

**Report to:**

**Council**

**October 26, 2011**

**Submitted by: Marian Simulik, City Treasurer**

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City Wide

Ref N°: ACS2011-CMR-FIN-0050

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**SUBJECT: 2012 DRAFT OPERATING AND CAPITAL BUDGETS - TAX  
SUPPORTED PROGRAMS**

**REPORT RECOMMENDATIONS**

- 1) That City Council receive and table the Draft 2012 Operating and Capital Budgets at its meeting of October 26, 2012 for subsequent consideration by Council in Committee of the Whole to be held November 30, 2011.
- 2) That City Council refer the relevant portions of the 2012 Operating and Capital Budgets to each Standing Committee of Council and the Transit Commission for their consideration and recommendation to Council sitting in Committee of the Whole to be held November 30, 2011.
- 3) That Section 14(1) of the By-law respecting the Auditor General of the City of Ottawa (By-law No. 2009-323, as amended) be amended to provide that annual increases to the budget for the Office of the Auditor General shall be in accordance with the budget strategy for the Term of Council.

**BACKGROUND**

On June 22, 2011, Council endorsed the Long Range Financial Plan (Part 1) report which outlined a budget preparation strategy for 2012 and for the term of Council. The strategy set the increase in the municipal portion of the tax bill to a maximum increase of 2.5 % per year during this Council's term of office.

Through the term of Council priority setting exercise, Council established its strategic funding priorities for the next three years for both operating and capital. These priorities were approved on July 13, 2011 in the report "Draft Terms of Council 2011-2014 Priorities".

On September 14, 2011, City Council adopted a report that set out the timetable and consultation process for the development of the 2012 budgets. This report includes details on the budget adjustments for those City programs under the direction of Council's Standing Committees and the Transit Commission. Separate reports will be tabled for the Ottawa Public Library Board, the Ottawa Police Services Board, the Ottawa Board of Health, Crime Prevention Ottawa and the Committee of Adjustment. This report includes a high level tax summary of the budget requirements for all of the tax supported services.

The budgets for the Water and Sewer programs, which are fully funded from revenues raised on the water bill, are not included in this report as they will be considered separately in early 2012. This timing difference allows for any adjustments made to the tax-supported portion of the integrated capital program (combined road/water/sewer capital works) to be reflected in the water/sewer rate budget. The rate-supported budget will be tabled at an Environment Committee meeting in January 2012 and approved by Council on February 22, 2012.

## DISCUSSION

### **2012 Budget Review and Decision Process**

In June 2011, Council directed that the City Manager work with the Mayor's office to develop draft annual budgets consistent with the direction provided in the Long-Range Financial Plan, identify any unforeseen issues and recommend any strategies that may be required to achieve Council's tax objective. The tabled budget achieves Council's tax objective of having the municipal portion of the tax bill increase by no more than 2.5%. Should Council approve the budget as tabled, the increase in the municipal portion of the property tax bill will be 2.39 %.

Council's approved budget strategy required that as part of the annual budget process, the budget allocation for all local Boards and Commissions be based on their individual pro-rated share of a 2.5% tax increase and the estimated 2% increase in assessment growth. Council requested that these Boards and Commissions develop their draft budgets within their annual allocation. These Boards are to table their budgets with Council on October 26, 2012.

Members of the Public and Advisory Committees are able to provide their input on the draft budgets through a variety of venues. All budget documents will be posted on the City's web site and will be available in hard copy at the City's libraries and Client Service Centers. The opportunities for public engagement are as follows:

- November 1-4: Community Consultations: The City will host four bilingual multi-ward budget consultations. In addition to a central meeting to be held at City Hall, meetings will be held in East, West and South Ottawa.
- November 7-28: Committee/Commission/Board Budget Meetings: Standing Committees of Council along with the Transit Commission, Police Services Board, and Library Board will hold meetings to consider the 2012 draft budget for their respective areas and to listen to public delegations.

- To provide comments on Budget 2012, residents can also call 311 (TTY: 613-580-2401), or e-mail [311@ottawa.ca](mailto:311@ottawa.ca) or fax 613-560-2126.

Council will hold final budget deliberations on November 30, 2011.

## **Building the Budget**

Council adopted a 2012 to 2014 budget strategy earlier this year when adopting the Long Range Financial Plan (LRFP) (Part 1) report. The strategies included a tax objective with a maximum increase of 2.5% for the municipal portion of the tax bill.

The draft budgets have been prepared in accordance with Council's budget strategy including:

- All new operating budget needs were established through Council's strategic initiatives setting process. The annual operating budget envelope for Council's Strategic Initiatives was based on the value of the Provincial upload. The annual capital budget envelope for Council's Strategic Initiatives is based on the estimated \$34 million envelope as identified in the 2011 capital budget.
- In order to maximize Council's ability to achieve its stated taxation direction and to minimize potential risk factors, the LRFP (Part 1) report identified certain strategies to be used throughout the development of the budget. These strategies, and other budget assumptions are as follows:
  - The non-discretionary costs associated with maintaining existing city services were given first funding priority along with funding any part-year costs built into the previous year's budget.
  - In certain areas, more risk is being taken in the budget knowing that there are reserve funds to smooth fluctuations in expenditures where necessary. Examples include winter maintenance and child care.
  - The budget does not include any one-time sources of revenue unless they are used to fund expenditures that are also of a one-time nature. The One-time and Unforeseen Account has been reduced to fund select one-time initiatives identified in the budget.
  - Recreation user fees have not been increased. Other user fees and revenues are increased in accordance with Council's Fiscal Framework to reflect the increased cost of providing the service or program. This includes Transit fares which have been increased by 2.5%. Revenues accounts have also been adjusted to reflect growth in usage.

- In preparing the draft estimates, staff has reviewed the 2011 operating results to date, and where warranted, adjustments have been made to the 2012 draft budget to reflect these results.

During the preparation of the 2011 Capital budget, Council was advised that the tax supported funding available for the capital program would be restricted in 2012 and 2013, as a result of spending and debt authority advanced in 2009 to fund the Infrastructure Stimulus Program. The 2012 draft capital estimates recommend that Council take advantage of current low interest rates and favourable construction pricing to advance transportation network spending by adding an additional \$125 million in debt authority. The construction of the LRT project will result in significant traffic disruption and in order to prepare for that as much transportation work should be undertaken in advance. This will allow less regular rehabilitation work to be undertaken during the construction period to minimize overall traffic disruption.

### Overall Operating Budget Estimates

The net additional tax requirement identified in the draft budgets is **\$29.6 million, or 2.39%** expressed as a tax rate increase. The following table shows the net 2012 taxation changes for City Departments and for the local boards and commissions.

**Table 1 – 2012 Tax Increases**

	2011 Taxation	2012 Tax Increase *	
		\$ Increase	% Increase
<b>Boards &amp; Commission</b>			
Police	209,651	5,137	2.45%
Library	39,416	957	2.43%
Transit	205,643	5,137	2.50%
Public Health	11,082	277	2.50%
Ctee of Adjustment	-	-	-
Crime Prevention	624	10	-
	<b>466,416</b>	<b>11,518</b>	<b>2.47%</b>
<b>City Departments</b>	<b>768,877</b>	<b>18,051</b>	<b>2.35%</b>
<b>Total Taxation</b>	<b>1,235,293</b>	<b>29,570</b>	<b>2.39%</b>
* Net of Assessment Growth			

Total anticipated full time equivalent staff positions required to deliver services for City Operations and the Boards and Commission is 15,306 in 2012. The Service Ottawa initiatives identified in the budgets will result in a net decrease of 47 full time equivalents across all city departments in 2012.

## Projected Taxation for 2012

The impact of the budgets tabled is that an urban taxpayer with an average home assessed at \$304,800 will see a tax increase of 2.39%, or \$75 per year for City services. The following table shows the various levy increases for both an average home and an average commercial property.

**Table 2 – Property Tax Impact**

	Urban Home		Commercial	
	Average Assessment : \$304,800		Average Assessment : \$250,230	
Area	2011	2012	2011	2012
City Wide	1,714	1,744	2,621	2,666
Police	507	520	776	795
Transit	545	559	833	854
Fire	282	299	431	457
Garbage Fee	91	93	-	-
<b>TOTAL</b>	<b>3,139</b>	<b>3,214</b>	<b>4,661</b>	<b>4,773</b>
<b>\$ Change</b>		<b>75</b>		<b>112</b>
<b>% Change</b>		<b>2.39%</b>		<b>2.39%</b>

These impacts as presented are preliminary and are based on certain assumptions that will only be confirmed once the final program spending and assessment data are confirmed.

## 2011 Operating Budget – City Operations (Departments) and Transit

Total 2012 tax supported operating expenses for City Operations are \$1.7 Billion and is \$441 million for Transit Services which is a \$76 million increase over last year. Operating expenditures are funded through property taxes (54%); Payments in Lieu of Property Taxes (7%), federal and provincial grants (18%), fees and service charges (18%) and other miscellaneous revenue sources (3%).

A summary of the budgetary requirements for City Operations and Transit, shown by Standing Committee/Commission and department is provided in Document 1.

The changes to the 2012 budget estimates and the source of their funds are shown by category in the following table.

**Table 3 – Budget Changes in City Operations and Transit**

	City Operations	Transit*
	Millions	
2% Assessment Growth	15.2	4.3
Tax Increase 2.35% / 2.50%	18.1	5.1
Revenue Growth	20.5	8.0
Service Ottawa Savings	7.4	0.1
Provincial Uploads	2.7	-
2011 Base Adjustments	2.3	-
<b>Funds available</b>	<b>66.2</b>	<b>17.5</b>
<b>Funds used as follows:</b>		
Maintain services	45.1	11.0
Growth needs	9.2	6.3
Legislated programs	7.9	0.2
Council Priorities	4.0	-
<b>Funds used</b>	<b>66.2</b>	<b>17.5</b>

#### *Growth in Tax Assessment and Tax Increases*

Assessment growth is projected to be 2% in 2012 which provides \$19.5 M in taxes to support city operations and transit. The tax increase for city operations was 2.35% or \$18.1 million and 2.5% for transit or \$5.1 million.

#### *Revenue Growth*

While user fees in various programs have been adjusted to reflect the increased cost of providing the service, recreation fees have not been increased for a second year in a row.

A 2.5% transit fare increase commencing in July 2012 is provided for in this budget.

#### *Service Ottawa Savings*

Efficiency savings resulting from the Service Ottawa initiatives are built into each year's budget. The total anticipated 5-year savings is \$40.7M which is comprised of both corporate and departmental specific initiatives. For 2012 \$8.0M has been distributed across departmental budgets, including \$89,000 in Transit and \$517,000 in Public Health.

#### *Provincial Uploading*

In 2010 Ontario began uploading a portion the cost of social assistance benefits annually and will assume full responsibility of Ontario Works (OW) benefits currently paid by municipalities by 2018. Initially the Province paid 80 % of Ontario Works benefits, and the municipalities paid 20 %. Currently the municipal share is 18.8% which will be reduced over time, and is projected to save the City \$36 million by 2018. In the meantime the Province announced yearly OW rate increases of 2% in 2011 and 1% in 2012, which results in the City costs for this program increasing before the Province assumes it.

The value of the 2012 upload of Ontario Works has been allocated through the Term of Council Priorities process to fund a number of strategic initiatives in the operating budget. Annual cumulative amounts during the term of Council are as follows:

**Table 4 – Provincial Upload**

Provincial Uploading by Year (\$ '000)			
<b>2012</b>	2,720	2,720	2,720
<b>2013</b>	-	5,135	5,135
<b>2014</b>	-	-	5,010
<b>Total</b>	<b>2,720</b>	<b>7,855</b>	<b>12,865</b>

*Maintaining existing programs and services*

The majority of the expenditure increase in 2012 is to maintain existing City services and programs. Labour inflationary adjustments add \$24.4 million in pressures to the 2012 budget for City Operations. These labour cost adjustments include announced increases to the OMERS pension plan contribution rates. In addition \$6.1 million is required to provide full year funding for staff and station costs at the new Ottawa South and West Fire Stations and for paramedic positions.

Various inflationary pressures totalling \$11 million for the cost of purchased goods and services (such as fuel) are also required for City Operations.

Transit service costs include increased fuel costs of \$9.8 million. Labour costs are increasing by \$9 million, which is offset by \$12.2 million in cost reductions resulting from the optimization program implemented in 2011.

*Growth*

The City Operations budget includes \$9.2 million in increased costs due to growth in population or in City capital infrastructure. Included in this amount is \$3.8 million in additional debt servicing costs for debt previously approved by Council and issued in 2011 or to be issued in 2012. Growth in the City's inventory of building and parks requires increased funding for the maintenance of those assets.

Transit services continue to see increased ridership so an additional \$6.3 million has been added to provide additional service hours and for maintenance of new park and ride facilities.

*Legislated programs and services*

Legislated programs and services include child care, public health, social housing, long term care, social services, the costs of the Municipal Property Assessment Corporation and the cost of paramedic services. Changes in this category of costs include:

- Ontario Works caseload is estimated to increase by 2.5% and a 1% rate increase has been incorporated in the budget,

- Inflationary increase on fee subsidy rates for child care purchase of service agencies,
- An increase in Personal Support Worker's in Long Term Care facilities,
- An increase of funding to service agencies for Homelessness Support and Social Supports to Housing,
- Annualization of phased-in hiring of 24 Paramedics approved in 2011.

#### *Council Priorities*

New initiatives have been added to the 2012 budget that address Council's strategic priorities. These have all been approved by Council. In total \$4.0 million of council priorities have been added to the budget. This is added to the amounts already included in the base budgets from prior years. Initiatives receiving funding include: \$200,000 for operating costs associated with a new a new artificial ice surface ("Rink of Dreams"); \$700,000 for the Emerald Ash Borer Strategy; \$500,000 to fund environmental sustainability initiatives; \$500,000 for a Parks Master Plan; \$120,000 towards cycling safety initiatives. In addition \$500,000 to fund action plans and strategies that will be developed in response to recent and ongoing work on the Senior's Summit has been provided for.

#### *2011 base budget adjustments*

Adjustments to the 2011 base budgets are made after reviewing the forecasted year-end actual expenditures and revenues. The adjustments also reflect items previously budgeted that are no longer required. Base budget adjustments for City Operations reflect subsidy adjustments for the housing program. Adjustments are also made to reflect additional revenues from solid waste recycling markets based on 2011 results.

The transit service budget reflects a base budget adjustment for the removal of one-time funding for bridge financing that was included in the 2011 budget.

#### **Auditor General (AG) Office Budget – Annual Budgetary Increases**

The establishment of the annual budget for the AG's office has been set by by-law based on a fixed percentage of the City's overall operating expenditure budget.

In the LRFP 4 (Part 1) report, Council approved a budgetary strategy that the tax target for all local Boards and Commissions be established based on a prorated share of the Council directed 2.5% tax increase and the estimated 2% increase in assessment growth. It is recommended that the AG's by-law be amended in order to provide annual increases to the budget for the Office of the Auditor General in accordance with the budget strategy for Boards and Commissions.

#### **Impact of Capital on Operating**

Certain capital projects identified for funding in 2012 will result in increased operating costs for the City. These projects are primarily in the growth and strategic initiatives categories of capital. The additional costs result from the requirement to both operate and maintain the capital asset

after it has been constructed or purchased. The operating impact of these projects is identified with each project's description.

### **2012 Draft Capital Budget – City Operations and Transit**

The capital authority being requested in 2012 is \$835.7 million. This includes the total cost of the integrated water/wastewater/roads program but not water and wastewater capital projects which are funded entirely from water and sewer surcharge revenues. Those projects will be included in the capital plan tabled separately with the Rate supported budget.

Included in the 2012 capital is a multi-year budget request to deal with the City's transportation network. The project is called "Ottawa on the Move" and it provides an additional \$125 million of tax supported debt authority to deal with the backlog of road works that should be undertaken in advance of the start of the construction of the City's light rail project in order to minimize disruption. As per previous Council direction the capital program was to be constrained until 2013 as a result of the advancement of spending to fund the Infrastructure Stimulus Program. As can be seen in the following table the result would have been minimal investment in the renewal and repair of the transportation network over the next two years (\$47 million) and increased investment the subsequent years when light rail is also anticipated to be under construction. As a result of Ottawa on the Move the spending on renewal of roads is advanced during the next three years and is then reduced starting in 2015 as the construction of light rail takes place.

**Table 5 - Tax Spending on Asset Renewal – Roads**

	2012	2013	2014	2015	TOTAL
- Original Plan (\$M)	21.4	25.7	60.1	54.6	161.8
- Proposed Plan (\$M)	75	75	75	30	255

The Ottawa on the Move project has total authority of \$340 million as it includes significant integrated roads/sewer/wastewater projects which require funding from water and wastewater sources. While this authority is identified in the budget it will be confirmed by Environment Committee and Council as part of the rate budget in January 2012. In addition certain projects have associated provincial revenues or development charge.

In order to take advantage of today's low interest rate environment it is intended that the \$125 million of debt authority on the project will be issued in 2012. The debt servicing will start in 2013 and will be repaid using funds available from a reduced roads capital program during the light rail construction period.

Document 2 to this report shows the recommended 2012 capital budget authority by Standing Committee and department. The following table provides a summary of the program and the financing sources.

**Table 6 - Capital Program Funding Summary**

Tax Supported Budget (Excluding Police & Library)	2012 Request			
	Renewal	Growth	Strategic Initiatives	Total
	\$000	\$000	\$000	\$000
Expenditure Authority	541,471	231,270	62,972	835,713
Revenue	38,335	38,114	10,721	87,170
Net Financing Required	<b>503,136</b>	<b>193,156</b>	<b>52,251</b>	<b>748,543</b>
<b>Reserves</b>				
- City Purposes	73,368	4,912	35,640	113,920
- Transit	23,565	3,063	12,111	38,739
- Rate Base Integrated Program	51,295	-	-	51,295
<b>Gas Tax - Cash &amp; Debt</b>	24,650	24,062	-	48,712
<b>DC - Cash &amp; Debt</b>	7,324	156,958	1,225	165,507
<b>Ottawa on the Move - Rate Supported Sources</b>	179,363	-	-	179,363
<b>Debt Financing</b>				
City Purposes	9,725	4,000	3,275	17,000
Ottawa on the Move - Tax Supported Debt	125,000	-	-	125,000
- Rate Base Integrated Program	8,846	-	-	8,846
Transit		161		161
<b>Total</b>	<b>503,136</b>	<b>193,156</b>	<b>52,251</b>	<b>748,543</b>

As per Council policy the budget provides for an inflationary increase in the contributions to fund the capital program.

### Capital Budget Forecasts for 2013 to 2015

The Capital forecast for future years is included with Document 2. These forecasts show the increase in spending authority required for the Light Rail project (Tunney's to Blair). New authority for the light rail project is requested in 2012 to advance the design phase while \$1.8 billion in authority is forecast for 2013.

The capital budget estimates in these documents have been prepared based on Council's strategic planning exercise recently completed.

### Debt and Reserves

The City funds its capital program through a combination of tax funds from reserves, debt and grants from senior levels of government.

The City has historically maintained balances in its various reserves in order to preserve some flexibility to adjust spending plans when emergencies or unusual spending requirements occur.

Existing fiscal framework guidelines regarding debt are as follows:

- The increase in debt servicing for non-legacy projects will not be greater than one-quarter of 1% of taxes from property;
- Additional debt is permitted for legacy projects;
- Principle and interest for tax and rate supported debt is not to exceed 7.5% of own source revenues.

The recommended 2012 draft operating and capital budgets allow the City to continue to respect these principles.

### RURAL IMPLICATIONS

The Agriculture and Rural Affairs Committee will review and make recommendations on the 2012 budget.

### CONSULTATION

The consultation on the Draft Operating and Capital budgets will be conducted during the Standing Committee review of these draft estimates and during the four multi-ward bilingual budget consultation meetings (centre, east, west, south) held during November.

### LEGAL IMPLICATIONS:

There are no legal impediments to implementing the recommendations in this report.

### RISK MANAGEMENT IMPLICATIONS:

There are no risk management implications to implementing the recommendations in this report.

### ACCESSIBILITY IMPLICATIONS:

Provisions for accessibility initiatives are incorporated in the tabled budgets.

### FINANCIAL IMPLICATIONS

Financial implications are identified within the report.

SUPPORTING DOCUMENTATION

- Document 1 2012 Draft Operating Budget Summaries
- Document 2 2012 Draft Capital Budget Summaries
- Document 3 2012 Draft Operating and Capital Budget – Tax Supported Programs; on file with the City Clerk

DISPOSITION

Budgets will be amended as per Council deliberation and adoption.

The City Clerk and Solicitor will prepare the required amending By-laws to put into effect the recommended revisions as noted in the Report. The City Clerk and Solicitor will place the amending by-laws on Orders of the Day of Council.

## Expenditures & Revenue Summary by Category

### City of Ottawa

In Thousands (\$000)

Expenditure & Revenue Summary by Category	2010	2011		2012	\$ Change Over
	Actual	Forecast	Budget	Estimate	2011 Budget
<b>Expenditures by Category</b>					
Salaries, Wages & Benefits	1,183,426	1,229,061	1,230,298	1,284,524	54,226
Overtime	39,715	36,572	31,766	32,050	284
Material & Services	468,700	480,757	474,862	497,046	22,184
Transfers/Grants/Financial Charges	697,443	691,048	676,447	695,318	18,871
Fleet Costs	51,473	56,606	57,740	61,279	3,539
Program Facility Costs	87,864	98,701	99,400	102,794	3,394
Other Internal Costs	36,261	41,912	41,101	41,805	704
Service Ottawa	-	(175)	(2,995)	(10,646)	(7,651)
<b>Gross Expenditures</b>	<b>2,564,882</b>	<b>2,634,482</b>	<b>2,608,619</b>	<b>2,704,170</b>	<b>95,551</b>
Recoveries & Allocations	(243,610)	(237,560)	(235,008)	(244,485)	(9,477)
<b>Net Expenditure</b>	<b>2,321,272</b>	<b>2,396,922</b>	<b>2,373,611</b>	<b>2,459,685</b>	<b>86,074</b>
<b>Revenues by Category</b>					
Federal	(34,599)	(37,991)	(37,968)	(37,538)	430
Provincial	(397,320)	(402,295)	(392,365)	(405,176)	(12,811)
Municipal	-	(139)	(139)	-	139
Own Funds	(39,476)	(48,812)	(40,580)	(34,996)	5,584
Fees & Services Charges	(390,067)	(394,017)	(392,467)	(413,872)	(21,405)
Fines	(25,087)	(28,297)	(27,182)	(27,082)	100
Other	(56,472)	(16,076)	(9,676)	(11,470)	(1,794)
Property Taxes	(1,183,345)	(1,262,833)	(1,262,833)	(1,317,109)	(54,276)
Investment Income	(33,165)	(36,791)	(35,291)	(35,291)	-
Development Charges	(594)	(3,132)	(3,132)	(3,132)	-
Payment-in-lieu of taxation	(169,136)	(172,255)	(171,978)	(172,278)	(300)
Service Ottawa	-	-	-	(1,741)	(1,741)
<b>Total Revenue</b>	<b>(2,329,261)</b>	<b>(2,402,638)</b>	<b>(2,373,611)</b>	<b>(2,459,685)</b>	<b>(86,074)</b>
<b>Net Requirement</b>	<b>(7,989)</b>	<b>(5,716)</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Operating Summary by Committee

### City of Ottawa

In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

Operating Summary	2011						2012			\$ Change Over 2011 Net Budget	
	Forecast			Budget			Estimate				
	Exp	Rev	Net	Exp	Rev	Net	Exp	Rev	Net		
<b>Agriculture &amp; Rural Affairs Committee</b>											
Development Review (Rural)	3,301	-	3,301	3,301	-	3,301	3,414	-	3,414		113
<b>Total</b>	<b>3,301</b>	<b>-</b>	<b>3,301</b>	<b>3,301</b>	<b>-</b>	<b>3,301</b>	<b>3,414</b>	<b>-</b>	<b>3,414</b>		<b>113</b>
<b>Community &amp; Protective Services Committee</b>											
Emergency & Protective Services	227,556	(67,489)	160,067	224,278	(63,269)	161,009	235,831	(67,514)	168,317		7,308
Community & Social Services	539,651	(331,907)	207,744	535,189	(326,775)	208,414	544,788	(335,741)	209,047		633
Parks, Recreation & Cultural Services	129,611	(56,019)	73,592	129,804	(58,354)	71,450	134,369	(60,237)	74,132		2,682
Parks, Buildings & Grounds	63,402	(7,415)	55,987	63,777	(8,055)	55,722	65,933	(8,055)	57,878		2,156
<b>Total</b>	<b>960,220</b>	<b>(462,830)</b>	<b>497,390</b>	<b>953,048</b>	<b>(456,453)</b>	<b>496,595</b>	<b>980,921</b>	<b>(471,547)</b>	<b>509,374</b>		<b>12,779</b>
<b>Environment Committee</b>											
Infrastructure Services	7,220	(661)	6,559	7,220	(661)	6,559	7,449	(666)	6,783		224
Community Sustainability - ENV	2,903	-	2,903	2,903	-	2,903	3,508	-	3,508		605
Solid Waste Services	66,677	(47,305)	19,372	67,685	(45,155)	22,530	70,594	(47,375)	23,219		689
Forestry Services	12,391	-	12,391	12,091	-	12,091	12,938	-	12,938		847
<b>Total</b>	<b>89,191</b>	<b>(47,966)</b>	<b>41,225</b>	<b>89,899</b>	<b>(45,816)</b>	<b>44,083</b>	<b>94,489</b>	<b>(48,041)</b>	<b>46,448</b>		<b>2,365</b>
<b>Finance &amp; Economic Development Committee</b>											
Elected Officials	9,809	-	9,809	10,309	-	10,309	10,444	-	10,444		135
Auditor General	1,567	-	1,567	1,567	-	1,567	1,616	-	1,616		49
City Manager's Office	6,219	(300)	5,919	6,159	(300)	5,859	6,815	(300)	6,515		656
Real Estate Partnerships & Development	6,278	(553)	5,725	6,278	(553)	5,725	6,475	(628)	5,847		122
Finance	32,542	(6,826)	25,716	32,387	(6,240)	26,147	33,427	(6,415)	27,012		865
City Clerk & Solicitor	20,833	(945)	19,888	20,659	(945)	19,714	21,296	(440)	20,856		1,142
City Operations DCM's Office	893	-	893	893	-	893	919	-	919		26
Service Ottawa	9,845	(1,444)	8,401	9,845	(1,444)	8,401	10,004	(1,469)	8,535		134
Human Resources	14,372	-	14,372	14,372	-	14,372	15,135	-	15,135		763
Information Technology	43,474	(6)	43,468	44,374	(6)	44,368	48,740	(6)	48,734		4,366
Corporate Communications	4,355	-	4,355	4,405	-	4,405	4,563	-	4,563		158
ISCS Deputy City Manager's Office	1,233	-	1,233	1,233	-	1,233	1,668	-	1,668		435
Community Sustainability - FEDC	5,529	-	5,529	5,529	-	5,529	5,588	-	5,588		59
Rail Implementation	6,729	(6,729)	-	6,729	(6,729)	-	6,999	(6,999)	-		-
Non Departmental	210,066	(1,543,792)	(1,333,726)	197,193	(1,527,162)	(1,329,969)	207,527	(1,587,025)	(1,379,498)		(49,529)
<b>Total</b>	<b>373,744</b>	<b>(1,560,595)</b>	<b>(1,186,851)</b>	<b>361,932</b>	<b>(1,543,379)</b>	<b>(1,181,447)</b>	<b>381,216</b>	<b>(1,603,282)</b>	<b>(1,222,066)</b>		<b>(40,619)</b>
<b>Planning Committee</b>											
Planning and Growth Management	17,910	(15,971)	1,939	17,910	(17,386)	524	19,548	(17,636)	1,912		1,388
Building Code Services - OBC	15,814	(20,188)	(4,374)	15,814	(20,188)	(4,374)	17,105	(21,812)	(4,707)		(333)
Housing	408	-	408	408	-	408	423	-	423		15
<b>Total</b>	<b>34,132</b>	<b>(36,159)</b>	<b>(2,027)</b>	<b>34,132</b>	<b>(37,574)</b>	<b>(3,442)</b>	<b>37,076</b>	<b>(39,448)</b>	<b>(2,372)</b>		<b>1,070</b>

## Operating Summary by Committee

### City of Ottawa

In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

Operating Summary	2011						2012			\$ Change Over 2011 Net Budget	
	Forecast			Budget			Estimate				
	Exp	Rev	Net	Exp	Rev	Net	Exp	Rev	Net		
<b>Transportation Committee</b>											
Public Works General Manager	1,669	-	1,669	1,669	-	1,669	1,188	-	1,188	(481)	
Traffic Management & Operational Support	13,311	(134)	13,177	13,311	(134)	13,177	13,841	(134)	13,707	530	
Roads & Traffic Maintenance	117,417	(2,158)	115,259	116,847	(2,158)	114,689	119,734	(2,158)	117,576	2,887	
Parking Operations	15,687	(15,687)	-	15,687	(15,687)	-	15,687	(15,687)	-	-	
Fleet Services	3,704	(549)	3,155	3,704	(549)	3,155	3,889	(549)	3,340	185	
Transportation Planning	2,651	(55)	2,596	2,581	(55)	2,526	2,717	(55)	2,662	136	
<b>Total</b>	<b>154,439</b>	<b>(18,583)</b>	<b>135,856</b>	<b>153,799</b>	<b>(18,583)</b>	<b>135,216</b>	<b>157,056</b>	<b>(18,583)</b>	<b>138,473</b>	<b>3,257</b>	
<b>Total City Operations</b>	<b>1,615,027</b>	<b>(2,126,133)</b>	<b>(511,106)</b>	<b>1,596,111</b>	<b>(2,101,805)</b>	<b>(505,694)</b>	<b>1,654,172</b>	<b>(2,180,901)</b>	<b>(526,729)</b>	<b>(21,035)</b>	
Transit Commission	427,121	(209,962)	217,159	423,222	(206,063)	217,159	440,693	(214,084)	226,609	9,450	
<b>Total Standing Committees and Commissions</b>	<b>2,042,148</b>	<b>(2,336,095)</b>	<b>(293,947)</b>	<b>2,019,333</b>	<b>(2,307,868)</b>	<b>(288,535)</b>	<b>2,094,865</b>	<b>(2,394,985)</b>	<b>(300,120)</b>	<b>(11,585)</b>	
<b>Boards &amp; Agencies</b>											
Committee of Adjustment	943	(1,143)	(200)	1,093	(1,093)	-	1,120	(1,120)	-	-	
Crime Prevention	643	(19)	624	624	-	624	634	-	634	10	
Ottawa Public Health	50,222	(39,140)	11,082	50,222	(39,140)	11,082	50,257	(38,675)	11,582	500	
Ottawa Public Library	42,959	(3,647)	39,312	43,232	(3,816)	39,416	44,757	(3,596)	41,161	1,745	
Ottawa Police Services	260,007	(22,594)	237,413	259,107	(21,694)	237,413	268,052	(21,309)	246,743	9,330	
<b>Total Boards &amp; Agencies</b>	<b>354,774</b>	<b>(66,543)</b>	<b>288,231</b>	<b>354,278</b>	<b>(65,743)</b>	<b>288,535</b>	<b>364,820</b>	<b>(64,700)</b>	<b>300,120</b>	<b>11,585</b>	
<b>Total Tax Supported Program</b>	<b>2,396,922</b>	<b>(2,402,638)</b>	<b>(5,716)</b>	<b>2,373,611</b>	<b>(2,373,611)</b>	<b>-</b>	<b>2,459,685</b>	<b>(2,459,685)</b>	<b>-</b>	<b>-</b>	

## 2012 Operating Budget Changes

### City of Ottawa

In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

Operating	2011 Baseline		2012 Adjustments						2012	\$ Change Over '11 Budget
	Net Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	Service Ottawa	User Fees & Revenues	Estimate	
<b>Agriculture &amp; Rural Affairs Committee</b>										
Development Review (Rural)	3,301	-	83	-	60	-	(30)	-	3,414	113
<b>Total</b>	<b>3,301</b>	<b>-</b>	<b>83</b>	<b>-</b>	<b>60</b>	<b>-</b>	<b>(30)</b>	<b>-</b>	<b>3,414</b>	<b>113</b>
<b>Community &amp; Protective Services Committee</b>										
Emergency & Protective Services	161,009	(1,765)	12,199	(1,535)	32	-	(1,458)	(165)	168,317	7,308
Community & Social Services	208,414	(4,165)	6,356	(755)	-	-	(743)	(60)	209,047	633
Parks, Recreation and Cultural Services	71,450	-	3,680	100	770	500	(2,368)	-	74,132	2,682
Parks, Buildings & Grounds	55,722	-	1,822	-	1,073	200	(939)	-	57,878	2,156
<b>Total</b>	<b>496,595</b>	<b>(5,930)</b>	<b>24,057</b>	<b>(2,190)</b>	<b>1,875</b>	<b>700</b>	<b>(5,508)</b>	<b>(225)</b>	<b>509,374</b>	<b>12,779</b>
<b>Environment Committee</b>										
Infrastructure Services	6,559	-	376	-	100	-	(247)	(5)	6,783	224
Community Sustainability - ENV	2,903	-	110	-	-	500	(5)	-	3,508	605
Solid Waste Services	22,530	(854)	1,730	429	139	25	(96)	(684)	23,219	689
Forestry Services	12,091	-	265	-	-	700	(118)	-	12,938	847
<b>Total</b>	<b>44,083</b>	<b>(854)</b>	<b>2,481</b>	<b>429</b>	<b>239</b>	<b>1,225</b>	<b>(466)</b>	<b>(689)</b>	<b>46,448</b>	<b>2,365</b>
<b>Finance &amp; Economic Development Committee</b>										
Elected Officials	10,309	-	135	-	-	-	-	-	10,444	135
Auditor General	1,567	-	49	-	-	-	-	-	1,616	49
City Manager's Office	5,859	-	166	-	-	500	(10)	-	6,515	656
Real Estate Partnerships & Development	5,725	-	285	-	-	-	(88)	(75)	5,847	122
Finance	26,147	(175)	1,280	-	-	-	(240)	-	27,012	865
City Clerk & Solicitor	19,714	-	950	-	-	260	(68)	-	20,856	1,142
City Operations DCM's Office	893	-	30	-	-	-	(4)	-	919	26
Service Ottawa	8,401	-	233	-	-	-	(74)	(25)	8,535	134
Human Resources	14,372	-	540	-	-	725	(502)	-	15,135	763
Information Technology	44,368	-	2,153	-	60	90	2,063	-	48,734	4,366
Corporate Communications	4,405	-	106	-	-	80	(28)	-	4,563	158
ISCS Deputy City Manager's Office	1,233	-	440	-	-	-	(5)	-	1,668	435
Community Sustainability - FEDC	5,529	-	70	-	-	-	(11)	-	5,588	59
Rail Implementation	-	-	-	-	-	-	-	-	-	-
Non Departmental	(1,329,969)	98	(27,946)	300	(20,876)	(805)	-	(300)	(1,379,498)	(49,529)
<b>Total</b>	<b>(1,181,447)</b>	<b>(77)</b>	<b>(21,509)</b>	<b>300</b>	<b>(20,816)</b>	<b>850</b>	<b>1,033</b>	<b>(400)</b>	<b>(1,222,066)</b>	<b>(40,619)</b>

## 2012 Operating Budget Changes

### City of Ottawa

In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

Operating	2011 Baseline		2012 Adjustments						2012	\$ Change Over '11 Budget
	Net Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	Service Ottawa	User Fees & Revenues	Estimate	
<b>Planning Committee</b>										
Planning and Growth Management	524	(28)	1,581	-	80	300	(295)	(250)	1,912	1,388
Building Code Services - OBC	(4,374)	-	466	830	-	-	(5)	(1,624)	(4,707)	(333)
Housing	408	-	15	-	-	-	-	-	423	15
<b>Total</b>	<b>(3,442)</b>	<b>(28)</b>	<b>2,062</b>	<b>830</b>	<b>80</b>	<b>300</b>	<b>(300)</b>	<b>(1,874)</b>	<b>(2,372)</b>	<b>1,070</b>
<b>Transportation Committee</b>										
Public Works General Manager	1,669	-	30	-	-	-	(511)	-	1,188	(481)
Traffic Management & Operational Support	13,177	-	395	-	280	100	(245)	-	13,707	530
Roads & Traffic Maintenance	114,689	-	2,129	-	2,105	-	(1,347)	-	117,576	2,887
Parking Operations	-	-	2	-	-	-	(2)	-	-	-
Fleet Services	3,155	-	185	-	-	-	-	-	3,340	185
Transportation Planning	2,526	-	113	-	-	45	(22)	-	2,662	136
<b>Total</b>	<b>135,216</b>	<b>-</b>	<b>2,854</b>	<b>-</b>	<b>2,385</b>	<b>145</b>	<b>(2,127)</b>	<b>-</b>	<b>138,473</b>	<b>3,257</b>
<b>Total City Operations</b>	<b>(505,694)</b>	<b>(6,889)</b>	<b>10,028</b>	<b>(631)</b>	<b>(16,177)</b>	<b>3,220</b>	<b>(7,398)</b>	<b>(3,188)</b>	<b>(526,729)</b>	<b>(21,035)</b>
Transit Commission	217,159	8,625	5,333	215	(328)	-	(89)	(4,306)	226,609	9,450
<b>Total Standing Committees and Commissions</b>	<b>(288,535)</b>	<b>1,736</b>	<b>15,361</b>	<b>(416)</b>	<b>(16,505)</b>	<b>3,220</b>	<b>(7,487)</b>	<b>(7,494)</b>	<b>(300,120)</b>	<b>(11,585)</b>
<b>Boards &amp; Agencies</b>										
Committee of Adjustment	-	-	27	-	-	-	-	(27)	-	-
Crime Prevention	624	-	10	-	-	-	-	-	634	10
Ottawa Public Health	11,082	-	525	-	200	292	(517)	-	11,582	500
Ottawa Public Library	39,416	-	1,747	-	-	-	(2)	-	41,161	1,745
Ottawa Police Services	237,413	-	10,445	-	-	421	(1,386)	(150)	246,743	9,330
<b>Total Boards &amp; Agencies</b>	<b>288,535</b>	<b>-</b>	<b>12,754</b>	<b>-</b>	<b>200</b>	<b>713</b>	<b>(1,905)</b>	<b>(177)</b>	<b>300,120</b>	<b>11,585</b>
<b>Total Tax Supported Program</b>	<b>-</b>	<b>1,736</b>	<b>28,115</b>	<b>(416)</b>	<b>(16,305)</b>	<b>3,933</b>	<b>(9,392)</b>	<b>(7,671)</b>	<b>-</b>	<b>-</b>

## Full Time Equivalent Summary by Committee

### City of Ottawa

Full Time Equivalents (FTE's)	2011	2011	2012	2012	2012
	Revised	Service Ottawa		Adjustments	Estimate
<b>Agriculture &amp; Rural Affairs Committee</b>					
Development Review (Rural)	21.00	-	-	-	21.00
<b>Total</b>	<b>21.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>21.00</b>
<b>Community &amp; Protective Services Committee</b>					
Emergency & Protective Services	1,867.28	(9.00)	(18.00)	-	1,840.28
Community & Social Services	1,402.71	(4.00)	(7.00)	4.40	1,396.11
Parks, Recreation & Cultural Services	1,074.08	(6.00)	(15.00)	12.64	1,065.72
Parks, Buildings & Grounds	828.91	(1.00)	(6.00)	31.59	853.50
<b>Total</b>	<b>5,172.98</b>	<b>(20.00)</b>	<b>(46.00)</b>	<b>48.63</b>	<b>5,155.61</b>
<b>Environment Committee</b>					
Infrastructure Services	295.17	(1.00)	(4.00)	1.00	291.17
Community Sustainability - ENV	26.00	-	-	-	26.00
Solid Waste Services	95.25	-	-	2.00	97.25
Forestry Services	80.60	-	(1.00)	2.00	81.60
<b>Total</b>	<b>497.02</b>	<b>(1.00)</b>	<b>(5.00)</b>	<b>5.00</b>	<b>496.02</b>
<b>Finance &amp; Economic Development Committee</b>					
Elected Officials	-	-	-	-	-
Auditor General	8.00	-	-	-	8.00
City Manager's Office	37.00	-	-	-	37.00
Real Estate Partnerships & Development	43.50	-	(1.00)	-	42.50
Finance	459.31	(2.00)	(4.00)	-	453.31
City Clerk & Solicitor	204.84	(1.00)	(1.00)	-	202.84
City Operations DCM's Office	7.00	-	-	-	7.00
Service Ottawa	107.23	-	(1.00)	-	106.23
Human Resources	136.00	(2.00)	(7.00)	1.00	128.00
Information Technology	354.00	(3.00)	2.00	1.00	354.00
Corporate Communications	44.00	-	-	-	44.00
ISCS Deputy City Manager's Office	10.49	-	-	-	10.49
Community Sustainability - FEDC	6.00	-	-	-	6.00
Rail Implementation	28.00	-	-	-	28.00
Non Departmental	-	-	-	-	-
<b>Total</b>	<b>1,445.37</b>	<b>(8.00)</b>	<b>(12.00)</b>	<b>2.00</b>	<b>1,427.37</b>

## Full Time Equivalent Summary by Committee

### City of Ottawa

Full Time Equivalents (FTE's)	2011	2011	2012	2012	2012
	Revised	Service Ottawa		Adjustments	Estimate
<b>Planning Committee</b>					
Planning and Growth Management	208.40	(3.00)	(5.00)	1.00	201.40
Building Code Services - OBC	182.62	-	-	8.00	190.62
Housing	4.00	-	-	-	4.00
<b>Total</b>	<b>395.02</b>	<b>(3.00)</b>	<b>(5.00)</b>	<b>9.00</b>	<b>396.02</b>
<b>Transportation Committee</b>					
Public Works General Manager	17.00	-	-	-	17.00
Traffic Management & Operational Support	147.54	(2.00)	(3.00)	3.16	145.70
Roads & Traffic Maintenance	690.54	-	(12.00)	11.84	690.38
Parking Operations	19.01	-	-	-	19.01
Fleet Services	186.65	(5.00)	(4.00)	3.00	180.65
Transportation Planning	28.00	-	-	-	28.00
<b>Total</b>	<b>1,088.74</b>	<b>(7.00)</b>	<b>(19.00)</b>	<b>18.00</b>	<b>1,080.74</b>
<b>Total City Operations</b>	<b>8,620.13</b>	<b>(39.00)</b>	<b>(87.00)</b>	<b>82.63</b>	<b>8,576.76</b>
Transit Commission	3,163.04	(2.00)	(1.00)	6.00	3,166.04
<b>Total Standing Committees and Commissions</b>	<b>11,783.17</b>	<b>(41.00)</b>	<b>(88.00)</b>	<b>88.63</b>	<b>11,742.80</b>
<b>Boards &amp; Agencies</b>					
Committee of Adjustment	10.00	-	-	-	10.00
Crime Prevention	2.00	-	-	-	2.00
Ottawa Public Health	506.91	-	-	3.00	509.91
Ottawa Public Library	455.36	-	-	-	455.36
Ottawa Police Services	1,946.30	-	-	-	1,946.30
<b>Total Boards &amp; Agencies</b>	<b>2,920.57</b>	<b>-</b>	<b>-</b>	<b>3.00</b>	<b>2,923.57</b>
<b>Total Full Time Equivalents (FTE's)</b>	<b>14,703.74</b>	<b>(41.00)</b>	<b>(88.00)</b>	<b>91.63</b>	<b>14,666.37</b>

## 2012 Operating FTE Budget Changes

City of Ottawa

Full Time Equivalents (FTE's)	2011 Baseline		2012 Adjustments							2012	Change Over '11 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	2011 Service Ottawa	2012 Service Ottawa	User Fees & Revenues	Estimate	
<b>Agriculture &amp; Rural Affairs Committee</b>											
Development Review (Rural)	21.00	-	-	-	-	-	-	-	-	21.00	-
<b>Total</b>	<b>21.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>21.00</b>	<b>-</b>
<b>Community &amp; Protective Services Committee</b>											
Emergency & Protective Services	1,867.28	-	-	-	-	-	(9.00)	(18.00)	-	1,840.28	(27.00)
Community & Social Services	1,402.71	-	-	4.40	-	-	(4.00)	(7.00)	-	1,396.11	(6.60)
Parks, Recreation and Cultural Services	1,074.08	-	-	2.20	9.44	1.00	(6.00)	(15.00)	-	1,065.72	(8.36)
Parks, Buildings & Grounds	828.91	17.00	-	-	13.75	0.84	(1.00)	(6.00)	-	853.50	24.59
<b>Total</b>	<b>5,172.98</b>	<b>17.00</b>	<b>-</b>	<b>6.60</b>	<b>23.19</b>	<b>1.84</b>	<b>(20.00)</b>	<b>(46.00)</b>	<b>-</b>	<b>5,155.61</b>	<b>(17.37)</b>
<b>Environment Committee</b>											
Infrastructure Services	295.17	-	-	-	1.00	-	(1.00)	(4.00)	-	291.17	(4.00)
Community Sustainability - ENV	26.00	-	-	-	-	-	-	-	-	26.00	-
Solid Waste Services	95.25	-	2.00	-	-	-	-	-	-	97.25	2.00
Forestry Services	80.60	-	-	-	-	2.00	-	(1.00)	-	81.60	1.00
<b>Total</b>	<b>497.02</b>	<b>-</b>	<b>2.00</b>	<b>-</b>	<b>1.00</b>	<b>2.00</b>	<b>(1.00)</b>	<b>(5.00)</b>	<b>-</b>	<b>496.02</b>	<b>(1.00)</b>
<b>Finance &amp; Economic Development Committee</b>											
Elected Officials	-	-	-	-	-	-	-	-	-	-	-
Auditor General	8.00	-	-	-	-	-	-	-	-	8.00	-
City Manager's Office	37.00	-	-	-	-	-	-	-	-	37.00	-
Real Estate Partnerships & Development	43.50	-	-	-	-	-	-	(1.00)	-	42.50	(1.00)
Finance	459.31	-	-	-	-	-	(2.00)	(4.00)	-	453.31	(6.00)
City Clerk & Solicitor	204.84	-	-	-	-	-	(1.00)	(1.00)	-	202.84	(2.00)
City Operations DCM's Office	7.00	-	-	-	-	-	-	-	-	7.00	-
Service Ottawa	107.23	-	-	-	-	-	-	(1.00)	-	106.23	(1.00)
Human Resources	136.00	-	-	-	-	1.00	(2.00)	(7.00)	-	128.00	(8.00)
Information Technology	354.00	-	-	-	-	1.00	(3.00)	2.00	-	354.00	-
Corporate Communications	44.00	-	-	-	-	-	-	-	-	44.00	-
ISCS Deputy City Manager's Office	10.49	-	-	-	-	-	-	-	-	10.49	-
Community Sustainability - FEDC	6.00	-	-	-	-	-	-	-	-	6.00	-
Rail Implementation	28.00	-	-	-	-	-	-	-	-	28.00	-
Non Departmental	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>1,445.37</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2.00</b>	<b>(8.00)</b>	<b>(12.00)</b>	<b>-</b>	<b>1,427.37</b>	<b>(18.00)</b>

## 2012 Operating FTE Budget Changes

City of Ottawa

Full Time Equivalents (FTE's)	2011 Baseline		2012 Adjustments							2012	Change Over '11 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	2011 Service Ottawa	2012 Service Ottawa	User Fees & Revenues	Estimate	
<b>Planning Committee</b>											
Planning and Growth Management	208.40	-	-	-	1.00	-	(3.00)	(5.00)	-	201.40	(7.00)
Building Code Services - OBC	182.62	-	-	8.00	-	-	-	-	-	190.62	8.00
Housing	4.00	-	-	-	-	-	-	-	-	4.00	-
<b>Total</b>	<b>395.02</b>	<b>-</b>	<b>-</b>	<b>8.00</b>	<b>1.00</b>	<b>-</b>	<b>(3.00)</b>	<b>(5.00)</b>	<b>-</b>	<b>396.02</b>	<b>1.00</b>
<b>Transportation Committee</b>											
Public Works General Manager	17.00	-	-	-	-	-	-	-	-	17.00	-
Traffic Management & Operational Support	147.54	-	-	-	2.16	1.00	(2.00)	(3.00)	-	145.70	(1.84)
Roads & Traffic Maintenance	690.54	-	-	-	11.84	-	-	(12.00)	-	690.38	(0.16)
Parking Operations	19.01	-	-	-	-	-	-	-	-	19.01	-
Fleet Services	186.65	-	-	-	3.00	-	(5.00)	(4.00)	-	180.65	(6.00)
Transportation Planning	28.00	-	-	-	-	-	-	-	-	28.00	-
<b>Total</b>	<b>1,088.74</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17.00</b>	<b>1.00</b>	<b>(7.00)</b>	<b>(19.00)</b>	<b>-</b>	<b>1,080.74</b>	<b>(8.00)</b>
<b>Total City Operations</b>	<b>8,620.13</b>	<b>17.00</b>	<b>2.00</b>	<b>14.60</b>	<b>42.19</b>	<b>6.84</b>	<b>(39.00)</b>	<b>(87.00)</b>	<b>-</b>	<b>8,576.76</b>	<b>(43.37)</b>
Transit Commission	3,163.04	-	-	-	6.00	-	(2.00)	(1.00)	-	3,166.04	3.00
<b>Total Standing Committees and Commissions</b>	<b>11,783.17</b>	<b>17.00</b>	<b>2.00</b>	<b>14.60</b>	<b>48.19</b>	<b>6.84</b>	<b>(41.00)</b>	<b>(88.00)</b>	<b>-</b>	<b>11,742.80</b>	<b>(40.37)</b>
<b>Boards &amp; Agencies</b>											
Committee of Adjustment	10.00	-	-	-	-	-	-	-	-	10.00	-
Crime Prevention	2.00	-	-	-	-	-	-	-	-	2.00	-
Ottawa Public Health	506.91	-	-	1.00	1.00	1.00	-	-	-	509.91	3.00
Ottawa Public Library	455.36	-	-	-	-	-	-	-	-	455.36	-
Ottawa Police Services	1,946.30	-	-	-	-	-	-	-	-	1,946.30	-
<b>Total Boards &amp; Agencies</b>	<b>2,920.57</b>	<b>-</b>	<b>-</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,923.57</b>	<b>3.00</b>
<b>Total Full Time Equivalents (FTE's)</b>	<b>14,703.74</b>	<b>17.00</b>	<b>2.00</b>	<b>15.60</b>	<b>49.19</b>	<b>7.84</b>	<b>(41.00)</b>	<b>(88.00)</b>	<b>-</b>	<b>14,666.37</b>	<b>(37.37)</b>
<b>Percent of 2011 FTEs</b>		<b>0.1%</b>	<b>0.0%</b>	<b>0.1%</b>	<b>0.3%</b>	<b>0.1%</b>	<b>-0.3%</b>	<b>-0.6%</b>	<b>0.0%</b>	<b>-0.3%</b>	



**City of Ottawa**  
**Corporate Summary - 2012 Draft Capital Budget**  
**In Thousands (\$000)**

Standing Committees/Commission/Boards	2012	2013	2014	2015	Total
<b>Agriculture &amp; Rural Affairs Committee</b>					
Fire Services	160	160	-	-	320
Paramedic Services	-	-	198	1,000	1,198
Transportation Services	6,360	2,200	3,750	2,400	14,710
	<b>6,520</b>	<b>2,360</b>	<b>3,948</b>	<b>3,400</b>	<b>16,228</b>
<b>Community &amp; Protective Services Committee</b>					
By-Law & Regulatory Services	685	186	300	201	1,372
Child Care	781	800	800	50	2,431
Community Development & Funding	300	300	300	-	900
Employment & Financial Assista	-	-	194	-	194
Fire Services	9,256	8,126	8,105	6,988	32,475
General Government	-	100	100	2,100	2,300
General Manager Community & Social Svcs	-	330	330	-	660
Housing	3,268	2,105	2,105	-	7,478
Long Term Care	558	870	870	850	3,148
Paramedic Services	4,026	4,345	5,412	4,902	18,685
Parks, Recreation & Culture	65,302	20,687	23,690	27,836	137,515
	<b>84,176</b>	<b>37,849</b>	<b>42,206</b>	<b>42,927</b>	<b>207,158</b>
<b>Environment-Tax Committee</b>					
Environment	4,287	4,837	5,837	1,200	16,161
General Government	100	25	-	-	125
Real Estate Partnerships & Dev	2,000	2,000	2,000	2,050	8,050
Solid Waste	1,845	20,833	4,609	4,050	31,337
Wastewater Services	-	500	500	353	1,353
	<b>8,232</b>	<b>28,195</b>	<b>12,946</b>	<b>7,653</b>	<b>57,026</b>
<b>Finance &amp; Economic Development Committee</b>					
City Clerk & Solicitor	65	-	-	-	65
City Manager's Office	-	-	-	34,350	34,350
Community & Social Services	100	-	-	-	100
Employee Services	-	750	-	-	750
General Government	3,488	1,555	1,555	500	7,098
Information Technology	12,815	12,410	11,950	11,790	48,965
Service Ottawa	11,408	11,086	9,674	-	32,168
Transit Services	63,300	1,762,400	-	-	1,825,700
	<b>91,176</b>	<b>1,788,201</b>	<b>23,179</b>	<b>46,640</b>	<b>1,949,196</b>
<b>Planning Committee</b>					
Housing	14,621	14,640	8,621	-	37,882
Planning & Development	610	760	760	175	2,305
	<b>15,231</b>	<b>15,400</b>	<b>9,381</b>	<b>175</b>	<b>40,187</b>
<b>Transit Commission</b>					
Transit Services	64,131	67,932	60,077	81,248	273,388
	<b>64,131</b>	<b>67,932</b>	<b>60,077</b>	<b>81,248</b>	<b>273,388</b>
<b>Transportation Committee</b>					
Fleet Services	1,400	1,904	1,007	3,055	7,366
Integrated Roads, Water & Wastewater	77,510	250	111,173	85,715	274,648
Transit Services	16,850	7,670	26,380	11,080	61,980
Transportation Services	470,487	86,306	138,253	131,042	826,088
	<b>566,247</b>	<b>96,130</b>	<b>276,813</b>	<b>230,892</b>	<b>1,170,082</b>
<b>Total Standing Committees &amp; Transit</b>	<b>835,713</b>	<b>2,036,067</b>	<b>428,550</b>	<b>412,935</b>	<b>3,713,265</b>
<b>Police Services</b>	<b>10,704</b>	<b>11,935</b>	<b>15,345</b>	<b>55,093</b>	<b>93,077</b>
<b>Library Services</b>	<b>4,430</b>	<b>3,885</b>	<b>5,245</b>	<b>8,014</b>	<b>21,574</b>
<b>Total Corporate Capital Budget</b>	<b>850,847</b>	<b>2,051,887</b>	<b>449,140</b>	<b>476,042</b>	<b>3,827,916</b>

**City of Ottawa**  
**Capital Reserve Continuities - 2011**  
**In Thousands (\$000)**

Capital Reserve	2011 Opening Balance	Contributions*	Transfers to (Operating)/ Other	Transfers to Capital	Projected Closing Balance**
<b>Tax Supported</b>					
City Wide	(22,393)	106,091	(3,452)	(97,576)	(17,330)
Child Care	1,767	16	(781)	(200)	802
Social Housing	7,976	7,302	(7,542)	-	7,736
Corporate Fleet	3,177	20,146	(549)	(21,133)	1,641
Transit	4,284	69,500	(5,843)	(54,368)	13,573
Para Transpo Fleet	606	1,669	-	-	2,275
Library	330	2,691	80	(2,665)	436
Environmental	4,440	67	-	-	4,507
	187	207,482	(18,087)	(175,942)	13,640
<b>Rate Supported</b>					
Solid Waste	1,202	3,994	(2,413)	(200)	2,583
	1,202	3,994	(2,413)	(200)	2,583
<b>Gas Taxes</b>					
Provincial	72	33,629	(26,971)	(7,643)	(913)
Federal	1,133	50,024	(9,781)	(40,043)	1,333
	1,205	83,653	(36,752)	(47,686)	420
<b>Other Non-Tax Reserves</b>					
Cash-in-Lieu Parking	4,157	128	-	(75)	4,210
Cash-in-Lieu Parkland	17,750	5,818	(1,781)	(4,522)	17,265
Winter Maintenance	8,294	-	-	-	8,294
Tax Stabilization	609	190	-	-	799
Parking	8,577	4,881	-	(4,620)	8,838
Solid Waste Compensation	10,254	31	(7,000)	-	3,285
Centrepointe Theatre	86	46	-	(100)	32
Shenkman Arts Centre	3,872	250	(95)	-	4,027
Building Code Capital	6,446	-	-	-	6,446
	60,045	11,344	(8,876)	(9,317)	53,196
<b>TOTAL</b>	<b>62,639</b>	<b>306,473</b>	<b>(66,129)</b>	<b>(233,145)</b>	<b>69,838</b>

\*Contributions include: transfers from operating, revenue, and interest earned.

\*\* Projected closing balances include an estimated distribution of year-end surpluses in 2011.

**City of Ottawa**  
**Capital Reserve Continuities - 2012**  
**In Thousands (\$000)**

Capital Reserve	2012 Opening Balance	Contributions*	Transfers to (Operating)/ Other	Transfers to Capital	Projected Closing Balance
<b>Tax Supported</b>					
City Wide	(17,330)	97,880	(7,565)	(84,973)	(11,988)
Child Care	802	-	-	-	802
Social Housing	7,736	3,105	-	(3,105)	7,736
Corporate Fleet	1,641	18,305	4,595	(21,492)	3,049
Transit	13,573	53,249	(10,445)	(38,739)	17,638
Para Transpo Fleet	2,275	1,651	-	-	3,926
Library	436	2,934	-	(3,575)	(205)
Environmental	4,507	1,400	(805)	-	5,102
	13,640	178,524	(14,220)	(151,884)	26,060
<b>Rate Supported</b>					
Solid Waste	2,583	3,980	-	(800)	5,763
	2,583	3,980	-	(800)	5,763
<b>Gas Taxes</b>					
Provincial	(913)	35,240	(19,319)	(13,500)	1,508
Federal	1,333	49,824	(9,919)	(35,212)	6,026
	420	85,064	(29,238)	(48,712)	7,534
<b>Other Non-Tax Reserves</b>					
Cash-in-Lieu Parking	4,210	-	-	(287)	3,923
Cash-in-Lieu Parkland	17,265	2,696	-	(997)	18,964
Winter Maintenance	8,294	-	-	-	8,294
Tax Stabilization	799	-	-	-	799
Parking	8,839	4,833	-	(3,205)	10,467
Solid Waste Compensation	3,285	-	-	(750)	2,535
Centrepointe Theatre	32	-	-	(75)	(43)
Shenkman Arts Centre	4,027	-	-	-	4,027
Building Code Capital	6,446	-	-	-	6,446
	53,196	7,529	-	(5,314)	55,411
<b>TOTAL</b>	<b>69,839</b>	<b>275,097</b>	<b>(43,458)</b>	<b>(206,710)</b>	<b>94,768</b>

\*Contributions include: transfers from operating, revenue, and interest earned.

**Development Charge Continuity**  
**2012 Forecast**  
**In Thousands (\$000)**

Deferred Revenue Account	2012 Opening Balance	Development Charges	Debt Service Charges*	Capital Expenditures	Projected Closing Balance
AFFORDABLE HOUSING	371	286	-	-	656
CHILD CARE SERVICES	2,558	307	-	-	2,866
EMERGENCY MEDICAL SERVICES	542	171	-	-	714
FIRE PROTECTION	124	756	-	(382)	497
LIBRARY SERVICES	7,324	1,317	-	(855)	7,785
PARKS DEVELOPMENT	13,887	5,842	-	(3,762)	15,967
POLICE SERVICES	1,541	972	(1,564)	-	950
PUBLIC TRANSIT	16,155	15,915	-	(11,903)	20,167
PUBLIC WORKS	2,119	2,267	(94)	(3,293)	999
RECREATION	48,107	7,846	(404)	(43,536)	12,013
ROADS & STRUCTURES	(106)	32,654	(4,066)	(75,192)	(46,710)
STUDIES	(2,143)	974	-	(150)	(1,319)
<b>Total</b>	<b>90,479</b>	<b>69,308</b>	<b>(6,128)</b>	<b>(139,073)</b>	<b>14,586</b>

\*Debt Service Charges includes both Long-term Debt Service Charges and Estimated Debt Service Charges for new issues.

**City of Ottawa**  
**Capital Debt Model (Tax Supported)**  
 In Thousands (\$000)

2012 Draft Budget

	2011	2012	2013	2014	2015
<b>Tax Supported Debt Summary</b>					
<b>Opening Issued Net Debt</b>	637,681	762,812	1,035,294	1,208,692	1,197,559
Estimated New Issues	186,918	337,800	247,200	60,000	58,000
Principal Payments and Sinking Fund Increases	(61,787)	(65,318)	(73,802)	(71,133)	(79,461)
<b>Closing Issued Net Debt</b>	<b>762,812</b>	<b>1,035,294</b>	<b>1,208,692</b>	<b>1,197,559</b>	<b>1,176,098</b>
<b>Opening Unissued Net Debt</b>	816,244	864,652	692,414	931,988	935,579
New Authority	235,326	165,562	486,774	63,591	54,654
New Issues	(186,918)	(337,800)	(247,200)	(60,000)	(58,000)
<b>Closing Unissued Net Debt</b>	<b>864,652</b>	<b>692,414</b>	<b>931,988</b>	<b>935,579</b>	<b>932,233</b>
<b>Total Debt Issued and Unissued</b>	<b>1,627,464</b>	<b>1,727,708</b>	<b>2,140,680</b>	<b>2,133,138</b>	<b>2,108,331</b>
<b>Debt Service Charges</b>					
Principal	61,787	65,165	71,982	68,628	76,545
Interest	37,336	40,234	46,668	60,198	55,923
	<b>99,123</b>	<b>105,399</b>	<b>118,650</b>	<b>128,826</b>	<b>132,468</b>
<b>Tax Supported</b>					
<b>Opening Issued Net Debt</b>	385,213	460,645	655,851	765,374	759,779
Estimated New Issues	112,222	235,000	155,600	40,000	43,000
Principal Payments and Sinking Fund Increases	(36,790)	(39,794)	(46,077)	(45,595)	(47,945)
<b>Closing Issued Net Debt</b>	<b>460,645</b>	<b>655,851</b>	<b>765,374</b>	<b>759,779</b>	<b>754,834</b>
<b>Opening Unissued Net Debt</b>	569,246	457,431	364,431	216,606	220,406
New Authority	407	142,000	7,775	43,800	38,300
New Issues	(112,222)	(235,000)	(155,600)	(40,000)	(43,000)
<b>Closing Unissued Net Debt</b>	<b>457,431</b>	<b>364,431</b>	<b>216,606</b>	<b>220,406</b>	<b>215,706</b>
<b>Total Debt Issued and Unissued</b>	<b>918,076</b>	<b>1,020,282</b>	<b>981,980</b>	<b>980,185</b>	<b>970,540</b>
<b>Debt Service Charges</b>					
Principal	36,790	39,641	44,422	43,735	45,872
Interest	27,260	28,215	30,799	36,420	36,977
	<b>64,050</b>	<b>67,856</b>	<b>75,221</b>	<b>80,155</b>	<b>82,849</b>

**City of Ottawa**  
**Capital Debt Model (Tax Supported)**  
 In Thousands (\$000)

2012 Draft Budget

	2011	2012	2013	2014	2015
<b>Tax Development Charge Supported</b>					
<b>Opening Issued Net Debt</b>	27,068	44,026	51,198	62,992	79,176
Estimated New Issues	19,063	10,000	15,000	20,000	15,000
Principal Payments and Sinking Fund Increases	(2,105)	(2,828)	(3,206)	(3,816)	(4,586)
<b>Closing Issued Net Debt</b>	<b>44,026</b>	<b>51,198</b>	<b>62,992</b>	<b>79,176</b>	<b>89,590</b>
<b>Opening Unissued Net Debt</b>	64,560	81,098	87,686	82,056	67,674
New Authority	35,601	16,588	9,370	5,618	9,722
New Issues	(19,063)	(10,000)	(15,000)	(20,000)	(15,000)
<b>Closing Unissued Net Debt</b>	<b>81,098</b>	<b>87,686</b>	<b>82,056</b>	<b>67,674</b>	<b>62,396</b>
<b>Total Debt Issued and Unissued</b>	<b>125,124</b>	<b>138,884</b>	<b>145,048</b>	<b>146,850</b>	<b>151,986</b>
<b>Debt Service Charges</b>					
Principal	2,105	2,828	3,195	3,796	4,556
Interest	1,027	1,737	2,095	2,686	3,568
	<b>3,132</b>	<b>4,565</b>	<b>5,290</b>	<b>6,482</b>	<b>8,124</b>
<b>Transit Tax Supported</b>					
<b>Opening Issued Net Debt</b>	117,995	154,418	200,657	247,103	231,785
Estimated New Issues	51,133	60,000	61,000	-	-
Principal Payments and Sinking Fund Increases	(14,710)	(13,761)	(14,554)	(15,318)	(15,193)
<b>Closing Issued Net Debt</b>	<b>154,418</b>	<b>200,657</b>	<b>247,103</b>	<b>231,785</b>	<b>216,592</b>
<b>Opening Unissued Net Debt</b>	89,736	176,011	116,172	55,172	55,172
New Authority	137,408	161	-	-	3,284
New Issues	(51,133)	(60,000)	(61,000)	-	-
<b>Closing Unissued Net Debt</b>	<b>176,011</b>	<b>116,172</b>	<b>55,172</b>	<b>55,172</b>	<b>58,456</b>
<b>Total Debt Issued and Unissued</b>	<b>330,429</b>	<b>316,829</b>	<b>302,275</b>	<b>286,957</b>	<b>275,048</b>
<b>Debt Service Charges</b>					
Principal	14,710	13,761	14,554	15,318	15,193
Interest	4,807	6,129	8,231	10,405	9,764
	<b>19,517</b>	<b>19,890</b>	<b>22,785</b>	<b>25,723</b>	<b>24,957</b>

**City of Ottawa**  
**Capital Debt Model (Tax Supported)**  
**In Thousands (\$000)**

**2012 Draft Budget**

	2011	2012	2013	2014	2015
<b>Transit Development Charge Supported</b>					
<b>Opening Issued Net Debt</b>	-	-	31,300	30,829	30,334
Estimated New Issues	-	31,300	-	-	-
Principal Payments and Sinking Fund Increases	-	-	(471)	(495)	(519)
<b>Closing Issued Net Debt</b>	-	<b>31,300</b>	<b>30,829</b>	<b>30,334</b>	<b>29,815</b>
<b>Opening Unissued Net Debt</b>	24,791	45,513	21,026	311,491	325,664
New Authority	20,722	6,813	290,465	14,173	3,348
New Issues	-	(31,300)	-	-	-
<b>Closing Unissued Net Debt</b>	<b>45,513</b>	<b>21,026</b>	<b>311,491</b>	<b>325,664</b>	<b>329,012</b>
<b>Total Debt Issued and Unissued</b>	<b>45,513</b>	<b>52,326</b>	<b>342,320</b>	<b>355,998</b>	<b>358,827</b>
<b>Debt Service Charges</b>					
Principal	-	-	471	495	519
Interest	-	-	1,565	1,541	1,517
	-	-	<b>2,036</b>	<b>2,036</b>	<b>2,036</b>
<b>Federal Gas Tax Supported</b>					
<b>Opening Issued Net Debt</b>	83,344	76,832	71,237	68,530	65,738
Estimated New Issues	-	1,200	4,400	-	-
Principal Payments and Sinking Fund Increases	(6,512)	(6,795)	(7,107)	(2,792)	(7,809)
<b>Closing Issued Net Debt</b>	<b>76,832</b>	<b>71,237</b>	<b>68,530</b>	<b>65,738</b>	<b>57,929</b>
<b>Opening Unissued Net Debt</b>	45,763	48,678	47,478	222,242	222,242
New Authority	2,915	-	179,164	-	-
New Issues	-	(1,200)	(4,400)	-	-
<b>Closing Unissued Net Debt</b>	<b>48,678</b>	<b>47,478</b>	<b>222,242</b>	<b>222,242</b>	<b>222,242</b>
<b>Total Debt Issued and Unissued</b>	<b>125,510</b>	<b>118,715</b>	<b>290,772</b>	<b>287,980</b>	<b>280,171</b>
<b>Debt Service Charges</b>					
Principal	6,512	6,795	7,107	2,792	7,809
Interest	3,269	3,125	2,997	7,677	2,716
	<b>9,781</b>	<b>9,920</b>	<b>10,104</b>	<b>10,469</b>	<b>10,525</b>

**City of Ottawa**  
**Capital Debt Model (Tax Supported)**  
**In Thousands (\$000)**

**2012 Draft Budget**

	2011	2012	2013	2014	2015
<b>Provincial Gas Tax Supported</b>					
<b>Opening Issued Net Debt</b>	24,061	26,891	25,051	33,864	30,747
Estimated New Issues	4,500	300	11,200	-	-
Principal Payments and Sinking Fund Increases	(1,670)	(2,140)	(2,387)	(3,117)	(3,409)
<b>Closing Issued Net Debt</b>	<b>26,891</b>	<b>25,051</b>	<b>33,864</b>	<b>30,747</b>	<b>27,338</b>
<b>Opening Unissued Net Debt</b>	22,148	55,921	55,621	44,421	44,421
New Authority	38,273	-	-	-	-
New Issues	(4,500)	(300)	(11,200)	-	-
<b>Closing Unissued Net Debt</b>	<b>55,921</b>	<b>55,621</b>	<b>44,421</b>	<b>44,421</b>	<b>44,421</b>
<b>Total Debt Issued and Unissued</b>	<b>82,812</b>	<b>80,672</b>	<b>78,285</b>	<b>75,168</b>	<b>71,759</b>
<b>Debt Service Charges</b>					
Principal	1,670	2,140	2,233	2,492	2,596
Interest	973	1,028	981	1,469	1,381
	<b>2,643</b>	<b>3,168</b>	<b>3,214</b>	<b>3,961</b>	<b>3,977</b>