

Report to/Rapport au :

Council / et au Conseil

October 24, 2012

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Submitted by/Soumis par : Marian Simulik, City Treasurer / trésorière municipale

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CITY WIDE / À L'ÉCHELLE DE LA VILLE

Ref N°: ACS2012-CMR-FIN-0045

SUBJECT: 2013 DRAFT OPERATING AND CAPITAL BUDGETS - TAX SUPPORTED PROGRAMS

REPORT RECOMMENDATIONS

- 1) That City Council receive and table the Draft 2013 Operating and Capital Budgets at its meeting of October 24, 2012 for subsequent consideration by Council in Committee of the Whole to be held November 28, 2012.

- 2) That City Council refer the relevant portions of the 2013 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 28, 2012.

BACKGROUND

On June 22, 2011, Council endorsed the Long Range Financial Plan (Part 1) report which outlined a budget preparation strategy for 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 June 13, 2012, City Council adopted a report that set out the timetable and consultation process for the development of the 2013 budgets. This report includes details on the 2013 budget changes 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 the impact on the tax bill of all of the budgets supported from taxation.

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. A term rate-supported budget will be considered at the Environment Committee in January, 2013 with Council approval later that month.

DISCUSSION

2013 Budget Review and Decision Process

In June 2012, 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 2013 draft budget achieves Council's tax objective of limiting the increase to the municipal portion of the tax bill to no more than 2.5%.

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 increase in assessment growth. Council requested that these Boards and Commissions develop their draft budgets within their annual allocation. The budgets being tabled by the various Boards with Council comply with that request.

Members of the public 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:

- October 29 - November 7 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. Dates, times and locations are posted on the City's web site.
- November 6-26: 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 2013 draft budget for their respective areas and to listen to public delegations.

To provide comments on Budget 2013, residents can also call 311 (TTY: 613-580-2401), or e-mail budget2013@ottawa.ca or fax 613-560-2126 or use the Twitter hashtag#ottbudget.

Council will hold final budget deliberations on November 28, 2012.

Overall Operating Budget Estimates / Projected Taxation

The net additional tax requirement identified in the draft budgets is \$29.6 million, which will result in a 2.09% tax bill impact. For an urban residential taxpayer, with an average home assessed at \$314,500, this will result in an additional \$67 per year for City services including garbage collection. The following table shows the various levy increases for both an average urban and rural home and an average commercial property.

Table 1 – Property Tax Impact

Area	Urban Home		Rural		Commercial	
	Average Assessment : \$314,500		Average Assessment : \$314,500		Average Assessment : \$264,070	
	2012	2013	2012	2013	2012	2013
City Wide	1,743	1,787	1,743	1,787	2,673	2,740
Police	520	533	520	533	797	817
Transit	558	572	48	49	856	877
Fire	302	310	144	148	464	476
Garbage Fee	93	82	93	82	-	-
TOTAL	3,216	3,283	2,548	2,598	4,790	4,910
\$ Change		67		50		120
% Change		2.09%		1.98%		2.50%

The tax impacts provided are preliminary and are based on certain assumptions that will only be confirmed once the final program spending and assessment data are confirmed.

The 2013 taxation year will use the new property assessment values currently being released by the Municipal Property Assessment Corporation (MPAC). These new values will be used for the 2013 to 2016 taxation years with the increase in current value assessment (CVA) to be phased in equally over the four year period. At this time the impact of these reassessments on the overall distribution of taxes between properties within the City is only known for residential / farm properties. The 2013 tax policy report, which is approved in April 2013, will detail all of the impacts of the reassessment.

Full Time Equivalents

The budgets being tabled include the number of full-time equivalent (FTE's) positions that are required to deliver City services. During 2012 an exercise was undertaken at OC Transpo to reconcile the number of FTE's with the compensation budget. Previous budgets had included efficiencies, which reduced the compensation accounts but had not reduced the number of FTE's, this adjustment is being as part of the 2013 budget.

The total budgeted full time equivalent staff positions required to deliver services for City Operations and the Boards and Commission is 14,486 in 2013. This is a reduction of 139 FTE's from 2012 and includes reductions from the Service Ottawa initiatives,

increases for the new facilities that will be opened in 2013, the correction of FTE's identified from the OC Transpo review and further reductions from the introduction of double-decker buses.

2013 Operating Budget – City Operations (Departments) and Transit

Total 2013 tax supported operating expenses for City Operations are projected to be \$1.7 Billion and are \$448 million for Transit Services which is a \$50.8 million increase over last year. Operating expenditures are funded through property taxes (54%); Payments in Lieu of Property Taxes (7%), federal and provincial grants (19%), fees and service charges (17%) 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 2013 budget estimates and the source of their funds are shown by category in the following table. A brief description of the changes in each category follows the table.

Table 2 – Budget Changes in City Operations & Transit Services

	City Operations	Transit
	Millions	
Assessment Growth	15.9	4.0
Tax Increase	17.3	5.4
User Fees	2.1	4.2
Revenue Growth	8.8	-
Service Ottawa Savings	6.4	0.1
Provincial Uploads	4.9	-
Funds available	55.4	13.7
Funds used as follows:		
2012 Base Adjustments	3.8	8.8
Maintain services	27.5	3.8
Growth needs	8.6	1.1
Legislated programs	6.7	-
Council Priorities	8.8	-
Funds used	55.4	13.7

Funding Sources:

Growth in Tax Assessment and Tax Increases

Assessment growth from new development is projected to be slightly under 2% in 2013 which will provide \$19.9 million in additional taxation revenues to support City

operations and Transit. The revenues generated from the proposed tax increases are \$17.3 million for City operations and \$5.4 million for Transit.

User Fees

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 third consecutive year.

A 2.5% transit fare increase commencing in July 2013 is provided for in this budget.

Revenue Growth

The increase in revenues reflects the additional funding received on cost-shared programs, growth in Parks & Recreation users, an additional \$1 million from the Ontario Lottery and Gaming Corporation per the revised contribution agreement and projected increases in Payment in lieu of taxation properties.

The increased Transit revenues represent the annualization of the 2012 U-Pass revenues.

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 2013 \$8.8 million has been distributed across departmental budgets, including \$116,000 in Transit. Additional funding of \$2.3 million will be required for on-going support costs such as hardware / software maintenance and license fees associated with the implementation of the technology solutions bringing the net savings to \$6.5 million.

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 17.2% which will be reduced over time, and is projected to save the City \$36 million by 2018.

The 2013 draft budget reflects a 1% increase in OW rates as announced by the Province this year along with a projected increase in caseload of 2.5%. The City's cost for this program will continue to increase before the Province assumes full funding.

The value of the 2013 upload of Ontario Works is \$4.9 million and has been allocated through the Term of Council Priorities process to fund a number of strategic initiatives in the operating budget. The Parks, Recreation and Culture Department is presently embarking on a comprehensive facility by facility review that is being funded from within existing resources and, accordingly the Master Plan Funding will not be required in 2013. Therefore, its recommended that the funding (\$0.5M) be redirected to Community & Social Services to fund changes related to discretionary benefits.

Use of Funding Sources:

2012 Base Budget Adjustments

When preparing the budgets, the 2012 actual budget experience is reviewed to adjust for revenue losses or gains that happened in the year, or for expenditure eliminations, such as the National Equestrian Park. The Transit service budget reflects base budget adjustments for the removal of one-time funding for bridge financing that was included in the 2012 budget and for adjusting the fare box revenues to reflect 2012 projections.

Maintaining existing programs and services

The majority of the expenditure increase in 2013 is to maintain existing City services and programs. Labour inflationary adjustments add \$24.1 million in pressures to the 2013 budget for City Operations. These labour cost adjustments include announced increases to the OMERS pension plan 2013 contribution rates.

In addition, various inflationary pressures totalling \$9.5 million for the cost of purchased goods and services (such as fuel) are required for City Operations, annualization of part year budgets provided in 2012 along with inflationary increases to the City's capital reserve fund in accordance with Council policy.

Labour related costs for Transit services are projected to add \$6.6 million to the 2013 draft budget. Annualization of service increases introduced in 2012 along with inflation on fuel and bus parts plus increases to the Transit capital reserve fund per Council policy will add \$6.2 million. Offsetting these increases will be the projected operational savings of \$9 million from the introduction of the new double-decker buses in 2013.

Growth

The City Operations budget includes \$11.7 million in increased costs due to growth in population or in City capital infrastructure. The majority of the increase is associated with the facility and programming costs for new and upgraded recreational and community centres along with increases for new parks and related infrastructure. These include the Richcraft recreational complex in Kanata, Chapman Mills community building and the Francois Dupuis Pool. These costs are partially offset by projected increases of \$3.1 million in programming revenues.

Transit services has included \$1.1 million for the costs associated with the O-Train expansion and for the additional Para Transpo service demands.

Legislated Programs

Legislated programs and services include child care, social housing, long term care, social services, the costs of the Municipal Property Assessment Corporation and the cost of paramedic services. The estimated costs in this category are projected to increase by \$6.7 million. The following areas are contributing to this increase:

- Ontario Works caseload is estimated to increase by 2.5% and a 1% rate increase
- Social Housing increases for cost indexing per provincial calculations
- Family and Emergency Shelter 1% rate increase

The 2012 Provincial Budget included changes that affect the City and social assistance recipients resulting in a reduction of \$6.6 million in 2013 provincial funding:

- Introduction of a funding cap on Discretionary Benefits in July 2012
- Removal of the Community Start Up and Maintenance Benefits (CSUMB) as a benefit for social assistance recipients

Through realignment and reallocations, the City will provide \$4.4M in additional investments to continue to provide the majority of Discretionary Benefits for the most vulnerable and lowest income residents. The City will also maintain the Community Start Up Benefit and will establish an emergency transition fund for extreme hardship.

Council Priorities

Additional funding for Council's priorities have been added to the 2013 budget that address Council's strategic priorities. In total \$8.8 million of Council priorities have been added to the budget. This is in addition to the amounts already included in the base budgets from prior years. Some of the initiatives receiving funding include:

- \$5.5 million for increasing the contribution to capital for renewal of infrastructure as a result of adoption of the Long Range Financial Plan;
- \$500,000 for increased economic development initiatives;
- \$975,000 for increased forest cover and the Emerald Ash Borer Strategy;
- \$1.0 million for the Arts, Heritage and Cultural Plan;
- \$300,000 towards undertaking Community Development Plans in advance of LRT implementation.
- \$500,000 for increased initiatives related to the Older Adult Plan.

Impact of Capital on Operating

Certain capital projects identified for funding in 2013 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.

2013 Draft Capital Budget – City Operations and Transit

The capital authority being requested in 2013 is \$277.5 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 rate capital plan to be considered by the Environment Committee in January.

In the next few months Council will receive the results of the OLRT project procurement. As this project is the single largest capital work the City has ever undertaken, the budget authority has not been included with the rest of the 2013 capital works, but will be considered and approved separately. The Transit LRFP that was approved in 2011 forecast how the OLRT and all other transit projects could be funded. When the report is brought forward all of the reserve, gas tax, and development charge and debt continuity schedules will be updated to reflect the actual funding of this project.

Included in the Transit budget is a 10 year forecast of capital works to allow the Commission and Council to see the capital impact of this project during the construction period.

The 2013 capital program is smaller than usual as a result of Ottawa on the Move. As was outlined in the 2012 budget process, Council was advised that the tax supported funding available for the capital program would be restricted in 2013, as a result of spending and debt authority advanced in 2012 to undertake the Ottawa on the Move infrastructure rehabilitation program. It was recommended that Council take advantage of current low borrowing rates, favourable construction pricing and to manage the significant traffic disruption expected with the construction of the LRT project, by advancing transportation network spending into the 2012 budget. The advancement of these works will allow for less regular rehabilitation work to be undertaken during the LRT construction period to minimize overall traffic disruption.

While numerous Ottawa on the Move (OTM) projects have commenced in 2012, a substantial amount of work still remains to be completed in 2013 while other works will commence in 2013 and be completed in 2014 and into 2015. Staff will be providing an update on the status of OTM projects at the November 7th Transportation Committee budget meeting.

While the 2013 capital program has been reduced because of the advancement of projects under the OTM program, the plan as presented to Council during the 2012 budget deliberations will again see a similar advancement of rehabilitation works from 2015 into 2014. A listing of the proposed works for 2014 is included in the draft budget document.

Table 6 – 2013 Capital Program Funding Summary (\$000)

2013 Request (\$000)	Renewal of City Assets		Growth		Strategic Initiatives/Regulatory		Grand Total
	City Purposes	Transit	City Purposes	Transit	City Purposes	Transit	
Total Authority	65,709	29,210	97,406	16,150	63,994	5,025	277,494
Less: Revenue	750	-	700	-	10,240	-	11,690
Less: WIP Funding	3,000	-	-	-	-	-	3,000
City Requirement	61,959	29,210	96,706	16,150	53,754	5,025	262,804
Funding							
Reserves	58,866	29,035	12,507	12,908	45,259	5,025	163,600
DC's (Cash/Debt)	908	-	78,986	3,242	893	-	84,029
Debt Funding	2,185	175	5,213	-	7,602	-	15,175
Grand Total	61,959	29,210	96,706	16,150	53,754	5,025	262,804

Capital Strategic Initiatives

In 2011, Council established its term of Council capital priorities which were outlined in the 2012 Capital Budget document for the 2012-14 period. The specific projects are

listed as Document 3. Staff are recommending the following spending realignment to augment other Council priorities.

Parks and Recreation Master Plan \$1.0 Million

Funding of \$1 million was approved in the 2012 budget for this initiative with an additional \$1 million in funding added in each year from 2013 to 2014. The Parks, Recreation and Culture Department is presently embarking on a comprehensive facility by facility review that is being funded from within existing resources and, accordingly the Master Plan Funding will not be required in 2013. Therefore, it is recommended that the 2013 funding be redirected to fund 50% of the Rideau Canal Pedestrian Footpath project that is included in the 2013 draft capital estimates.

Environmental Strategy \$0.750 million

Funding of \$0.750 million was approved in the 2013 budget for this initiative. Due to significant organizational change in 2012, this initiative will be developed as part of the Environment Services workplan in 2013 and, accordingly, it is proposed that the 2013 funding be redirected as follows:

- Forest Cover and the Emerald Ash Borer Strategy \$0.250 million
- Cultural Capital Grants \$0.500 million

Capital Budget Forecasts for 2014 to 2016

The Capital forecast for future years is included with Document 2. As mentioned previously, a separate 10 year forecast for Transit services only (excluding LRT) is included in the tabled draft budget document.

The capital budget estimates in these documents have been prepared based on Council's priorities as approved during the 2011 strategic planning exercise.

Debt and Reserves

The City funds its capital program through a combination of tax funds from reserves, development charges on the growth portion of eligible projects, 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 supported debt is not to exceed 7.5% of own source revenues and 15% for rate supported debt.

The recommended 2013 draft operating and capital budgets allow the City to continue to respect these principles.

The LRT capital requirements will represent the City's single largest capital investment. As this budget and the required financing will not be considered by Council until December, it would be premature to present the debt and reserve fund schedules that would normally be included in the tabled draft budget document. These will be completed and included in the final adopted budget document.

In addition to the normal increase to the City Wide Capital Reserve Fund based on the construction price increase, the adoption of the recommendations in the "Long Range Financial Plan IV – Tax Supported Capital" (LRFP) report, will see the contributions increase by \$5.5 million per year for both the renewal of existing assets and the increase in the asset base, as a priority within Council's approved tax targets.

Also approved by Council in the LRFP report as part of the financial plan to provide funding for rehabilitation to achieve the good state of repair level, is the recommendation to limit the capital funding for strategic initiatives to \$20 million per year starting in 2015. Limiting the funding to \$20 million will allow \$15 million to be redirected to capital renewal and rehabilitation works.

Based on the above strategies, the City will be able to undertake the level of works forecasted over the 2013-16 period and take significant strides to ensure city infrastructure is maintained the good state of repair level.

RURAL IMPLICATIONS

There are no rural implications.

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 of this report.

RISK MANAGEMENT IMPLICATIONS

There are no risk implications.

FINANCIAL IMPLICATIONS

As outlined in the report.

ACCESSIBILITY IMPACTS

There are no accessibility implications with this report.

TECHNOLOGY IMPLICATIONS

There are no technology implications with this report.

TERM OF COUNCIL PRIORITIES

Term of council priorities have been incorporated into the 2013 draft estimates.

SUPPORTING DOCUMENTATION

Document 1	2012 Draft Operating Budget Summaries
Document 2	2012 Draft Capital Budget Summaries
Document 3	2013 Capital Strategic Initiatives
Document 4	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

Document 1

City of Ottawa

In Thousands (\$000)

Expenditure & Revenue Summary by Category	2011	2012		2013	\$ Change Over
	Actual	Forecast	Budget	Estimate	2012 Budget
Expenditures by Category					
Salaries, Wages & Benefits	1,276,441	1,279,528	1,274,766	1,326,009	51,243
Overtime	43,768	35,852	34,355	36,323	1,968
Material & Services	510,013	486,681	495,160	498,157	2,997
Transfers/Grants/Financial Charges	806,989	725,159	721,468	739,837	18,369
Fleet Costs	59,414	61,783	61,855	65,415	3,560
Program Facility Costs	96,489	100,722	100,692	106,326	5,634
Other Internal Costs	130,856	30,070	29,494	29,564	70
Service Ottawa	-	-	-	(6,580)	(6,580)
Gross Expenditures	2,923,970	2,719,795	2,717,790	2,795,051	77,261
Recoveries & Allocations	(262,529)	(262,572)	(259,796)	(274,409)	(14,613)
Net Expenditure	2,661,441	2,457,223	2,457,994	2,520,642	62,648
Revenues by Category					
Federal	(38,096)	(37,906)	(37,713)	(37,298)	415
Provincial	(413,687)	(412,000)	(408,468)	(418,887)	(10,419)
Municipal	(80)	(25,312)	(21,812)	(21,812)	-
Own Funds	(41,329)	(39,233)	(40,269)	(34,015)	6,254
Fees & Services Charges	(669,985)	(378,060)	(385,420)	(387,350)	(1,930)
Fines	(24,761)	(25,955)	(27,187)	(27,187)	-
Other	(22,754)	(13,171)	(11,271)	(10,476)	795
Property Taxes	(1,270,056)	(1,310,844)	(1,314,841)	(1,371,727)	(56,886)
Investment Income	(31,374)	(35,891)	(35,291)	(35,291)	-
Development Charges	(3,132)	-	-	-	-
Payment-in-lieu of taxation	(180,409)	(177,690)	(175,722)	(176,037)	(315)
Service Ottawa	-	-	-	(562)	(562)
Total Revenue	(2,695,663)	(2,456,062)	(2,457,994)	(2,520,642)	(62,648)
Net Requirement	(34,222)	1,161	-	-	-

Operating Summary by Committee

City of Ottawa

In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

Operating Summary	2012						2013			\$ Change Over 2012 Net Budget
	Forecast			Budget			Estimate			
	Exp	Rev	Net	Exp	Rev	Net	Exp	Rev	Net	
Agriculture & Rural Affairs Committee										
Development Review (Rural)	3,100	-	3,100	3,170	-	3,170	3,239	-	3,239	69
Total	3,100	-	3,100	3,170	-	3,170	3,239	-	3,239	69
Community & Protective Services Committee										
Emergency & Protective Services	238,777	(71,597)	167,180	236,767	(68,672)	168,095	243,483	(71,872)	171,611	3,516
Community & Social Services	550,025	(339,580)	210,445	548,411	(339,072)	209,339	557,702	(345,637)	212,065	2,726
Parks, Recreation & Cultural Services	134,767	(56,726)	78,041	135,663	(60,474)	75,189	144,007	(61,341)	82,666	7,477
Parks, Buildings & Grounds	62,016	(3,148)	58,868	62,016	(3,148)	58,868	62,695	(3,148)	59,547	679
Total	985,585	(471,051)	514,534	982,857	(471,366)	511,491	1,007,887	(481,998)	525,889	14,398
Environment Committee										
Infrastructure Services	7,552	(641)	6,911	7,632	(666)	6,966	7,971	(671)	7,300	334
Environmental Policy and Programs	983	-	983	1,013	-	1,013	1,057	-	1,057	44
Solid Waste Services	69,381	(47,374)	22,007	70,665	(47,375)	23,290	67,611	(45,110)	22,501	(789)
Forestry Services	13,120	-	13,120	13,120	-	13,120	14,590	-	14,590	1,470
Total	91,036	(48,015)	43,021	92,430	(48,041)	44,389	91,229	(45,781)	45,448	1,059
Finance & Economic Development Committee										
Elected Officials	10,144	-	10,144	10,444	-	10,444	10,728	-	10,728	284
Auditor General	1,616	-	1,616	1,616	-	1,616	1,672	-	1,672	56
City Manager's Office	489	-	489	489	-	489	504	-	504	15
Corporate Programs & Business Services	5,921	(300)	5,621	5,921	(300)	5,621	6,001	(300)	5,701	80
Real Estate Partnerships & Development	6,471	(354)	6,117	6,471	(354)	6,117	6,644	(379)	6,265	148
Finance	33,428	(5,880)	27,548	33,548	(5,735)	27,813	34,643	(5,785)	28,858	1,045
City Clerk & Solicitor	21,376	(440)	20,936	21,256	(440)	20,816	22,453	(640)	21,813	997
DCM, City Operations	1,265	-	1,265	1,265	-	1,265	1,362	-	1,362	97
Service Ottawa	9,993	(1,469)	8,524	9,993	(1,469)	8,524	10,299	(1,524)	8,775	251
Human Resources	15,286	-	15,286	15,090	-	15,090	15,587	-	15,587	497
Information Technology	48,556	-	48,556	48,556	-	48,556	52,081	-	52,081	3,525
Corporate Communications	4,403	-	4,403	4,403	-	4,403	4,585	-	4,585	182
DCM, Planning & Infrastructure	2,109	-	2,109	1,959	-	1,959	1,607	-	1,607	(352)
Economic Development & Innovation	5,581	-	5,581	5,581	-	5,581	6,129	-	6,129	548
Rail Implementation	5,997	(5,997)	-	6,997	(6,997)	-	6,997	(6,997)	-	-
Non Departmental	203,247	(1,585,585)	(1,382,338)	204,807	(1,586,714)	(1,381,907)	214,694	(1,641,619)	(1,426,925)	(45,018)
Total	375,882	(1,600,025)	(1,224,143)	378,396	(1,602,009)	(1,223,613)	395,986	(1,657,244)	(1,261,258)	(37,645)
Planning Committee										
Planning and Growth Management	20,576	(17,391)	3,185	20,831	(17,636)	3,195	21,329	(18,226)	3,103	(92)
Building Code Services - OBC	20,661	(25,312)	(4,651)	17,161	(21,812)	(4,651)	16,696	(21,812)	(5,116)	(465)
Housing	408	-	408	408	-	408	420	-	420	12
Total	41,645	(42,703)	(1,058)	38,400	(39,448)	(1,048)	38,445	(40,038)	(1,593)	(545)

Operating Summary by Committee

City of Ottawa

In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

Operating Summary	2012						2013			\$ Change Over 2012 Net Budget
	Forecast			Budget			Estimate			
	Exp	Rev	Net	Exp	Rev	Net	Exp	Rev	Net	
Transportation Committee										
Public Works General Manager	131	-	131	146	-	146	161	-	161	15
Business Services Branch	2,600	(54)	2,546	2,780	(34)	2,746	2,865	(34)	2,831	85
Traffic Management & Operational Support	12,114	(55)	12,059	12,424	(55)	12,369	13,114	(55)	13,059	690
Roads & Traffic Maintenance	115,379	(2,338)	113,041	119,679	(2,188)	117,491	120,466	(2,188)	118,278	787
Parking Operations	15,687	(15,687)	-	15,687	(15,687)	-	15,572	(15,572)	-	-
Fleet Services	3,179	(549)	2,630	3,179	(549)	2,630	3,299	(549)	2,750	120
Transportation Planning	2,724	(55)	2,669	2,739	(55)	2,684	2,983	(55)	2,928	244
Total	151,814	(18,738)	133,076	156,634	(18,568)	138,066	158,460	(18,453)	140,007	1,941
Total City Operations	1,649,062	(2,180,532)	(531,470)	1,651,887	(2,179,432)	(527,545)	1,695,246	(2,243,514)	(548,268)	(20,723)
Transit Commission	441,727	(209,094)	232,633	440,941	(213,494)	227,447	448,426	(211,598)	236,828	9,381
Total Standing Committees and Commissions	2,090,789	(2,389,626)	(298,837)	2,092,828	(2,392,926)	(300,098)	2,143,672	(2,455,112)	(311,440)	(11,342)
Boards & Agencies										
Committee of Adjustment	1,082	(1,307)	(225)	1,337	(1,337)	-	1,145	(1,145)	-	-
Crime Prevention	634	-	634	634	-	634	644	-	644	10
Ottawa Public Health	51,512	(39,818)	11,694	50,433	(38,864)	11,569	51,149	(39,181)	11,968	399
Ottawa Public Library	44,692	(3,540)	41,152	44,748	(3,596)	41,152	46,163	(3,596)	42,567	1,415
Ottawa Police Services	268,514	(21,771)	246,743	268,014	(21,271)	246,743	277,869	(21,608)	256,261	9,518
Total Boards & Agencies	366,434	(66,436)	299,998	365,166	(65,068)	300,098	376,970	(65,530)	311,440	11,342
Total Tax Supported Program	2,457,223	(2,456,062)	1,161	2,457,994	(2,457,994)	-	2,520,642	(2,520,642)	-	0

2013 Operating Budget Changes

Document 1

City of Ottawa

In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

Operating	2012 Baseline		2013 Adjustments						2013	\$ Change over '12 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	Service Ottawa	User Fees & Revenues	Estimate	
Agriculture & Rural Affairs Committee										
Development Review (Rural)	3,170	-	69	-	-	-	-	-	3,239	69
Total	3,170	-	69	-	-	-	-	-	3,239	69
Community & Protective Services Committee										
Emergency & Protective Services	168,095	275	6,144	(1,570)	-	-	(1,168)	(165)	171,611	3,516
Community & Social Services	209,339	(2,471)	10,303	(4,145)	70	500	(646)	(885)	212,065	2,726
Parks, Recreation and Cultural Services	75,189	(320)	3,465	35	4,598	500	(801)	-	82,666	7,477
Parks, Buildings & Grounds	58,868	(8)	1,761	-	991	-	(2,065)	-	59,547	679
Total	511,491	(2,524)	21,673	(5,680)	5,659	1,000	(4,680)	(1,050)	525,889	14,398
Environment Committee										
Infrastructure Services	6,966	(2)	281	-	55	60	(55)	(5)	7,300	334
Environmental Policy and Programs	1,013	(6)	50	-	-	-	-	-	1,057	44
Solid Waste Services	23,290	(293)	(3,007)	-	150	-	(344)	2,705	22,501	(789)
Forestry Services	13,120	(62)	322	-	515	725	(30)	-	14,590	1,470
Total	44,389	(363)	(2,354)	-	720	785	(429)	2,700	45,448	1,059
Finance & Economic Development Committee										
Elected Officials	10,444	-	284	-	-	-	-	-	10,728	284
Auditor General	1,616	-	56	-	-	-	-	-	1,672	56
City Manager's Office	489	-	15	-	-	-	-	-	504	15
Corporate Programs & Business Services	5,621	-	128	-	-	-	(48)	-	5,701	80
Real Estate Partnerships & Development	6,117	-	228	-	-	-	(55)	(25)	6,265	148
Finance	27,813	-	1,268	-	8	-	(181)	(50)	28,858	1,045
City Clerk & Solicitor	20,816	(385)	588	-	-	800	(6)	-	21,813	997
DCM, City Operations	1,265	-	97	-	-	-	-	-	1,362	97
Service Ottawa	8,524	-	350	-	-	-	(44)	(55)	8,775	251
Human Resources	15,090	(32)	433	-	-	100	(4)	-	15,587	497
Information Technology	48,556	(3)	1,580	-	-	-	1,948	-	52,081	3,525
Corporate Communications	4,403	(3)	234	-	-	-	(49)	-	4,585	182
DCM, Planning & Infrastructure	1,959	(400)	55	-	-	-	(7)	-	1,607	(352)
Economic Development & Innovation	5,581	-	48	-	-	500	-	-	6,129	548
Rail Implementation	-	-	-	-	-	-	-	-	-	-
Non Departmental	(1,381,907)	3,260	(28,294)	(635)	(24,659)	5,310	-	-	(1,426,925)	(45,018)
Total	(1,223,613)	2,437	(22,930)	(635)	(24,651)	6,710	1,554	(130)	(1,261,258)	(37,645)

2013 Operating Budget Changes

Document 1

City of Ottawa

In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

Operating	2012 Baseline		2013 Adjustments					2013	\$ Change over '12 Budget	
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	Service Ottawa	User Fees & Revenues		Estimate
Planning Committee										
Planning and Growth Management	3,195	(659)	817	-	340	300	(300)	(590)	3,103	(92)
Building Code Services - OBC	(4,651)	(261)	251	-	-	-	(455)	-	(5,116)	(465)
Housing	408	-	12	-	-	-	-	-	420	12
Total	(1,048)	(920)	1,080	-	340	300	(755)	(590)	(1,593)	(545)
Transportation Committee										
Public Works General Manager	146	-	15	-	-	-	-	-	161	15
Business Services Branch	2,746	-	85	-	-	-	-	-	2,831	85
Traffic Management & Operational Support	12,369	(5)	465	-	370	-	(140)	-	13,059	690
Roads & Traffic Maintenance	117,491	(1,490)	2,805	-	1,465	-	(1,993)	-	118,278	787
Parking Operations	-	-	-	-	-	-	-	-	-	-
Fleet Services	2,630	-	120	-	-	-	-	-	2,750	120
Transportation Planning	2,684	(2)	201	-	-	45	-	-	2,928	244
Total	138,066	(1,497)	3,691	-	1,835	45	(2,133)		140,007	1,941
Total City Operations	(527,545)	(2,867)	1,229	(6,315)	(16,097)	8,840	(6,443)	930	(548,268)	(20,723)
Transit Commission	227,447	10,736	3,760	5	1,092	-	(116)	(6,096)	236,828	9,381
Total Standing Committees and Commissions	(300,098)	7,869	4,989	(6,310)	(15,005)	8,840	(6,559)	(5,166)	(311,440)	(11,342)
Boards & Agencies										
Committee of Adjustment	-	-	25	-	-	-	-	(25)	-	-
Crime Prevention	634	-	10	-	-	-	-	-	644	10
Ottawa Public Health	11,569	(115)	1,296	(530)	389	-	(696)	55	11,968	399
Ottawa Public Library	41,152	-	1,265	-	150	-	-	-	42,567	1,415
Ottawa Police Services	246,743	-	11,129	-	-	560	(2,021)	(150)	256,261	9,518
Total Boards & Agencies	300,098	(115)	13,725	(530)	539	560	(2,717)	(120)	311,440	11,342
Total Tax Supported Program	-	7,754	18,714	(6,840)	(14,466)	9,400	(9,276)	(5,286)	-	0

Full Time Equivalent Summary by Committee

City of Ottawa

Full Time Equivalents (FTE's)	2012	2013	2013	2013
	Budget	Service Ottawa	Adjustments	Estimate
Agriculture & Rural Affairs Committee				
Development Review (Rural)	18.00	-	-	18.00
Total	18.00	-	-	18.00
Community & Protective Services Committee				
Emergency & Protective Services	1,839.28	(6.00)	-	1,833.28
Community & Social Services	1,396.11	(9.00)	(4.00)	1,383.11
Parks, Recreation & Cultural Services	1,067.72	(4.00)	51.26	1,114.98
Parks, Buildings & Grounds	854.83	(25.50)	33.22	862.55
Total	5,157.94	(44.50)	80.48	5,193.92
Environment Committee				
Infrastructure Services	291.17	(0.50)	2.00	292.67
Environmental Policy and Programs	7.00	-	-	7.00
Solid Waste Services	63.25	(1.00)	2.00	64.25
Forestry Services	81.60	-	5.58	87.18
Total	443.02	(1.50)	9.58	451.10
Finance & Economic Development Committee				
Elected Officials	-	-	-	-
Auditor General	8.00	-	(1.00)	7.00
City Manager's Office	2.00	-	-	2.00
Corporate Programs & Business Services	36.00	(0.50)	-	35.50
Real Estate Partnerships & Development	42.50	(0.50)	-	42.00
Finance	451.31	(2.00)	-	449.31
City Clerk & Solicitor	202.84	-	-	202.84
DCM, City Operations	10.00	-	-	10.00
Service Ottawa	106.23	(0.50)	-	105.73
Human Resources	131.00	-	1.00	132.00
Information Technology	354.00	(1.75)	-	352.25
Corporate Communications	42.00	(0.50)	-	41.50
DCM, Planning & Infrastructure	10.49	-	-	10.49
Economic Development & Innovation	6.00	-	2.00	8.00
Rail Implementation	28.00	-	-	28.00
Non Departmental	-	-	-	-
Total	1,430.37	(5.75)	2.00	1,426.62

Full Time Equivalent Summary by Committee

City of Ottawa

Full Time Equivalents (FTE's)	2012	2013	2013	2013
	Budget	Service Ottawa	Adjustments	Estimate
Planning Committee				
Planning and Growth Management	218.73	(3.75)	4.00	218.98
Building Code Services - OBC	191.29	(5.00)	-	186.29
Housing	4.00	-	-	4.00
Total	414.02	(8.75)	4.00	409.27
Transportation Committee				
Public Works General Manager	2.00	-	-	2.00
Business Services Branch	25.33	-	-	25.33
Traffic Management & Operational Support	135.37	(2.00)	2.33	135.70
Roads & Traffic Maintenance	689.39	(4.00)	7.75	693.14
Parking Operations	18.00	-	-	18.00
Fleet Services	181.32	(5.00)	3.00	179.32
Transportation Planning	28.00	-	-	28.00
Total	1,079.41	(11.00)	13.08	1,081.49
Total City Operations	8,542.76	(71.50)	109.14	8,580.40
Transit Commission	3,162.04	(1.50)	(164.54)	2,996.00
Total Standing Committees and Commissions	11,704.80	(73.00)	(55.40)	11,576.40
Boards & Agencies				
Committee of Adjustment	10.00	-	-	10.00
Crime Prevention	2.00	-	-	2.00
Ottawa Public Health	509.91	(4.00)	4.00	509.91
Ottawa Public Library	451.81	-	-	451.81
Ottawa Police Services	1,946.30	(19.00)	8.00	1,935.30
Total Boards & Agencies	2,920.02	(23.00)	12.00	2,909.02
Total Full Time Equivalents (FTE's)	14,624.82	(96.00)	(43.40)	14,485.42

Full Time Equivalent Budget Changes

Document 1

City of Ottawa

Full Time Equivalents (FTE's)	2012 Baseline		2013 Adjustments						2013	Change Over '12 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	Service Ottawa	User Fees & Revenues	Estimate	
Agriculture & Rural Affairs Committee										
Development Review (Rural)	18.00	-	-	-	-	-	-	-	18.00	-
Total	18.00	-	-	-	-	-	-	-	18.00	-
Community & Protective Services Committee										
Emergency & Protective Services	1,839.28	-	-	-	-	-	(6.00)	-	1,833.28	(6.00)
Community & Social Services	1,396.11	-	(4.00)	-	-	-	(9.00)	-	1,383.11	(13.00)
Parks, Recreation and Cultural Services	1,067.72	(10.86)	-	0.90	61.22	-	(4.00)	-	1,114.98	47.26
Parks, Buildings & Grounds	854.83	-	-	-	33.22	-	(25.50)	-	862.55	7.72
Total	5,157.94	(10.86)	(4.00)	0.90	94.44	-	(44.50)	-	5,193.92	35.98
Environment Committee										
Infrastructure Services	291.17	-	-	-	2.00	-	(0.50)	-	292.67	1.50
Environmental Policy and Programs	7.00	-	-	-	-	-	-	-	7.00	-
Solid Waste Services	63.25	-	-	-	2.00	-	(1.00)	-	64.25	1.00
Forestry Services	81.60	-	-	-	3.58	2.00	-	-	87.18	5.58
Total	443.02	-	-	-	7.58	2.00	(1.50)	-	451.10	8.08
Finance & Economic Development Committee										
Elected Officials	-	-	-	-	-	-	-	-	-	-
Auditor General	8.00	(1.00)	-	-	-	-	-	-	7.00	(1.00)
City Manager's Office	2.00	-	-	-	-	-	-	-	2.00	-
Corporate Programs & Business Services	36.00	-	-	-	-	-	(0.50)	-	35.50	(0.50)
Real Estate Partnerships & Development	42.50	-	-	-	-	-	(0.50)	-	42.00	(0.50)
Finance	451.31	-	-	-	-	-	(2.00)	-	449.31	(2.00)
City Clerk & Solicitor	202.84	-	-	-	-	-	-	-	202.84	-
DCM, City Operations	10.00	-	-	-	-	-	-	-	10.00	-
Service Ottawa	106.23	-	-	-	-	-	(0.50)	-	105.73	(0.50)
Human Resources	131.00	-	-	-	-	1.00	-	-	132.00	1.00
Information Technology	354.00	-	-	-	-	-	(1.75)	-	352.25	(1.75)
Corporate Communications	42.00	-	-	-	-	-	(0.50)	-	41.50	(0.50)
DCM, Planning & Infrastructure	10.49	-	-	-	-	-	-	-	10.49	-
Economic Development & Innovation	6.00	-	-	-	-	2.00	-	-	8.00	2.00
Rail Implementation	28.00	-	-	-	-	-	-	-	28.00	-
Non Departmental	-	-	-	-	-	-	-	-	-	-
Total	1,430.37	(1.00)	-	-	-	3.00	(5.75)	-	1,426.62	(3.75)

Full Time Equivalent Budget Changes

Document 1

City of Ottawa

Full Time Equivalents (FTE's)	2012 Baseline		2013 Adjustments					2013	Change Over '12 Budget	
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	Service Ottawa	User Fees & Revenues		Estimate
Planning Committee										
Planning and Growth Management	218.73	-	-	-	4.00	-	(3.75)	-	218.98	0.25
Building Code Services - OBC	191.29	-	-	-	-	-	(5.00)	-	186.29	(5.00)
Housing	4.00	-	-	-	-	-	-	-	4.00	-
Total	414.02	-	-	-	4.00	-	(8.75)	-	409.27	(4.75)
Transportation Committee										
Public Works General Manager	2.00	-	-	-	-	-	-	-	2.00	-
Business Services Branch	25.33	-	-	-	-	-	-	-	25.33	-
Traffic Management & Operational Support	135.37	-	-	-	2.33	-	(2.00)	-	135.70	0.33
Roads & Traffic Maintenance	689.39	2.58	-	-	5.17	-	(4.00)	-	693.14	3.75
Parking Operations	18.00	-	-	-	-	-	-	-	18.00	-
Fleet Services	181.32	-	-	-	3.00	-	(5.00)	-	179.32	(2.00)
Transportation Planning	28.00	-	-	-	-	-	-	-	28.00	-
Total	1,079.41	2.58	-	-	10.50	-	(11.00)	-	1,081.49	2.08
Total City Operations	8,542.76	(9.28)	(4.00)	0.90	116.52	5.00	(71.50)	-	8,580.40	37.64
Transit Commission	3,162.04	(97.54)	(70.00)	-	-	3.00	(1.50)	-	2,996.00	(166.04)
Total Standing Committees and Commissions	11,704.80	(106.82)	(74.00)	0.90	116.52	8.00	(73.00)	-	11,576.40	(128.40)
Boards & Agencies										
Committee of Adjustment	10.00	-	-	-	-	-	-	-	10.00	-
Crime Prevention	2.00	-	-	-	-	-	-	-	2.00	-
Ottawa Public Health	509.91	-	-	-	4.00	-	(4.00)	-	509.91	-
Ottawa Public Library	451.81	-	-	-	-	-	-	-	451.81	-
Ottawa Police Services	1,946.30	-	8.00	-	-	-	(19.00)	-	1,935.30	(11.00)
Total Boards & Agencies	2,920.02	-	8.00	-	4.00	-	(23.00)	-	2,909.02	(11.00)
Total Full Time Equivalents (FTE's)	14,624.82	(106.82)	(66.00)	0.90	120.52	8.00	(96.00)	-	14,485.42	(139.40)
Percent of 2012 FTEs		-0.7%	-0.5%	0.0%	0.8%	0.1%	-0.7%	0.0%	-1.0%	

City of Ottawa
All Committees, Commission, and Boards (Excluding Rate)
Capital Program and Forecast
In Thousands (\$000)

2013 Draft Budget

	2013	2014	2015	2016	Total
Agriculture & Rural Affairs Committee					
Fire Services	160	-	-	-	160
Transportation Services	1,400	3,800	2,200	2,515	9,915
	1,560	3,800	2,200	2,515	10,075
Community & Protective Services Committee					
By-Law & Regulatory Services	345	300	201	735	1,581
Child Care	830	800	50	300	1,980
Community Development & Funding	300	300	-	-	600
Fire Services	9,806	10,088	6,743	18,201	44,838
Housing	102	-	-	-	102
Long Term Care	585	850	850	350	2,635
Paramedic Services	5,141	5,162	4,902	3,700	18,905
Parks, Buildings, & Grounds	3,236	3,002	1,100	12,200	19,538
Parks, Recreation & Culture	19,996	25,399	27,164	9,589	82,148
Security & Emergency Mgmt	245	245	246	250	986
Social Services	400	194	-	-	594
	40,986	46,340	41,256	45,325	173,907
Environment-Tax Committee					
Environment	6,962	8,462	3,250	3,370	22,044
Solid Waste	20,706	3,534	4,950	9,350	38,540
	27,668	11,996	8,200	12,720	60,584
Finance & Economic Development Committee					
City Manager's Office	-	-	34,350	34,350	68,700
Human Resources	750	-	-	-	750
Information Technology	11,463	11,004	11,790	12,131	46,388
Service Ottawa	11,086	9,674	-	-	20,760
	23,299	20,678	46,140	46,481	136,598
Planning Committee					
Environment	200	-	-	-	200
Housing	14,461	9,114	-	-	23,575
Planning & Development	985	960	175	175	2,295
Transportation Services	-	100	100	100	300
	15,646	10,174	275	275	26,370
Transportation Committee					
Fleet Services	10,043	6,680	11,893	13,427	42,043
Integrated Roads, Water & Wastewater	-	99,614	55,690	82,430	237,734
Transit Services	12,570	89,780	7,080	252,780	362,210
Transportation Services	95,337	131,495	135,004	143,500	505,336
	117,950	327,569	209,667	492,137	1,147,323
Transit Commission	50,385	55,547	122,928	128,272	357,132
Ottawa Public Library Board	3,610	3,670	3,820	4,190	15,290
Ottawa Police Services Board	12,708	13,993	69,193	15,203	111,097
Grand Total	293,812	493,767	503,679	747,118	2,038,376

City of Ottawa
2012 Continuity of Reserves & Reserve Funds
 In Thousands (\$000)

Capital Reserve	2012 Opening Balance	Contributions*	Transfers to (Operating)/ Other	Transfers to Capital	Projected Closing Balance
Tax Supported					
City Wide	-	94,742	(12,135)	(85,796)	(3,190)
Child Care	2,911	55	-	2	2,968
Social Housing	9,377	6,323	(1,300)	(5,357)	9,043
Corporate Fleet	1,881	17,570	7,835	(21,418)	5,868
Ottawa Public Library	393	2,940	-	(2,716)	617
Environmental	4,530	1,758	(805)	(5,891)	(408)
	19,092	123,388	(6,405)	(121,176)	14,899
Rate Supported					
Solid Waste Rate	2,704	4,143	-	(8,942)	(2,095)
	2,704	4,143	-	(8,942)	(2,095)
Ottawa Police Services					
Police Capital	1,617	10,805	(592)	(7,604)	4,226
Police Facilities Strategic Plan	-	600	-	-	600
Police Fleet	122	2,945	-	(2,850)	217
	1,739	14,350	(592)	(10,454)	5,043
Other Non-Tax Reserves					
Cash-in-Lieu Parking	4,256	175	3,465	(3,739)	4,157
Cash-in-Lieu Parkland	15,746	4,854	-	(11,283)	9,317
Winter Maintenance	10,637	157	-	-	10,794
Tax Stabilization	5,631	-	-	-	5,631
Parking	9,137	4,987	-	(3,205)	10,919
Solid Waste Compensation	3,250	45	-	271	3,566
Centrepointe Theatre	52	46	-	(75)	23
Shenkman Arts Centre Endowment	4,159	425	(114)	-	4,470
Self Insurance	2,155	32	(222)	-	1,965
Vested Employee Benefits	6,119	75	(3,458)	-	2,736
Election Expenses	1,010	1,087	(440)	-	1,657
Building Code Capital	8,071	-	-	(5,927)	2,144
Building Code Stabilization	26,729	1,200	-	-	27,929
Building Code Insurance Fund	6,388	-	-	-	6,388
	103,340	13,083	(769)	(23,958)	91,696
TOTAL	126,875	154,965	(7,766)	(164,531)	109,543
*Contributions include: transfers from operating, revenue, and interest earned.					

City of Ottawa
2013 Continuity of Reserves & Reserve Funds
 In Thousands (\$000)

Capital Reserve	2013 Opening Balance	Contributions	Transfers to Operating/Other	Transfers to Capital	Projected Closing Balance
Tax Supported					
City Wide	(3,190)	98,797	(9,826)	(64,663)	21,118
Child Care	2,968	-	-	-	2,968
Social Housing	9,043	-	-	(321)	8,722
Corporate Fleet	5,868	20,385	(1,561)	(19,558)	5,134
Library	617	3,144	-	(3,055)	706
Environmental	(408)	1,300	805	-	1,697
	14,899	123,626	(10,582)	(87,597)	40,346
Rate Supported					
Solid Waste Rate	(2,095)	4,102	2,075	(20,200)	(16,119)
	(2,095)	4,102	2,075	(20,200)	(16,119)
Ottawa Police Services					
Police Capital	4,226	9,216	-	(9,545)	3,898
Police Facilities Strategic Plan	600	899	-	-	1,499
Police Fleet	217	2,943	-	(2,850)	310
	5,043	13,058	-	(12,395)	5,706
Other Non-Tax Reserves					
Cash-in-Lieu Parking	4,157	65	-	(875)	3,347
Cash-in-Lieu Parkland	9,317	2,000	-	(1,102)	10,215
Winter Maintenance	10,794	-	-	-	10,794
Tax Stabilization	5,631	-	-	-	5,631
Parking	10,919	5,451	-	(3,369)	13,001
Solid Waste Compensation	3,566	-	-	(400)	3,166
Centrepointe Theatre	23	100	-	-	123
Shenkman Arts Centre Endowment	4,470	214	(114)	-	4,570
Self Insurance	1,965	-	(222)	-	1,743
Vested Employee Benefits	2,736	-	-	-	2,736
Election Expenses	1,657	1,887	(640)	-	2,904
Building Code Capital	2,144	-	-	-	2,144
Building Code Stabilization	27,929	-	-	-	27,929
Building Code Insurance Fund	6,388	-	-	-	6,388
	91,696	9,717	(976)	(5,746)	94,691
TOTAL	109,543	150,503	(9,483)	(125,938)	124,624

Development Charge Continuity
2013 Forecast
In Thousands (\$000)

Deferred Revenue Account	2013 Opening Balance	Development Charges	Debt Service Charges/ Transfers to Operating	Capital Expenditures	Projected Closing Balance
Affordable Housing	884	295	-	-	1,179
Child Care Services	3,008	347	-	-	3,355
Emergency Medical Services	804	194	-	-	998
Fire Protection	1,338	837	-	(382)	1,793
Library Services	7,753	1,371	-	-	9,124
Parks Development	25,385	5,958	-	(5,305)	26,038
Police Services	1,692	1,081	(1,591)	-	1,182
Public Works	8,191	2,553	(94)	(6,307)	4,343
Recreation	14,009	8,044	(1,113)	-	20,940
Roads & Structures	(17,982)	36,425	(4,300)	(35,744)	(21,601)
Studies	(970)	1,049	-	(300)	(221)
Total	44,112	58,154	(7,098)	(48,038)	47,130

City of Ottawa
Term of Council - Strategic Initiatives & Funding
In Thousands (\$000)

Project Description (\$000)	2013	2014	2015	2016	Total
Community & Social Services					
Child Care					
905639 Child Care Capital Grants	750	750	-	-	1,500
	750	750	-	-	1,500
Community Development & Funding					
906379 Community & S.S Partnership Capital Fund	300	300	-	-	600
	300	300	-	-	600
Housing					
906565 Invest in Affordable Housing (IAH) - Ont	14,461	9,114	-	-	23,575
	14,461	9,114	-	-	23,575
	15,511	10,164	-	-	25,675
Emergency & Protective Service					
By-Law & Regulatory Services					
905962 Bylaw Pound Facility (OHS)	100	250	-	-	350
	100	250	-	-	350
	-	-	-	-	-
	100	250	-	-	350
Environmental Services					
Environment					
907069 Rural & Urban Environmental Initiatives	375	875	-	-	1,250
	375	875	-	-	1,250
	-	-	-	-	-
	375	875	-	-	1,250
Finance					
City Manager's Office					
902456 SI Envelope Unallocated	-	-	20,000	20,000	40,000
907071 Additional Renewal Unallocated	-	-	14,350	14,350	28,700
	-	-	34,350	34,350	68,700
	-	-	-	-	-
	-	-	34,350	34,350	68,700
Human Resources					
Human Resources					
906548 Automated Performance Development Prg	750	-	-	-	750
	750	-	-	-	750
	-	-	-	-	-
	750	-	-	-	750
Information Technology Service					
Information Technology					
905732 SO-TECH RM (Roadmap)	910	450	-	-	1,360
	910	450	-	-	1,360
	-	-	-	-	-
	910	450	-	-	1,360
Infrastructure Services					
Parks, Buildings, & Grounds					
906969 Accessibility Retrofit	2,000	2,000	-	-	4,000
	2,000	2,000	-	-	4,000
	-	-	-	-	-
Transportation Services					
906531 Comprehensive Asset Management	150	150	-	-	300
	150	150	-	-	300
	-	-	-	-	-
	2,150	2,150	-	-	4,300
Parks, Recreation & Culture					
Parks, Recreation & Culture					
906236 Program Facilities Upgrades	1,000	1,000	-	-	2,000

City of Ottawa
Term of Council - Strategic Initiatives & Funding
In Thousands (\$000)

Project Description (\$000)	2013	2014	2015	2016	Total
906851 Major Capital Partnerships 2013	1,030	1,030	-	-	2,060
906852 Parks & Recreation Master Plan 2013	-	1,000	-	-	1,000
907068 Cultural Services Capital Grant 2013	500	-	-	-	500
	2,530	3,030	-	-	5,560
	2,530	3,030	-	-	5,560
Planning & Growth Management					
Planning & Development					
906382 Sustainability Program	25	-	-	-	25
906425 Official Plan 2014	460	460	-	-	920
	485	460	-	-	945
Transportation Services					
906938 2013 Pedestrian Facilities Program	750	750	-	-	1,500
906939 2013 Cycling Facilities Program	2,500	2,000	-	-	4,500
906943 2013 TMIP Richmond Rd/Westboro	300	350	-	-	650
907067 Rideau Canal Footbridge (5th/Clegg)	2,000	-	-	-	2,000
	5,550	3,100	-	-	8,650
	6,035	3,560	-	-	9,595
Public Works					
Environment					
905733 SO-Smart Energy	2,912	3,912	-	-	6,824
	2,912	3,912	-	-	6,824
Transportation Services					
906789 2013 Audible Signal Program	600	600	-	-	1,200
906790 2013 Railway Crossing Signals	55	55	-	-	110
906791 2013 Pedestrian Countdown Signals	500	500	-	-	1,000
906792 2013 New Street Lighting	400	450	-	-	850
	1,555	1,605	-	-	3,160
	4,467	5,517	-	-	9,984
Service Ottawa					
Service Ottawa					
906575 SO-Corporate Initiatives	11,086	9,674	-	-	20,760
	11,086	9,674	-	-	20,760
	11,086	9,674	-	-	20,760
Grand Total	43,914	35,670	34,350	34,350	148,284
Strategic Initiatives Funding					
Revenue	10,140	4,621	-	-	14,761
Funding Requirement	33,774	31,049	34,350	34,350	133,523
Grand Total	43,914	35,670	34,350	34,350	148,284