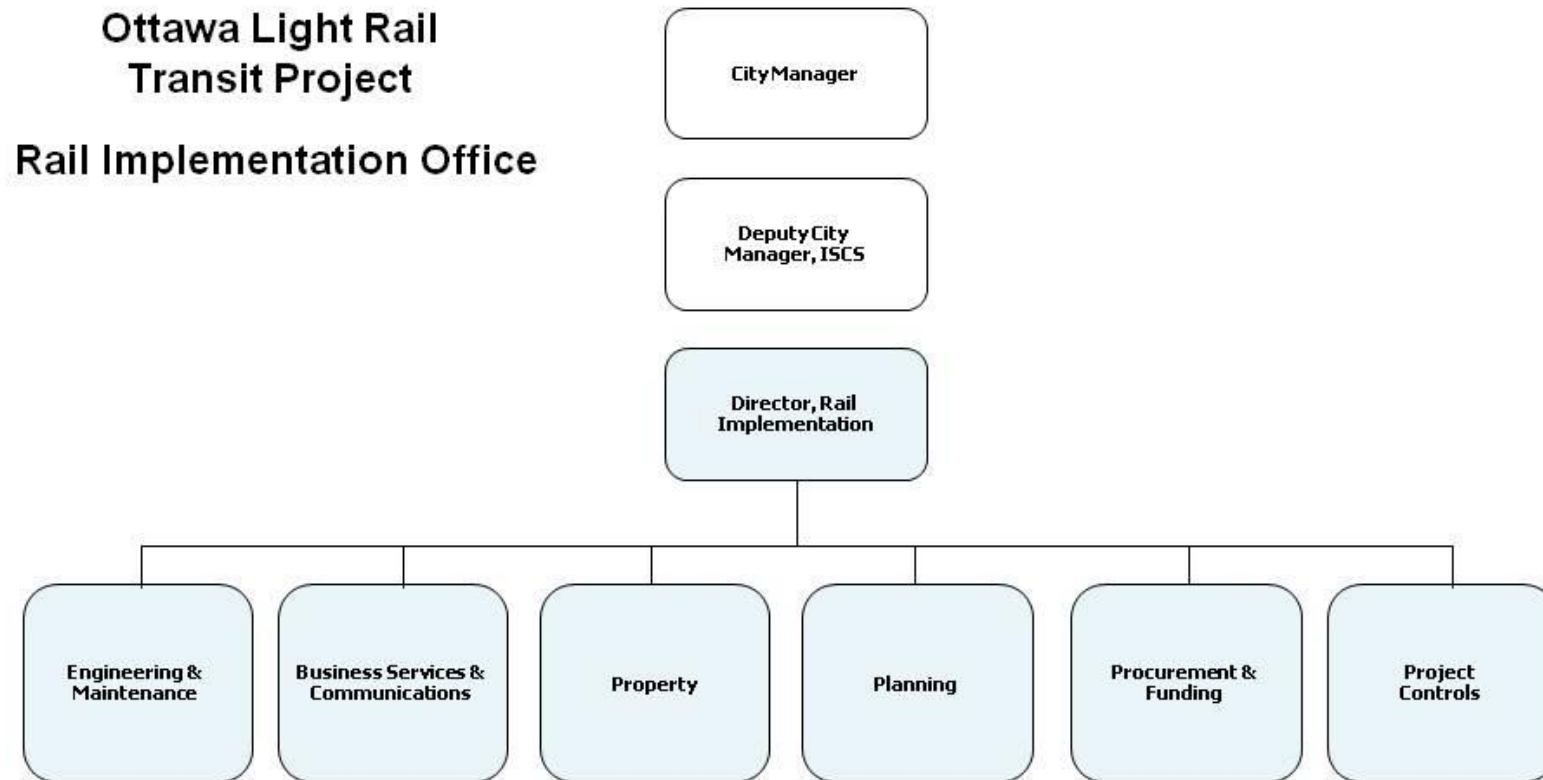
Rail Implementation Office - 2012 Budget Briefing Note

Performance / Outcome Measures

- Secured Federal and Provincial funding
- Manage preliminary engineering Joint Venture
- Secured project expertise
- Property acquisition
- Conduct competitive procurement process
- Select and award Design Build contract

2012 Budget Risks / Other Considerations

Rail Implementation Office - 2012 Budget Briefing Note



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

| Operating Resource Requirement | 2010 | 2011 | | 2012 | \$ Change Over |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|
| | Actual | Forecast | Budget | Estimate | 2011 Budget |
| Expenditure by Program | | | | | |
| Rail Implementation | 4,149 | 6,729 | 6,729 | 6,999 | 270 |
| Service Ottawa | - | - | - | - | - |
| Gross Expenditure | 4,149 | 6,729 | 6,729 | 6,999 | 270 |
| Recoveries & Allocations | (3) | - | - | - | - |
| Revenue | (4,146) | (6,729) | (6,729) | (6,999) | (270) |
| Net Requirement | - | - | - | - | - |
| Expenditure by Type | | | | | |
| Salaries, Wages & Benefits | 2,356 | 3,729 | 3,999 | 5,274 | 1,275 |
| Overtime | 4 | 25 | 25 | 110 | 85 |
| Material & Services | 1,754 | 2,954 | 2,684 | 1,537 | (1,147) |
| Transfers/Grants/Financial Charges | - | - | - | - | - |
| Fleet Costs | - | - | - | - | - |
| Program Facility Costs | - | - | - | - | - |
| Other Internal Costs | 35 | 21 | 21 | 78 | 57 |
| Service Ottawa | - | - | - | - | - |
| Gross Expenditure | 4,149 | 6,729 | 6,729 | 6,999 | 270 |
| Recoveries & Allocations | (3) | - | - | - | - |
| Net Expenditure | 4,146 | 6,729 | 6,729 | 6,999 | 270 |
| Revenue By Type | | | | | |
| Federal | - | - | - | - | - |
| Provincial | - | - | - | - | - |
| Municipal | - | - | - | - | - |
| Own Funds | (4,146) | (6,729) | (6,729) | (6,999) | (270) |
| Fees and Services | - | - | - | - | - |
| Fines | - | - | - | - | - |
| Other | - | - | - | - | - |
| Total Revenue | (4,146) | (6,729) | (6,729) | (6,999) | (270) |
| Net Requirement | - | - | - | - | - |
| Full Time Equivalents | | | 28.00 | 28.00 | - |

City of Ottawa
Rail Implementation - Operating Resource Requirement Analysis

In Thousands (\$000)

| Operating Resource Requirement Analysis | 2011 Baseline | | | 2012 Adjustments | | | | | | 2012 | \$ |
|---|----------------|----------------|---------------------|-------------------|-----------------------|-------------|--------------------|----------------|----------------------|----------------|------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Provincial Legislated | Growth | Council Priorities | Service Ottawa | User Fees & Revenues | Estimate | Change Over '11 Budget |
| Expenditures by Program | | | | | | | | | | | |
| Rail Implementation | 6,729 | 6,729 | - | 270 | - | - | - | - | - | 6,999 | 270 |
| Service Ottawa | - | - | - | - | - | - | - | - | - | - | - |
| Gross Expenditure | 6,729 | 6,729 | - | 270 | - | - | - | - | - | 6,999 | 270 |
| Recoveries & Allocations | - | - | - | - | - | - | - | - | - | - | - |
| Revenue | (6,729) | (6,729) | - | (270) | - | - | - | - | - | (6,999) | (270) |
| Net Requirement | - | - | - | - | - | - | - | - | - | - | - |
| Expenditures by Type | | | | | | | | | | | |
| Salaries, Wages & Benefits | 3,729 | 3,999 | - | 1,275 | - | - | - | - | - | 5,274 | 1,275 |
| Overtime | 25 | 25 | - | 85 | - | - | - | - | - | 110 | 85 |
| Material & Services | 2,954 | 2,684 | - | (1,147) | - | - | - | - | - | 1,537 | (1,147) |
| Transfers/Grants/Financial Charges | - | - | - | - | - | - | - | - | - | - | - |
| Fleet Costs | - | - | - | - | - | - | - | - | - | - | - |
| Program Facility Costs | - | - | - | - | - | - | - | - | - | - | - |
| Other Internal Costs | 21 | 21 | - | 57 | - | - | - | - | - | 78 | 57 |
| Service Ottawa | - | - | - | - | - | - | - | - | - | - | - |
| Gross Expenditures | 6,729 | 6,729 | - | 270 | - | - | - | - | - | 6,999 | 270 |
| Recoveries & Allocations | - | - | - | - | - | - | - | - | - | - | - |
| Net Expenditure | 6,729 | 6,729 | - | 270 | - | - | - | - | - | 6,999 | 270 |
| Percent of 2011 Net Expenditure Budget | | | 0.0% | 4.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 4.0% | |
| Revenues By Type | | | | | | | | | | | |
| Federal | - | - | - | - | - | - | - | - | - | - | - |
| Provincial | - | - | - | - | - | - | - | - | - | - | - |
| Municipal | - | - | - | - | - | - | - | - | - | - | - |
| Own Funds | (6,729) | (6,729) | - | (270) | - | - | - | - | - | (6,999) | (270) |
| Fees and Services | - | - | - | - | - | - | - | - | - | - | - |
| Fines | - | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - | - |
| Total Revenue | (6,729) | (6,729) | - | (270) | - | - | - | - | - | (6,999) | (270) |
| Percent of 2011 Revenue Budget | | | 0.0% | 4.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 4.0% | |
| Net Requirement | - | - | - | - | - | - | - | - | - | - | - |
| Percent of 2011 Net Requirement Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Full Time Equivalents (FTE's) | | 28.00 | - | - | - | - | - | - | - | 28.00 | - |
| Percent of 2011 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa

Rail Implementation - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

| 2012 Pressure Category / Explanation | Increase / (Decrease) | | | FTE Impact |
|--|-----------------------|--------------|------------------|------------|
| | Exp. | Rev. | Net 2012 Changes | |
| Maintain Services | | | | |
| All programs include an adjustment for contract settlements, increments and benefit adjustments. | 135 | - | 135 | - |
| Increased lease costs (inflation and additional space). | 135 | - | 135 | - |
| Funding from Transit reserves. | - | (270) | (270) | - |
| Total Maintain Services | 270 | (270) | - | - |
| Total Budget Changes | 270 | (270) | - | - |

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

2012 Draft Budget

| Service Area: Transit Services | | | | | | | |
|---------------------------------------|----------------------------|-----------------|--|----------------|--------------------------------|----------------------------|--------------|
| Category | 2012 Capital Budget | Revenues | Tax Supported/ Dedicated Reserves | Gas Tax | Rate Supported Reserves | Development Charges | Debt |
| Renewal of City Assets | - | - | - | - | - | - | - |
| Growth | 63,300 | 35,448 | - | 14,342 | - | 9,161 | 4,349 |
| Regulatory | - | - | - | - | - | - | - |
| Strategic Initiatives | - | - | - | - | - | - | - |
| Total | 63,300 | 35,448 | - | 14,342 | - | 9,161 | 4,349 |

City of Ottawa

Service Area: Transit Services

In Thousands (\$000)

2012 Draft Budget

| Project Information | | Financial Details | | | |
|--|-----------------------------|-------------------|----------------------------|-------------|-------------|
| 905176 LRT (Tunney's to Blair) | | | | | |
| Dept: Rail | Category: Growth | Ward: 11,15,17 | Year of Completion: 2018 | | |
| <p>In January 2010, Council approved the functional design of the Ottawa Light Rail Transit project running from Tunneys Pasture to Blair, with a downtown tunnel and a maintenance and storage facility. The project received Provincial EA approval in August 2010, and funding commitments of up to \$600M each from the Federal and Provincial governments in June and September 2011 respectively.</p> <p>On May 26, 2011, Council approved the Ottawa Light Rail Transit Project Schedule Acceleration and Procurement Option Selection report and on July 14, 2011 approved the Implementation of the Ottawa Light Rail Transit Project report.</p> <p>The approved 2011 request provided funds to complete the real property acquisition and Preliminary Engineering (PE), award of PE Phase 2 and partially through the competitive procurement process. This request provides accelerated funding for project enabling construction and resource requirements to to achieve revenue service in the Spring of 2018.</p> | 2012 Request | 63,300 | Unspent Previous Authority | | 160,191 |
| | Revenues | 35,448 | Rate Supported | | - |
| | Tax Supported/ Dedicated | - | Development Charges | | 9,161 |
| | Gas Tax | 14,342 | Debt | | 4,349 |
| | Forecast | 2012 | 2013 | 2014 | 2015 |
| | Authority | 63,300 | 1,762,400 | - | - |
| | Spending Plan | 223,491 | 199,000 | 320,900 | 340,400 |
| | FTE's | - | - | - | - |
| | Operating Impact | - | - | - | - |

Non Departmental - 2012 Budget Briefing Note

Description

Corporate Human Resource Provision

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

Retiree Costs – includes the following:

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

Employee Benefits – includes the following:

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

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

Non Departmental - 2012 Budget Briefing Note

Capital Formation Costs

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

Contribution to Capital Reserves

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

Endowment Fund

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

Debt Charges

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

Sale of Surplus Lands

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

100 Constellation Lease Payment

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

Non Departmental - 2012 Budget Briefing Note

Ottawa Lands Development

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

Corporate Common Expenditures

Election Reserve Fund

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

Provision for Unforeseen and One-Time Expenditures

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

Financial and Miscellaneous Charges

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

Corporate Common Revenues

Penalties & Interest

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

Investment Income

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

Non Departmental - 2012 Budget Briefing Note

Hydro Ottawa – Dividend Payment

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

Other Sources of Revenue

Include the City's share of:

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

Other Miscellaneous Revenues

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

Tax Related Revenues & Expenditures

Tax Rebates and Remissions

Include the following:

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

Municipal Property Assessment Corporation (MPAC)

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

Non Departmental - 2012 Budget Briefing Note

Supplementary Assessment

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

Payments in lieu of Taxation

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

Public Institutions

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

Local Improvement Revenue

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

Property Taxes

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

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

| Operating Resource Requirement | 2010 | 2011 | | 2012 | \$ Change Over |
|--|-----------------|-----------------|-----------------|-----------------|----------------|
| | Actual | Forecast | Budget | Estimate | 2011 Budget |
| Corporate Human Resource Provision | | | | | |
| Corporate Accounts General | 652 | - | - | - | - |
| Sick Leave Banks | 5,290 | 5,919 | 5,919 | 5,919 | - |
| Retiree Costs | 1,117 | 1,281 | 1,281 | 5,039 | 3,758 |
| Employee Benefits | 1,800 | 1,053 | 1,053 | 1,128 | 75 |
| Benefits Adjustments | 43 | 82 | 82 | 82 | - |
| Gross Expenditure | 8,902 | 8,335 | 8,335 | 12,168 | 3,833 |
| Recoveries & Allocations | (567) | - | - | - | - |
| Net Expenditure | 8,335 | 8,335 | 8,335 | 12,168 | 3,833 |
| Revenue | | | | | |
| Retiree Costs | - | - | - | (3,458) | (3,458) |
| Total Revenue | - | - | - | (3,458) | (3,458) |
| Net Corp Human Resource Provision Requirement | 8,335 | 8,335 | 8,335 | 8,710 | 375 |
| Capital Formation Cost | | | | | |
| Expenditure | | | | | |
| Contribution to Capital Reserves | 82,274 | 82,157 | 82,157 | 84,130 | 1,973 |
| Transfer to Capital from Endowment Fund | 13,643 | 21,253 | 13,000 | 13,000 | - |
| Debt Charges | 61,246 | 66,945 | 66,945 | 70,775 | 3,830 |
| Sale of Surplus Lands | 73 | 1,400 | - | - | - |
| 100 Constellation Lease | 5,693 | 5,797 | 5,797 | 5,907 | 110 |
| Gross Expenditure | 162,929 | 177,552 | 167,899 | 173,812 | 5,913 |
| Recoveries & Allocations | (98) | - | - | - | - |
| Net Expenditure | 162,831 | 177,552 | 167,899 | 173,812 | 5,913 |
| Revenue | | | | | |
| Contribution to Capital Reserves | (2,800) | (2,276) | (2,276) | (3,605) | (1,329) |
| Transfer to Capital from Endowment Fund | (13,643) | (21,253) | (13,000) | (13,000) | - |
| Debt Charges | (6,775) | (9,959) | (9,959) | (9,959) | - |
| Sale of Surplus Lands | (1,152) | (5,600) | - | - | - |
| Ottawa Lands Development | - | (5,500) | (5,500) | (5,500) | - |
| Total Revenue | (24,370) | (44,588) | (30,735) | (32,064) | (1,329) |
| Net Capital Formation Costs Requirement | 138,461 | 132,964 | 137,164 | 141,748 | 4,584 |

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

| Operating Resource Requirement | 2010 | 2011 | | 2012 | \$ Change Over |
|---|-----------------|-----------------|-----------------|-----------------|----------------|
| | Actual | Forecast | Budget | Estimate | 2011 Budget |
| Corporate Common Expenditure | | | | | |
| Expenditure | | | | | |
| Contribution to Election Expense Reserve | 1,125 | 1,087 | 1,087 | 1,087 | - |
| Self Insurance | 2,815 | 222 | 222 | 362 | 140 |
| One-Time Unforeseen Provision | - | 2,178 | 2,178 | 2,070 | (108) |
| Financial Charges & Other | 2,246 | 3,686 | 2,966 | 3,466 | 500 |
| Gross Expenditure | 6,186 | 7,173 | 6,453 | 6,985 | 532 |
| Recoveries & Allocations | (16,898) | (16,687) | (16,687) | (17,461) | (774) |
| Net Expenditure | (10,712) | (9,514) | (10,234) | (10,476) | (242) |
| Revenue | | | | | |
| Self Insurance | (235) | (222) | (222) | (222) | - |
| Total Revenue | (235) | (222) | (222) | (222) | - |
| Net Corp Common Expend Requirement | (10,947) | (9,736) | (10,456) | (10,698) | (242) |
| Corporate Common Revenue | | | | | |
| Expenditure | | | | | |
| Contribution to Environmental Lands Reserve | 4,438 | - | - | - | - |
| Miscellaneous | 9,046 | - | - | - | - |
| Net Expenditure | 13,484 | - | - | - | - |
| Revenue | | | | | |
| Penalty & Interest | (11,146) | (11,694) | (11,194) | (11,194) | - |
| Investments Income | (11,031) | (13,716) | (13,716) | (13,716) | - |
| Sinking Fund Surplus | (4,438) | - | - | - | - |
| Hydro Ottawa Dividends | (17,600) | (17,500) | (16,000) | (16,000) | - |
| Provincial Offences Act | (12,305) | (13,607) | (13,607) | (13,607) | - |
| Rideau Carleton Raceway | (4,419) | (4,300) | (4,300) | (4,300) | - |
| Lottery Fees | (901) | (1,004) | (1,004) | (1,004) | - |
| Other Miscellaneous Revenue | (11,070) | (2,195) | (1,695) | (2,195) | (500) |
| Gross Revenue | (72,910) | (64,016) | (61,516) | (62,016) | (500) |
| Net Corporate Common Revenue | (59,426) | (64,016) | (61,516) | (62,016) | (500) |

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

| Operating Resource Requirement | 2010 | 2011 | | 2012 | \$ Change Over |
|---|--------------------|--------------------|--------------------|--------------------|-----------------|
| | Actual | Forecast | Budget | Estimate | 2011 Budget |
| Taxation Related Revenue & Expenditure | | | | | |
| Expenditure | | | | | |
| Local Improvement | 168 | 170 | 170 | 170 | - |
| Tax Rebates & Remissions | 29,008 | 21,602 | 19,102 | 19,632 | 530 |
| Municipal Property Assessment Corp | 11,521 | 11,921 | 11,921 | 12,221 | 300 |
| Gross Expenditure | 40,697 | 33,693 | 31,193 | 32,023 | 830 |
| Recoveries & Allocations | - | - | - | - | - |
| Net Expenditure | 40,697 | 33,693 | 31,193 | 32,023 | 830 |
| Revenue | | | | | |
| Supplemental Assessment | (42,477) | (27,218) | (27,218) | (27,218) | - |
| Payments-in-lieu of Taxation | (163,692) | (166,811) | (166,534) | (166,834) | (300) |
| Public Institutions | (5,444) | (5,444) | (5,444) | (5,444) | - |
| Local Improvement Revenue | (64) | (200) | (200) | (200) | - |
| Total Revenue | (211,677) | (199,673) | (199,396) | (199,696) | (300) |
| Net Taxation Related Revenue & Expenditure | (170,980) | (165,980) | (168,203) | (167,673) | 530 |
| Property Tax Revenue | (1,183,345) | (1,235,293) | (1,235,293) | (1,289,569) | (54,276) |
| Total | (1,277,902) | (1,333,726) | (1,329,969) | (1,379,498) | (49,529) |

City of Ottawa
Non Departmental - 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 | Council Priorities | Service Ottawa | User Fees & Revenues | Estimate | |
| Corporate Human Resource Provision | | | | | | | | | | | |
| Sick Leave Banks | 5,919 | 5,919 | - | - | - | - | - | - | - | 5,919 | - |
| Retiree Costs | 1,281 | 1,281 | - | 3,758 | - | - | - | - | - | 5,039 | 3,758 |
| Employee Benefits | 1,053 | 1,053 | - | 75 | - | - | - | - | - | 1,128 | 75 |
| Benefits Adjustments | 82 | 82 | - | - | - | - | - | - | - | 82 | - |
| Gross Expenditure | 8,335 | 8,335 | - | 3,833 | - | - | - | - | - | 12,168 | 3,833 |
| Recoveries & Allocations | - | - | - | - | - | - | - | - | - | - | - |
| Net Expenditure | 8,335 | 8,335 | - | 3,833 | - | - | - | - | - | 12,168 | 3,833 |
| Revenue | | | | | | | | | | | |
| Retiree Costs | - | - | - | (3,458) | - | - | - | - | - | (3,458) | (3,458) |
| Total Revenue | - | - | - | (3,458) | - | - | - | - | - | (3,458) | (3,458) |
| Net Corp Human Resource Provision | 8,335 | 8,335 | - | 375 | - | - | - | - | - | 8,710 | 375 |
| Capital Formation Cost | | | | | | | | | | | |
| Expenditure | | | | | | | | | | | |
| Contribution to Capital Reserves | 82,157 | 82,157 | - | 1,973 | - | - | - | - | - | 84,130 | 1,973 |
| Transfer to Capital Reserve from Endowment Fund | 21,253 | 13,000 | - | - | - | - | - | - | - | 13,000 | - |
| Debt Charges | 66,945 | 66,945 | - | - | - | 3,830 | - | - | - | 70,775 | 3,830 |
| Sale of Surplus Lands | 1,400 | - | - | - | - | - | - | - | - | - | - |
| 100 Constellation Lease | 5,797 | 5,797 | - | 110 | - | - | - | - | - | 5,907 | 110 |
| Gross Expenditure | 177,552 | 167,899 | - | 2,083 | - | 3,830 | - | - | - | 173,812 | 5,913 |
| Recoveries & Allocations | - | - | - | - | - | - | - | - | - | - | - |
| Net Expenditure | 177,552 | 167,899 | - | 2,083 | - | 3,830 | - | - | - | 173,812 | 5,913 |
| Revenue | | | | | | | | | | | |
| Contribution from Capital Reserves | (2,276) | (2,276) | (524) | - | - | - | (805) | - | - | (3,605) | (1,329) |
| Distribution from Endowment Fund | (21,253) | (13,000) | - | - | - | - | - | - | - | (13,000) | - |
| Debt Charges | (9,959) | (9,959) | - | - | - | - | - | - | - | (9,959) | - |
| Sale of Surplus Lands | (5,600) | - | - | - | - | - | - | - | - | - | - |
| Ottawa Lands Development | (5,500) | (5,500) | - | - | - | - | - | - | - | (5,500) | - |
| Total Revenue | (44,588) | (30,735) | (524) | - | - | - | (805) | - | - | (32,064) | (1,329) |
| Net Capital Formation Costs Requirement | 132,964 | 137,164 | (524) | 2,083 | - | 3,830 | (805) | - | - | 141,748 | 4,584 |
| Corporate Common Expenditure | | | | | | | | | | | |
| Expenditure | | | | | | | | | | | |
| Contribution to Election Expense Reserve & Other | 1,087 | 1,087 | - | - | - | - | - | - | - | 1,087 | - |
| Self Insurance | 222 | 222 | - | 140 | - | - | - | - | - | 362 | 140 |
| One-Time Unforeseen Provision | 2,178 | 2,178 | 622 | (730) | - | - | - | - | - | 2,070 | (108) |
| Financial Charges & Other | 3,686 | 2,966 | 500 | - | - | - | - | - | - | 3,466 | 500 |
| Gross Expenditure | 7,173 | 6,453 | 1,122 | (590) | - | - | - | - | - | 6,985 | 532 |
| Recoveries & Allocations | (16,687) | (16,687) | - | (774) | - | - | - | - | - | (17,461) | (774) |
| Net Expenditure | (9,514) | (10,234) | 1,122 | (1,364) | - | - | - | - | - | (10,476) | (242) |
| Revenue | | | | | | | | | | | |
| Self Insurance | (222) | (222) | - | - | - | - | - | - | - | (222) | - |
| Total Revenue | (222) | (222) | - | - | - | - | - | - | - | (222) | - |
| Net Corp Common Expend Requirement | (9,736) | (10,456) | 1,122 | (1,364) | - | - | - | - | - | (10,698) | (242) |

City of Ottawa
Non Departmental - 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 | Council Priorities | Service Ottawa | User Fees & Revenues | Estimate | |
| Revenue | | | | | | | | | | | |
| Penalty & Interest | (11,694) | (11,194) | - | - | - | - | - | - | - | (11,194) | - |
| Investments Income | (13,716) | (13,716) | - | - | - | - | - | - | - | (13,716) | - |
| Hydro Ottawa Dividends | (17,500) | (16,000) | - | - | - | - | - | - | - | (16,000) | - |
| Provincial Offences Act | (13,607) | (13,607) | - | - | - | - | - | - | - | (13,607) | - |
| Rideau Carleton Raceway | (4,300) | (4,300) | - | - | - | - | - | - | - | (4,300) | - |
| Lottery Fees | (1,004) | (1,004) | - | - | - | - | - | - | - | (1,004) | - |
| Other Miscellaneous Revenue | (2,195) | (1,695) | (500) | - | - | - | - | - | - | (2,195) | (500) |
| Total Revenue | (64,016) | (61,516) | (500) | - | - | - | - | - | - | (62,016) | (500) |
| Net Corporate Common Revenue | (64,016) | (61,516) | (500) | - | - | - | - | - | - | (62,016) | (500) |
| Taxation Related Revenue & Expenditure | | | | | | | | | | | |
| Expenditure | | | | | | | | | | | |
| Local Improvement | 170 | 170 | - | - | - | - | - | - | - | 170 | - |
| Tax Rebates & Remissions | 21,602 | 19,102 | - | 530 | - | - | - | - | - | 19,632 | 530 |
| Municipal Property Assessment Corp | 11,921 | 11,921 | - | - | 300 | - | - | - | - | 12,221 | 300 |
| Gross Expenditure | 33,693 | 31,193 | - | 530 | 300 | - | - | - | - | 32,023 | 830 |
| Recoveries & Allocations | - | - | - | - | - | - | - | - | - | - | - |
| Net Expenditure | 33,693 | 31,193 | - | 530 | 300 | - | - | - | - | 32,023 | 830 |
| Revenue | | | | | | | | | | | |
| Supplemental Assessment | (27,218) | (27,218) | - | - | - | - | - | - | - | (27,218) | - |
| Payments-in-lieu of Taxation | (166,811) | (166,534) | - | - | - | - | - | - | (300) | (166,834) | (300) |
| Public Institutions | (5,444) | (5,444) | - | - | - | - | - | - | - | (5,444) | - |
| Local Improvement Revenue | (200) | (200) | - | - | - | - | - | - | - | (200) | - |
| Total Revenue | (199,673) | (199,396) | - | - | - | - | - | - | (300) | (199,696) | (300) |
| Net Taxation Related Revenue & Expenditure | (165,980) | (168,203) | - | 530 | 300 | - | - | - | (300) | (167,673) | 530 |
| Property Tax Revenue | (1,235,293) | (1,235,293) | - | (29,570) | - | (24,706) | - | - | - | (1,289,569) | (54,276) |
| Total | (1,333,726) | (1,329,969) | 98 | (27,946) | 300 | (20,876) | (805) | - | (300) | (1,379,498) | (49,529) |

City of Ottawa

Non Departmental - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

| 2011 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|--|---------------------|---------------|--------------|
| | Exp. | Rev. | Net |
| Forecast vs. Budget Variance Explanation | | | |
| Endowment Fund | (8,253) | 8,253 | - |
| Sale of Surplus Lands | (1,400) | 5,600 | 4,200 |
| Financial Charges & Other - Supplier Discounts | (220) | - | (220) |
| Financial Charges & Other - Additional Debt Issue Costs | (500) | - | (500) |
| Other Miscellaneous Revenues - Mineral Aggregates | - | 500 | 500 |
| One-time additional Penalty & Interest Revenue | - | 500 | 500 |
| Hydro Ottawa Dividend Revenue | - | 1,500 | 1,500 |
| Additional Payment in Lieu of Taxation revenues from institutions (ACS2011-CMR-FIN-0041) | - | 277 | 277 |
| Additional tax rebates & remissions processed | (2,500) | - | (2,500) |
| Total Surplus / (Deficit) | (12,873) | 16,630 | 3,757 |

| 2011 Baseline Adjustments / Explanations | Increase / (Decrease) | | | FTE Impact |
|---|-----------------------|----------------|------------------|------------|
| | Exp. | Rev. | Net 2011 Changes | |
| Adjustments to Base Budget | | | | |
| Removal of the 2011 Capital one-time item for Replacement of Cash Registers (ACS2011-CMR-FIN-0007, Finance). | 400 | (400) | - | - |
| Removal of the 2011 Capital one-time item for Richmond Road Street Name Change (ACS2011-ICS-PGM-0069, Planning & Growth Management). | 49 | (49) | - | - |
| Removal of the 2011 Capital one-time item for ATM Study - 4837 Albion Rd. (ACS2011-ICS-PGM-0131, Planning & Growth Management). | 75 | (75) | - | - |
| Removal of the 2011 one-time item for the Municipal Capital Facilities Agreement - Ottawa Humane Society - 245 West Hunt Club (ACS2011-COS-EPS-0015, EPS - By-Law). | 70 | - | 70 | - |
| Removal of the 2011 one-time item for NCIC - Italian Canadian Historical Center at the Villa Marconi Long Term Care Center (Planning & Growth Management). | 28 | - | 28 | - |
| Financial Charges & Other - Additional Debt Issue Costs | 500 | - | 500 | - |
| Other Miscellaneous Revenues - Mineral Aggregates | - | (500) | (500) | - |
| Total Adjustments to Base Budget | 1,122 | (1,024) | 98 | - |

City of Ottawa

Non Departmental - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

| 2012 Pressure Category / Explanation | Increase / (Decrease) | | | FTE Impact |
|---|-----------------------|-----------------|------------------|------------|
| | Exp. | Rev. | Net 2012 Changes | |
| Maintain Services | | | | |
| City of Ottawa Super Annuation Fund - Special Payment required as a result of Going Concern Deficit funded from Vested Employee Benefit Reserve (ACS2011-CMR-FIN-0050). | 3,258 | (3,258) | - | - |
| City of Ottawa Super Annuation Fund - Review of Pension Administration Options funded from Vested Employee Benefit Reserve (ACS2011-CMR-FIN-0050). | 200 | (200) | - | - |
| Retiree Costs - Cost of Living Adjustment. | 300 | - | 300 | - |
| Employee Benefits adjustment as a result of buy backs for past service. | 75 | - | 75 | - |
| Inflationary increase on Contribution to Capital Reserves based on the 2010 Construction price index plus growth in the asset base | 1,973 | - | 1,973 | - |
| Inflationary increase on lease at 100 Constellation | 110 | - | 110 | - |
| Increase in number of tax remissions | 530 | - | 530 | - |
| Increase in Insurance Premiums | 140 | - | 140 | - |
| Insurance Premium recovered from clients | (140) | - | (140) | - |
| PGM cyclical employment survey funded from One-Time & Unforeseen Provision | (130) | - | (130) | - |
| City Clerk - Replacement of the integrated claims and insurance database (Riskmaster) funded from One-Time & Unforeseen Provision | (200) | - | (200) | - |
| Infrastructure Services & Community Sustainability - Transition and Renewal funded from One-Time & Unforeseen Provision | (400) | - | (400) | - |
| Tax Increase of 2.39% for City/Police Services | - | (29,570) | (29,570) | - |
| Inflationary increase to the Water and Sewer Administration recovery | (634) | - | (634) | - |
| Total Maintain Services | 5,082 | (33,028) | (27,946) | - |
| Provincial Legislated | | | | |
| Increase in the costs for the Municipal Property Assessment Corporation services | 300 | - | 300 | - |
| Total Provincial Legislated | 300 | - | 300 | - |

City of Ottawa

Non Departmental - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

| 2012 Pressure Category / Explanation | Increase / (Decrease) | | | FTE Impact |
|---|-----------------------|-----------------|------------------|------------|
| | Exp. | Rev. | Net 2012 Changes | |
| Growth | | | | |
| Additional debt servicing for debt previously approved by Council and issued in 2011 or to be issued in 2012. | 3,830 | - | 3,830 | - |
| Additional Taxation revenue for City Services of 2% from assessment growth (including Police). | - | (24,706) | (24,706) | - |
| Total Growth | 3,830 | (24,706) | (20,876) | - |
| Council Priorities | | | | |
| One-Time Funding of Council Priorities from the Environmental Lands Reserve. Repayment will occur in 2013. | - | (805) | (805) | - |
| | - | - | - | - |
| Total Council Priorities | - | (805) | (805) | - |
| User Fees and Revenues | | | | |
| Increased Payment in Lieu of Taxation revenues from institutions (hospitals, universities and colleges, penitentiaries) | - | (300) | (300) | - |
| Total User Fees and Revenues | - | (300) | (300) | - |
| Total Budget Changes | 10,334 | (59,863) | (49,529) | - |

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

2012 Draft Budget

| Project Description | 2012 | 2013 | 2014 | 2015 | Total |
|--|--------------|-------------|-------------|---------------|---------------|
| City Clerk & Solicitor | | | | | |
| Renewal of City Assets | | | | | |
| 906534 Fleet Growth - Mail Delivery | 65 | - | - | - | 65 |
| | 65 | - | - | - | 65 |
| City Manager's Office | | | | | |
| Strategic Initiatives | | | | | |
| 902456 SI Envelope Unallocated | - | - | - | 34,350 | 34,350 |
| | - | - | - | 34,350 | 34,350 |
| Employee Services | | | | | |
| Strategic Initiatives | | | | | |
| 906548 IT Automated Employee Performance Develop | - | 750 | - | - | 750 |
| | - | 750 | - | - | 750 |
| General Government | | | | | |
| Renewal of City Assets | | | | | |
| 906413 Buildings-General Government | 718 | 500 | 500 | 500 | 2,218 |
| | 718 | 500 | 500 | 500 | 2,218 |
| Strategic Initiatives | | | | | |
| 905185 Council Agenda Building Tool | 170 | - | - | - | 170 |
| 906374 Economic Development Strategy | 1,500 | - | - | - | 1,500 |
| 906446 Accessibility - General Government | 225 | 780 | 780 | - | 1,785 |
| 906531 Corporate Asset Management | 750 | 150 | 150 | - | 1,050 |
| | 2,645 | 930 | 930 | - | 4,505 |
| Information Technology | | | | | |
| Renewal of City Assets | | | | | |
| 903336 IT Technology Infrastructure 2012 | 2,640 | 2,305 | 2,460 | 2,395 | 9,800 |
| 903690 IT Business Systems: Renewal Program2012 | 990 | 1,655 | 1,540 | 1,495 | 5,680 |
| 906017 IT EnterpriseSys:IT PerformanceMgmt 2012 | 60 | 65 | 65 | 65 | 255 |
| 906020 IT Business Systems: Marval 2012 | 95 | 85 | 70 | 70 | 320 |
| 906360 IT Enterprise Sys: Information Mgmt 2012 | 400 | 440 | 280 | 275 | 1,395 |
| 906361 IT Enterprise Systems: Content Mgmt 2012 | 475 | 460 | 345 | 330 | 1,610 |
| 906362 IT Desktop Computers,Laptops&Periph 2012 | 2,700 | 2,590 | 2,685 | 2,790 | 10,765 |

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

2012 Draft Budget

| Project Description | 2012 | 2013 | 2014 | 2015 | Total |
|---|---------------|------------------|---------------|---------------|------------------|
| 906363 IT Enterprise Sys:Database Mgmt&BI 2012 | 420 | 540 | 555 | 525 | 2,040 |
| 906364 IT Enterprise Systems: Web Service 2012 | 420 | 385 | 440 | 425 | 1,670 |
| 906365 IT Enterprise Systems: Security Svc 2012 | 200 | 230 | 150 | 150 | 730 |
| 906366 IT Enterprise Systems: SAP 2012 | 1,270 | 1,695 | 1,845 | 1,800 | 6,610 |
| 906367 IT Enterprise Systems: GIS 2012 | 420 | 435 | 350 | 340 | 1,545 |
| 906368 IT Enterprise Systems: IT Svc Mgmt 2012 | 100 | 90 | 225 | 295 | 710 |
| 906369 IT Business Systems: CLASS 2012 | 80 | 85 | 85 | 80 | 330 |
| 906370 IT Internet Filter Lifecycle 2012 | 375 | - | - | 375 | 750 |
| 906371 IT SOA Infrastructure 2012 | 790 | 265 | 270 | 255 | 1,580 |
| 906547 IT Business Systems: eAgenda 2012 | - | 175 | 135 | 125 | 435 |
| | 11,435 | 11,500 | 11,500 | 11,790 | 46,225 |
| Strategic Initiatives | | | | | |
| 905732 SO TECH RM (Roadmap) | 1,230 | 910 | 450 | - | 2,590 |
| 906549 IT Open Data | 150 | - | - | - | 150 |
| | 1,380 | 910 | 450 | - | 2,740 |
| Service Ottawa | | | | | |
| Strategic Initiatives | | | | | |
| 906575 IT Service Ottawa -Corporate Initiatives | 11,408 | 11,086 | 9,674 | - | 32,168 |
| | 11,408 | 11,086 | 9,674 | - | 32,168 |
| Transit Services | | | | | |
| Growth | | | | | |
| 905176 LRT (Tunney's to Blair) | 63,300 | 1,762,400 | - | - | 1,825,700 |
| | 63,300 | 1,762,400 | - | - | 1,825,700 |
| Grand Total | 90,951 | 1,788,076 | 23,054 | 46,640 | 1,948,721 |

City of Ottawa
Finance & Economic Development Committee
Capital Works-in-Progress (at September 30th, 2011)
In Thousands (\$000)

| Project Description | Authority | Total Expenditures & Commitments | Total Unspent Authority |
|---|---------------|----------------------------------|-------------------------|
| Employee Services | | | |
| 904811 ITIF RPA/OPCA Automation Project | 1,945 | 1,916 | 29 |
| | 1,945 | 1,916 | 29 |
| Finance | | | |
| 904510 Tangible Capital Assets | 1,600 | 1,180 | 420 |
| 905134 Payment Card Compliance Requirements | 2,500 | 1,933 | 567 |
| 905186 ITIF Automated Invoice Payment System | 1,070 | 1,015 | 55 |
| 905730 Orleans Client Centre Capital Lease | 37,844 | 37,844 | - |
| 906265 Cash Register Replacement | 400 | 43 | 357 |
| | 43,414 | 42,015 | 1,399 |
| General Government | | | |
| 903458 Life Cycle Renewal - General Bldgs | 8,778 | 8,622 | 156 |
| 904311 Life Cycle Renewal-General Bldgs 2007 | 13,731 | 13,838 | (107) |
| 904647 Lifecycle Renewal General Bldgs 2008 | 3,472 | 3,423 | 49 |
| 904650 Lifecycle Renewal General Bldgs 2008 | 12,552 | 12,245 | 306 |
| 904651 Lifecycle Renewal Heritage 2008 | 1,424 | 1,403 | 21 |
| 905083 Accessibility 2009 RPAM | 765 | 749 | 16 |
| 905185 ITIF Council Agenda Building Tool | 195 | 182 | 13 |
| 905609 LCR - General Government | 1,598 | 756 | 842 |
| 905657 Buildings-Heritage - General Gov | 458 | 65 | 393 |
| 905661 RG-LCR - General Government | 481 | 449 | 32 |
| 905667 Accessibility - General Government | 570 | 561 | 9 |
| 905669 Accessibility - General Gov | 405 | 255 | 150 |
| 905875 Lansdowne Partnership Plan Impl Ph 2-4 | 4,700 | 4,267 | 433 |

City of Ottawa
Finance & Economic Development Committee
Capital Works-in-Progress (at September 30th, 2011)
In Thousands (\$000)

| Project Description | Authority | Total Expenditures & Commitments | Total Unspent Authority |
|---|----------------|----------------------------------|-------------------------|
| 905885 Lansdowne PP- Stadium Renovation-Parking | 124,600 | 2,600 | 122,000 |
| 905886 Lansdowne PP - Urban Park | 35,000 | 5,747 | 29,253 |
| 905887 Lansdowne PP -Trade Show&Exposition Hall | 8,500 | 8,898 | (398) |
| 906031 Buildings-Heritage- Condition Assessment | 300 | - | 300 |
| | 217,529 | 64,060 | 153,468 |
| Information Technology | | | |
| 901052 IT OPL Telephone System Lifecycle-2005 | 700 | 675 | 25 |
| 903561 IT Lifecycle Renew Bus App 2 2009 | 850 | 861 | (11) |
| 904184 IT Lifecycle Renew Bus App 2010 | 1,210 | 1,022 | 188 |
| 904188 IT Security & Business Continuity-2007 | 140 | 141 | (1) |
| 904554 IT Lifecycle Renew Network Intrastruct08 | 990 | 992 | (2) |
| 904555 IT Lifecycle Renew Telecom Systems 2008 | 1,190 | 1,188 | 2 |
| 904557 IT Sustain Database & Business Intell 08 | 380 | 378 | 2 |
| 904560 IT Sustain Electronic Info Tech 2008 | 480 | 467 | 13 |
| 904561 IT Sustain Surveys & Mapping Tech 2008 | 121 | 89 | 32 |
| 904562 IT Electronic Records & Info Program2008 | 1,050 | 1,016 | 34 |
| 904563 IT Security & Business Continuity 2008 | 110 | 112 | (2) |
| 904565 IT Sustainment GIS Technology 2008 | 527 | 527 | (0) |
| 904605 IT Server Virtualization 2010 | 1,000 | 1,126 | (126) |
| 904921 IT Lifecycle Renew Network Infr 2009 | 1,260 | 1,254 | 6 |
| 904922 IT Lifecycle RenewTelecom Sys 2009 | 1,540 | 1,539 | 1 |
| 904923 IT Lifecycle Renew Comp/Periph 2009 | 1,940 | 1,827 | 113 |
| 904924 IT Sustain Database & Bus Intell 2009 | 270 | 270 | (0) |
| 904925 IT Sustain Web Based Svs Tech 2009 | 430 | 430 | 0 |
| 904926 IT Sustain Elect Info Tech 2 2009 | 370 | 362 | 8 |

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In Thousands (\$000)

| Project Description | Authority | Total Expenditures & Commitments | Total Unspent Authority |
|---|-----------|----------------------------------|-------------------------|
| 904928 IT Elec Records & Info 2009 | 460 | 423 | 37 |
| 904929 IT Security & Bus Cont 2009 | 210 | 208 | 2 |
| 904930 IT Sustain SAP Tech 2009 | 1,730 | 1,652 | 78 |
| 904931 IT Sustain GIS Tech 2009 | 650 | 644 | 6 |
| 904932 IT Service Mgt ITSM 2009 | 370 | 363 | 7 |
| 905022 ITEG eGovt | 440 | 46 | 394 |
| 905023 IT Lifecycle Renew Network Inf 2010 | 1,975 | 2,091 | (116) |
| 905375 ITEG SAP Licensing | 3,650 | 3,649 | 1 |
| 905376 ITEG eMedia | 40 | 40 | (0) |
| 905377 ITEG Business Intelligence Strategy | 250 | 253 | (3) |
| 905378 ITEG Integrated Infrastructure Mgmt Sys | 4,520 | 2,450 | 2,070 |
| 905680 IT Sustain Electronic Info Tech 2010 | 840 | 1,039 | (199) |
| 905685 IT Lifecycle Renew Comp/Periph 2010 | 4,100 | 4,056 | 44 |
| 905686 IT Sustain Database & Bus Intell 2010 | 305 | 392 | (87) |
| 905687 IT Sustain Web Based Svs Tech 2010 | 580 | 515 | 65 |
| 905689 IT Security & Business Continuity 2010 | 370 | 370 | 0 |
| 905690 IT Sustain SAP Technology 2010 | 1,710 | 1,674 | 36 |
| 905691 IT Sustain GIS Technology 2010 | 460 | 387 | 73 |
| 905692 IT Service Management ITSM 2010 | 230 | 154 | 76 |
| 905695 IT eGovernment Technology | 250 | 248 | 2 |
| 905709 IT Performance Measurement (TCO) 2010 | 100 | - | 100 |
| 905720 IT Strategic Plan Refresh 2010 | 120 | 41 | 79 |
| 905989 IT Business Systems:Renewal Program 2011 | 2,500 | 163 | 2,337 |
| 906007 IT Enterprise Systems: Info Mgmt 2011 | 625 | 600 | 25 |
| 906008 IT Network Infrastructure 2011 | 2,400 | 2,462 | (62) |
| 906009 IT Enterprise Systems: Content Mgmt 2011 | 340 | 297 | 43 |

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| Project Description | Authority | Total Expenditures & Commitments | Total Unspent Authority |
|---|---------------|----------------------------------|-------------------------|
| 906010 IT DesktopComputer,Laptop&Peripheral2011 | 2,390 | 2,371 | 19 |
| 906011 IT EnterpriseSystem:Database Mgt&BI 2011 | 340 | 240 | 100 |
| 906012 IT Enterprise Systems: Web Services 2011 | 340 | 315 | 25 |
| 906013 IT Enterprise Systems:Sec Services 2011 | 470 | 213 | 257 |
| 906014 IT Enterprise Systems: SAP 2011 | 2,020 | 260 | 1,760 |
| 906015 IT Enterprise Systems: GIS 2011 | 260 | 160 | 100 |
| 906016 IT Enterprise Systems: IT Svc Mgmt 2011 | 345 | 34 | 311 |
| 906018 IT Network Email Anti-Spam Firewall 2011 | 475 | 84 | 391 |
| 906019 IT Business Systems: Class 2011 | 95 | 71 | 24 |
| | 50,518 | 42,242 | 8,276 |
| Infrastructure Svcs & Comnty S | | | |
| 905250 ISF-Ottawa Chinatown Gateway Project | 660 | 660 | (0) |
| | 660 | 660 | (0) |
| Planning & Development | | | |
| 903365 Econ Strategy Implement-Talent/Broadband | 2,748 | 2,607 | 141 |
| 903640 Congress Centre *Legacy* | 40,040 | 40,040 | (0) |
| | 42,788 | 42,647 | 141 |
| Real Estate Partnerships & Dev | | | |
| 903709 Strategic Projects | 338 | 207 | 131 |
| 904066 Kanata Town Centre Roads | 724 | 553 | 171 |
| 904485 Orleans Art Cntr-Enhanced Infrastructure | 1,819 | 1,439 | 380 |
| 905673 Business Park Properties Buy Back 2010 | 1,800 | 141 | 1,659 |
| 905831 Greenspace Acquisition | 975 | 776 | 199 |

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In Thousands (\$000)

| Project Description | Authority | Total Expenditures & Commitments | Total Unspent Authority |
|---|----------------|----------------------------------|-------------------------|
| 905855 Manotick Boat Launch | 90 | 3 | 87 |
| 905866 St Thomas School - 9 Leeming Dr. | 2,000 | 1,786 | 214 |
| 905882 255 Centrum | 820 | 78 | 742 |
| 905891 Qualicum - Graham Park Community Centre | 1,000 | 1,252 | (252) |
| 906237 2826 Springland Acquisition | 495 | 487 | 8 |
| 906298 OTC Eastland Enhanced Infrastructure Bud | 1,281 | - | 1,281 |
| 906373 Arts Court Redevelopment | 1,500 | 24 | 1,476 |
| | 12,842 | 6,744 | 6,098 |
| Service Ottawa | | | |
| 905717 SO-Mobile Workforce Solutions | 7,401 | 2,476 | 4,925 |
| 905732 SO-TECH RM (Roadmap) | 1,750 | 1,343 | 407 |
| 905734 SO-Sponsorship & Advertising | 300 | 171 | 129 |
| 906389 Citizen Centric Services | 21,217 | 15,232 | 5,985 |
| | 30,668 | 19,222 | 11,446 |
| Transit Services | | | |
| 905176 LRT (Tunney's to Blair) | 223,258 | 63,067 | 160,191 |
| 905245 Light Rail Transit Office | 452 | 452 | (0) |
| | 223,710 | 63,519 | 160,191 |
| Grand Total | 624,073 | 283,026 | 341,047 |