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DRAFT BUDGET 2011

PROJET DE BUDGET 2011

BUDGET TABLING
January 19, 2011

DÉPÔT DU BUDGET
Le 19 janvier 2011



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19 January 2011

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Confidential Until Tabled

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

Dear Chair El-Chantiry:

I am pleased to present the 2011 Draft Operating and Capital Budgets for the Ottawa Police Service.

In line with the Board's direction, we have worked with the Board's Finance and Audit Committee and City Finance staff to develop an approach which will achieve the 2.5% tax rate increase for 2011. This document outlines a four-year operating and ten-year capital forecast for the Police Service, along with the list of \$6.1 million of reductions needed to meet the 2.5% tax rate increase for 2011.

The 2011 Draft Operating Budget reflects the Chief's operational priorities of:

1. Enhancing relevance to the community
2. Target high call-for-service areas and focus on problem solving in collaboration with partners
3. Reducing and preventing crime, increasing solvency rates
4. Expanding front-line support services
5. Continuing to target serious drug, gun and violent crime
6. Pursuing value-for-money opportunities, increased revenue stream

The Ottawa Police Service is tabling a draft 2011 operating budget of \$236.9 million which includes options to achieve a Police tax rate increase of 2.5% as directed by the Board. The 2011 draft capital budget is tabled at \$14.9 million. An analysis of the implications of sustaining a 2.5% tax increase for the 2012-2014 periods is also included.

This level represents an increase of \$9.0 million over 2010. With the assessment growth assumption of \$4.0 million, the resulting net increase to the police tax rate is \$5.0 million or 2.5%. In dollar terms, this equates to approximately \$12 per year for the average urban residence.

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Ottawa

Public consultation on the 2011 Draft Budget will occur on 24 January 2011 at 5:00 p.m. and on 28 February 2011 at 4:00 p.m. in the Champlain Room at City Hall. OPS staff will be in attendance at these meetings to answer questions about the OPS budget and related operational issues. OPS staff will also attend the five multi-ward bilingual City consultation meetings being held during the last week of February and the first week of March. Formal consideration and review of the 2011 Budget will occur at the special Ottawa Police Services Board meeting at 9:00 a.m. on 7 March 2011. Approval is also scheduled for that date.

Copies of the proposed 2011 Ottawa Police Budget are now available and will be widely circulated through the city to satellite service centers, libraries and community police centers, or may be requested through info@ottawapolice.ca. A complete copy of the 2011 Ottawa Police Budget (Operating and Capital) can be viewed or downloaded at ottawapolice.ca.



Vern White
Chief of Police



Le 19 janvier 2011

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Conseiller Eli El-Chantiry
Président, Commission de services policiers d'Ottawa
110, avenue Laurier Ouest
Ottawa (Ontario) K2P 2L7

Cher président El-Chantiry,

Il me fait plaisir de vous présenter les projets de budgets opérationnels et d'investissements 2011 du Service de police d'Ottawa.

Conformément aux directives de la Commission, nous avons oeuvré avec le Comité des finances et de la vérification de la Commission et avec le personnel des finances de la Ville pour mettre au point une approche nous permettant d'en arriver à une hausse de 2,5% du taux d'imposition pour 2011. Le présent document dresse les grandes lignes des prévisions opérationnelles sur quatre ans et celles des prévisions d'investissements sur dix ans pour le Service de police, et propose une liste de réductions de l'ordre de 6,1 M\$, nécessaires pour obtenir la hausse de 2,5% du taux d'imposition pour 2011.

Le projet de budget opérationnel 2011 reflète les priorités opérationnelles du chef, soit:

1. Rehausser la pertinence du Service aux yeux de la collectivité
2. En œuvrant avec nos partenaires, cibler les secteurs à forte incidence d'appels de service et mettre l'accent sur la résolution des problèmes
3. Prévention et réduction du crime, amélioration du taux de résolution
4. Élargir les services de soutien de première ligne
5. Continuer à cibler les crimes graves liés à la drogue, aux armes à feu et aux crimes violents
6. Saisir les occasions d'optimisation des ressources, accroître le flux d'entrées

Le Service de police d'Ottawa dépose un projet de budget opérationnel pour 2011 de 236,9 M\$ qui compte des options pour atteindre une hausse de 2,5% de la taxe de police, comme la Commission l'a demandé. Le projet de budget d'investissements déposé pour 2011 se chiffre pour sa part à 14,9 M\$. Une analyse des implications du maintien d'une hausse de 2,5 % de la taxe au cours de la période 2012 à 2014 est également comprise.



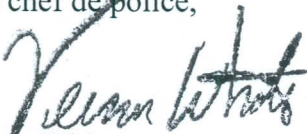
Ce niveau représente une augmentation de l'ordre de 9,0 M\$ par rapport à 2010. L'hypothèse de croissance de l'évaluation se chiffrant à 4,0 M\$, la hausse nette de la taxe de police résultante se chiffre à 5,0 M\$, soit 2,5%. En dollars, cela se traduit par environ 12\$ par année pour le foyer urbain moyen.

Une consultation publique sur le Projet de budget pour 2011 aura lieu lors des réunions régulières de la Commission, le 24 janvier 2011 à 17 h 00 et le 28 février 2011 à 16 h 00 à la Salle Champlain de l'Hôtel de ville. Des membres de la direction et du personnel du SPO seront présents à ces deux assemblées pour répondre à des questions ayant trait au budget du SPO et à des questions opérationnelles connexes. L'équipe du SPO sera aussi présente lors des 5 assemblées de consultation municipale bilingues et multiquartiers qui seront présentées lors de la dernière semaine de février et de la première semaine de mars. L'examen formel et la révision du budget 2011 auront lieu à la réunion de la Commission de services policiers d'Ottawa du 7 mars 2011, dès 9 h 00. Son approbation est aussi à l'ordre du jour.

Des exemplaires des projets de budgets 2011 du Service de police d'Ottawa sont maintenant disponibles et seront largement distribués partout en ville aux centres de services satellites, aux bibliothèques, aux centres de police communautaires et sur demande à info@ottawapolice.ca. Des exemplaires complets des Budgets 2011 du Service de police d'Ottawa (fonctionnement et immobilisations) peuvent être consultés ou téléchargés à partir du site ottawapolice.ca.

Veillez agréer, Monsieur, mes salutations distinguées.

Le chef de police,



Vern White

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**REPORT
RAPPORT**

DATE: 19 January 2011
TO: Chair and Members of the Ottawa Police Services Board
FROM: Chief of Police, Ottawa Police Service
SUBJECT: 2011 DRAFT OPERATING AND CAPITAL BUDGETS

RECOMMENDATIONS

That the Ottawa Police Services Board:

- 1. Receive and table the Ottawa Police 2011 Draft Operating and Capital Budgets;**
- 2. Receive and table the options for attaining a 2.5% Police tax rate increase; and**
- 3. Consider and approve the Ottawa Police 2011 Draft Operating and Capital Budgets at its special meeting on 7 March 2011.**

BACKGROUND

The 2011 Operating Budget forecast that was tabled during the 2010 budget process showed an increase of \$11.3 million net of assessment growth, equivalent to a 5.6% Police tax rate increase. During the preparation of the 2011 Draft Operating Budgets this past summer and fall, staff worked to keep within this forecast. The result was a “Base Case” budget increase of \$11.1 million net of assessment growth, or a 5.5% Police tax rate increase.

On 15 December 2010, the Council of the City of Ottawa approved a resolution as follows:

BE IT FURTHER RESOLVED that City Council request the Ottawa Police Services Board and the Ottawa Public Library Board deliver budgets that would have no more than 2.5% increase on their tax requirement.

At the Police Services Board meeting on 20 December 2010, the Board passed the following motion:

That the Ottawa Police Services Board:

Direct the Chief of Police to work with City Finance staff to review options to achieve the budget direction of a 2.5% increase for 2011 as directed by Council prior to the tabling of the Budget.

As shown in Table 1, the Base Case provides an incremental net budget increase of \$11.1 million, as compared to the \$5.0 million under the 2.5% tax rate option. Staff has completed the review as directed by the Board, and developed the \$6.1 million of budget reduction options.

Table 1
2011 Draft Operating Budget Scenarios
(\$ millions)

	As Forecasted during 2010 Budget Tabling	Base Case	2.5% Option	Required Reduction
Incremental Budget Requirement	\$14.9	\$14.8	\$9.0	
Less: Assessment Growth	(\$3.6)	(\$3.7)	(\$4.0)	
Incremental Net Budget Increase	\$11.3	\$11.1	\$5.0	\$6.1
Police Tax Rate Increase	5.6%	5.5%	2.5%	

This budget report will present the 2.5% Police tax rate increase scenario. All of the accompanying Annexes are consistent with this Police tax rate increase scenario, with the exception of Annex B-2 *2011 to 2020 Capital Forecast*. As explained later in this report, this Annex will be revised prior to the approval of the budget in March 2011.

DISCUSSION

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

To ensure funding is in place to meet community demands, Section 39 of the *Police Services Act* requires the Board to approve annual budget allocations for the police service to provide the funding required to maintain equipment and facilities. In conjunction with the OPS Business Plan and other strategic planning documents, the annual budget enables the Board to set its priorities and provide direction to management. It supports service levels, provides the authority to proceed with key operational projects, and confirms the necessary funding to carry out the 2011 operational plans.

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

Policing Context

Ottawa faces a unique challenge in Canadian municipal policing. As the nation’s capital, the City’s residents and businesses contend with an average of 185 planned and over 200 unplanned events annually. These events require the development and implementation of police operations supported by co-ordinated intelligence gathering, threat assessments, and public safety strategies. Policing everywhere in Canada is subject to variables related to crime types and levels, and to changing and growing communities. To successfully manage these variables, strong planning approaches are needed, based upon operational, financial, and strategic frameworks.

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

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

The total crime rate in Ottawa mirrors the national trend of overall reduction. Total criminal code offences are down, while violent youth crimes, drug-related violence and gang activity continue to rise. Overall safety has increased, but fear of crime is still prevalent as the vulnerable sectors of our society are susceptible to more frequent and more violent crimes. These remain part of the highest operational priorities for 2011.

Canadian Police Staffing Comparisons

The most recent data published by Statistics Canada shows that Ottawa Police staffing levels fall within the mid-range of the twelve larger urban centres in Canada. Table 2 presents data for the twelve comparator police services, along with Gatineau. As shown in Table 2, there are 466 residents for every police member (sworn and civilian) in Ottawa, a modest improvement from 473 in 2008.

**Table 2
Population per Police Member**

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

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

Canadian Police Cost Comparisons

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

Chief’s Operational Priorities for 2011

An important input to the budget development process is the Chief’s operational priorities for 2011. As in prior years, the Chief plans to focus on the continuation of successful enforcement activities while ensuring the efficient deployment of front-line policing resources.

The operational priorities are:

1. Enhancing relevance to the community:
 - Respond to “quality of life” calls for service in the community
 - Expand focus on support for all victims and strategic youth intervention
2. Target high call-for-service areas and focus on problem solving in collaboration with partners:
 - Continue to improve officer visibility on patrol
 - Improve efficiency and effectiveness of officer training through the implementation of block training
3. Reducing and preventing crime, increasing solvency rates:
 - Continue the focus on reducing street crime and neighbourhood problems
 - Prevent and reduce youth crime through early intervention and diversion
4. Expanding front-line support services:
 - Identify under-funded specialties in the areas of youth, elder abuse, domestic violence and mental health
5. Continuing to target serious drug, gun and violent crime through the following initiatives:
 - Robbery Unit
 - Street Crime Unit
 - Guns and Gangs
 - Direct Action Response Team (DART)
 - Foot Patrol
6. Pursuing value-for-money opportunities, increased revenue stream:
 - Collision reporting centres
 - Background clearance and RTID (Real-time Identification)
 - Consolidation of services

Continued implementation of recommendations from the Strategic Deployment Project will help ensure that the Ottawa Police has the right people in the right place at the right time. The Project has brought about changes to provide improved service at times of peak need, to reduce crime without making more

arrests, to increase police visibility in the community and to continue to attack serious crime trends through targeted specialty units.

Similarly, the CIS Enhancement Project currently underway will yield recommendations in 2011. The objective of this project is to achieve optimum solvency through a comprehensive review of investigative functions.

2011 Budget Development Process

Staff met with the Board's Finance and Audit Committee in June 2010 to discuss 2011 Budget strategies. In the absence of any other guidance from the City at that time, the Committee advised staff to prepare the 2011 budget in line with the forecast provided during the tabling of the 2010 budget. This forecast showed a Police tax rate increase of 5.6%.

Also in June 2010, meetings were held with section directorates to provide budget preparation instructions and discuss budget strategies, such as using zero-based budgeting for all cost elements. Current year expenditures were also reviewed to help identify areas where budget bases could be adjusted in 2011. The deadline for budget submissions was 13 September 2010.

During the middle 2 weeks of October, the Executive Director of Corporate Support along with the Director of Finance and her staff, held initial meetings with each of the sections in order to review budget submissions and make adjustments as required. These revised budget estimates were then reviewed during meetings in November with the Deputy Chiefs and the Director General to determine further changes. A short list of items requiring the Chief's direction was subsequently prepared. By early December, the Base Case draft budget was completed, which reflected a 5.5% Police tax increase.

2010 Financial Status

The 2010 Third Quarter Financial Report is a key piece of information to assist in preparing the 2011 draft Budget. It can identify areas of surplus funds or alternatively, budget pressures that need to be addressed. Based on current information, the OPS is forecasting an operating surplus for 2010 of approximately \$2 million. The exact surplus figure is not known at this time. The surplus is attributable to fewer retirements than expected, resulting in lower retirement costs. The 2010 Budget was based on the retirement of 50 sworn members and 10 civilians. However, only 30 sworn members and 11 civilians have retired in 2010. In a later section, a strategy will be identified to use the surplus to meet a 2011 financial pressure.

Financial Principles

The 2011 Draft Operating and Capital Budgets were developed using the following financial principles:

1. Operations are fully funded from:
 - assessment base growth
 - Police tax rate increases
 - efficiencies

2. One-time funding sources are not used for ongoing base operational requirements.

3. A User Fee policy, initially approved in 2006, continues to ensure that the proportional cost of providing services is maintained between the city-wide taxpayer and the benefiting user.
4. New revenue sources will continue to be identified.
5. Capital budgets will not be permitted to fall into a deficit position. Sufficient funding has been allocated for adequate lifecycle replacement of facilities, fleet, and IT infrastructure. Capital growth projects are funded from development charges and debt.

Board’s Direction for 2011

At the Police Services Board meeting on 20 December 2010, the Board directed staff to table options to achieve the budget direction of a 2.5% Police tax rate increase for 2011 in accordance with the Council’s motion. Additionally, the Board also approved the adoption of the revised Budget Timetable as presented by the City. The *Police Services Act* requires that the Police Service comply with the process established by the municipal council. The Board also directed that staff meet with the Finance and Audit Committee to discuss the budget reduction options.

2011 Operating Reductions Required to Meet Board Direction - \$6.1 million

In order to attain the 2.5% Police tax rate increase in 2011, a budget reduction of \$6.1 million is required. A range of strategies have been used to achieve the target. The reductions required are summarized in Table 3 and set out in more detail in Annex A-10.

Table 3
Summary of Reductions to Achieve 2.5% Police Tax Rate Increase
(\$ millions)

<u>Description</u>	<u>Total</u>
No new funds	\$2.9
Elimination of Business Plan Initiatives	\$0.5
Reductions to existing budget envelope	\$0.8
Revenues and recoveries	\$0.5
Assessment base adjustments	\$0.3
	\$5.0
Across the Service reductions	\$1.1
Total reductions	\$6.1

1. No new funds (\$2.9 million) - requests for new funds have been turned down or alternative funding sources have been identified.
2. Elimination of Business Plan initiatives (\$0.5 million) – with the exception of some training requests, the remainder of these new initiatives have been eliminated.

3. Reductions to existing budget envelope (\$0.8 million) – 2011 budget estimates have been reduced based on 2010 financial information or other level of activity assumptions.
4. Revenues and recoveries (\$0.5 million) – adjustments have been made to reflect volume of activity estimates and to introduce new funding sources.
5. Assessment base adjustments (\$0.3 million) – the figures have been reconciled to match the City's data.
6. Across the Service reductions (\$1.1 million) – targets have been assigned to Directorates, and specific items are being identified.

Impact of Board Direction on 2011 Capital Budget

The planned 2011 pay-as-you-go contribution (PAYG) net increase of \$300,000 is eliminated under the Board's 2.5% budget direction. This change still leaves the reserve funds in a position to finance all planned capital works for 2011. Accordingly, the 2.5% budget target has no impact on the capital budget for 2011.

Funds will also be available to resolve the short-term portion of the Board's ineligible debt situation. As indicated in the letter from the City Treasurer (Annex A-9), City staff has identified closed capital projects valued at \$2 million which are ineligible for debt financing, as originally planned. OPS staff has discussed the potential of using the 2010 OPS surplus to offset the \$2 million in ineligible debt projects. Historically, any OPS year end surpluses or deficits have been absorbed into the City's general accounts and reserve funds. However, in order to deal with the permanent financing requirement for these projects, City staff has indicated their intention to recommend to Council that this 2010 surplus be used to refinance these ineligible debt projects. City staff intends to include this recommendation as part of the Year End Disposition report, currently scheduled for March 2011.

The long-term portion of the ineligible debt matter (\$5.4 million for radios) is discussed in a following section.

Council Direction for 2012 to 2014

It should be noted that on 15 December 2010, the Council also approved the following resolution for the City of Ottawa:

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

Although this resolution was not specifically directed to the OPS, staff has prepared the OPS 2012-2014 Forecast consistent with this direction.

Police Tax Rate Strategy – Operating Forecast 2012-2014

Staff has analyzed the 2.5% Police tax rate increase strategy for the 2012 to 2014 period. It has significant implications for the police service given the budget pressures on the horizon.

1. Assessment base growth revenue of \$4 million, and \$5 million generated by the Police tax rate of 2.5%, combine for roughly \$9 million of new funding annually. This \$9 million of funding will be immediately absorbed by the Service's annual compensation pressures, consisting of increases resulting from collective agreement contracts and increment costs.
2. Under this 2.5% Police tax rate increase environment, there is no ability to fund additions to current complement levels. As an organization which delivers its mandate through its staff, the OPS will be challenged to keep pace with growth in demands for service.
3. All remaining budget requirements, other than compensation, will need to be funded from reductions to the budget envelope, budget efficiencies, and by managing the Service's vacancy factor. The magnitude of these reductions is expected to be \$1.3 million in 2012, \$2.0 million in 2013, and \$1.2 million in 2014.
4. There will be no new debt-financed projects for the next four years. There is no room to add new capital formation costs for these projects.

Annex A-1 provides an overview of the 2.5% Police tax rate increase for the 2011-2014 periods. The section entitled "2012-2014 Draft Operating Budget Forecast" provides a year-by-year analysis of the forecast.

Police Tax Rate Strategy – Capital Forecast 2012-2014

The 2.5% Police tax rate has several important implications for the financing of capital projects:

1. Pay-as-you-go Program

The pay-as-you-go program will remain at its current funding level.

2. Ineligible Debt

The ineligible debt matter can be resolved.

The letter to the PSB from City Treasurer Marian Simulik dated 6 January 2011 (Annex A-9) also identified that planned debt funding of \$5.4 million for the radio project cannot proceed.

A budget provision of \$250,000 in 2013, and an incremental \$1,650,000 provision in 2014 will provide the pay-as-you-go funding base for the \$5.4 million radio project which is expected to commence in 2015.

3. Debt on Old Projects

The City Treasurer letter also refers to the Board's debt obligations related to \$43.6 million of capital projects. Of this balance, \$15.6 million relates to closed projects for which debt should be issued in 2011 and \$11.4 million relates to capital projects which are currently underway and expected to be completed over the next 2-3 years. Incremental budget provisions of \$900,000 and \$300,000 have been added to 2012 and 2013 respectively to finance the debt payments

related to these balances. An additional debt financing provision of approximately \$1 million will be required in 2015 to fulfill this obligation.

The remaining balance of \$16.6 million is for the South Division complex. A funding plan will be incorporated in the term of the next Board (2015-2018) to ensure the estimated debt obligation of \$4.5 million can be met as this project is completed. This statement assumes that the total capital project for the South Division will be approximately \$50 million.

4. Debt on New Projects

There will be a moratorium on new debt financed projects during this period. There is no room in the budget forecast for capital formation costs to be added to support new debt financed work.

Staff will re-examine the 10 Year OPS Facility Strategy and adjust the planned capital projects accordingly. The current capital plan includes the following debt financed projects, which will have to be reconsidered in terms of timing, operational requirements and affordability in the 2.5% Police tax rate environment:

1. Greenbank cladding \$4.4 million (2012)
2. South Division complex \$30 million (2012)
3. Elgin refit \$14 million (2014)
4. Professional Development Centre expansion \$10 million (2014)
5. Additional projects on the horizon
 - Central Patrol facility \$30 million (2015)
 - Greenbank refit \$2 million (2015)
 - Swansea build-out \$10 million (2016)
 - Leitrim refit \$2 million (2016)

2011 Draft Operating Budget Highlights

The police service has a requirement for \$9 million of new funding in 2011. When assessment base growth of \$4 million is applied to this amount, the net increase in the budget is \$5 million or 2.5%.

Table 4 summarizes both the pressures and solutions which bring about the net increase of \$5 million. A more detailed version is included in Annex A-1. The budget is categorized in accordance with the Fiscal Framework document for the City of Ottawa, as set out below. Each of these categories is discussed in more detail in the section that follows:

1. Maintain Services – ensure continued delivery of quality policing services
2. Provincially Legislated – ensure compliance with relevant legislation
3. Growth – include costs required to expand policing services in support of the growth of the City's population
4. New Services/Needs – include costs associated with supporting the OPS Business Plan
5. Efficiencies – achieve efficiency savings through productivity improvements, technology investments, asset rationalization and effective procurement

6. User Fees & Charges – where appropriate, maintain the proportionate cost of providing services between the city-wide taxpayer and the benefiting user

Table 4
2011 Draft Operating Budget – 2.5% Police Tax Rate Option
(\$ millions)

Category	Incremental Budget Increase
1. Maintain Services	\$9.6
2. Provincially Legislated	\$0.0
3. Growth	\$0.0
4. New Services/ Needs	\$0.2
5. Efficiencies	(\$0.6)
6. User Fees and Charges	(\$0.2)
Incremental Requirement	\$9.0
Less: Assessment Growth	(\$4.0)
Net Taxation Increase Requirement	\$5.0
Police Tax Rate Increase	2.5%

Category 1: Maintain Services - \$9.6 million increase

Net Compensation	\$10.4 M
Non-compensation items	(0.8) M
Maintain Services	<u><u>\$9.6 M</u></u>

Maintaining existing service levels creates an incremental budget requirement of \$9.6 million for 2011. In fact, compensation costs add pressure of \$10.4 million and offsets of \$0.8 million have been identified to limit this budget requirement. On its own, this budget category absorbs all of the new budget funding of \$9 million.

Compensation Increases and Increments - \$8.1 million increase

With over 85% of the Ottawa Police Service operating budget dedicated to staffing costs for the 1,362 sworn officers and 584 civilian members (including Special Constables and casual employees), the compensation element of the budget constitutes the most significant cost driver each year (see Annexes A-2 and A-3 for further detail).

Collective agreements with both the Ottawa Police Association (OPA) and the Senior Officers' Association (SOA) expired on 1 January 2011. With the results of negotiations presently unknown, key factors such as pay rate increases, the duration of the new agreements and any changes to member benefits may create significant pressures on future OPS budgets. An estimated settlement provision for each Association was used for budget purposes.

In addition to economic settlements, the 2011 draft budget includes provisions for both of the following scenarios:

1. members moving through their salary steps
2. members achieving levels of responsibility pay in accordance with their collective agreement.

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

Full Year Impact of Previous Year Hiring - \$1.1 million increase

In 2010, 23 additional civilians became members of the Ottawa Police Service, in keeping with growth forecasts. These new civilian positions were added to the complement in October 2010. In order to reflect the full-year impact in 2011 of these 23 civilians hired in 2010, \$1.1 million was added to the budget.

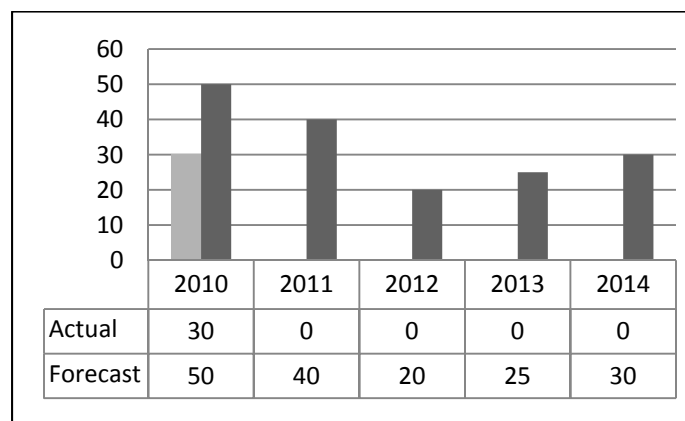
Retirement Costs - \$0.3 million reduction

Retirement costs are reduced by \$0.3 million in the 2011 Draft Operating budget to reflect fewer expected retirements and lower retirement payouts per retiree.

Based on current information, retirement levels are expected to decrease successively in 2011 and 2012 from the 2010 level, but start to rise again in 2013 and 2014. However, the corresponding payout per retiree is expected to be lower over this forecast period. Retirements not only create a financial pressure, but they also place challenges for policing operations unless appropriate recruitment and succession planning is maintained.

Table 5 summarizes the forecasted sworn retirements, with actual figures for 2010.

**Table 5
Sworn Retirements
(2010 Actual, 2011-2014 Forecast)**



OMERS - \$1.5 million increase

A budget increase of \$1.5 million is required to reflect OMERS premium increases.

As a participant to the OMERS Primary Pension Plan, contribution rates for both employer and employee were increased by 1% to cover the funding shortfall beginning 1 January 2011. This budget pressure is expected to continue in 2012 and 2013.

Materials, Supplies and Services - \$0.7 million reduction

The 2011 Draft Operating budget reflects a \$0.7 million net reduction for materials, supplies and services. In general, a 2.5% inflation adjustment was applied to this area of the budget. Subsequently, Superintendents and Executive Directors have been given direction to identify across the Service reductions of \$1.1 million.

Recovery – Paid Duties, Airport Contract - \$0.3 million increase

Revenues from paid duties have increased to reflect 2010 activity levels. Revenues from the airport contract have increased commensurate with salary increases in 2011. The total increase in revenues from these two areas is \$0.3 million.

Revenue – Provincial Funding - \$0.1 million reduction

Provincial funding revenue has decreased by \$0.1 million due to the elimination of funding for the Firearms program in 2011.

It should be noted that the provincially funded Police Officer`s Recruitment Fund program will cease to exist in 2013. The 2012-2014 Forecast reflects the elimination of this program, resulting in the decrease of \$0.7 million of revenue in 2013.

Revenue – Alarms - \$0.3 million reduction

In September 2009, the Board approved the elimination of the mandatory registration of alarm systems, and increased the false alarm response fee to reflect cost recovery. However the volume of false alarms declined during 2010 resulting in reduced revenues to the OPS. This trend is expected to continue into 2011.

One-Time Funding from Reserves - \$0.2 million increase

Two temporary positions to support the Mobile Workstation Replacement Project and one temporary position for the e-Disclosure Project will be covered by this funding from General Reserves. These positions were identified as being suitable for one-time funding as the related projects are expected to be completed within 2011.

Fleet Capital Contributions - \$1.0 million reduction

Fleet capital contributions are reduced because the OPS was able to take advantage of favourable fleet pricing which enabled the purchase of 2011 vehicles in 2010.

General Capital Contributions - \$1.0 million increase

The increase in the General Capital contributions is possible due to a reduction in the Fleet Capital contribution as discussed above.

Category 2: Provincially Legislated – no change

No provincially legislated spending increases have been identified for 2011.

Category 3: Growth – no change

The requirement to expand the Police Service in response to the city's growth creates additional financial pressure on the operating budget. Based on the most recent 10-year growth forecast prepared for the Development Charge Study, the Service had planned to add 23 members each year to keep pace with the expected growth in the city.

However, in the 2.5% Police tax rate environment, increases to the existing complement are not affordable. Accordingly, planned additions to both sworn and civilian complement have been eliminated for 2011 to 2014.

Category 4: New Services/Needs - \$0.2 million increase

The 2011 draft budget includes \$0.2 million to support the four strategic priorities identified in the Ottawa Police Service 2010–2012 Business Plan.

The four strategic priorities that have been identified in the OPS Business Plan are:

1. Reducing, Investigating and Preventing Crime
2. Investing in our People
3. Enhancing Partnerships and Interoperability
4. Expanding Public Education, Community Engagement and Mobilization

Various initiatives to support this Business Plan were proposed for 2011. However, in order to attain the 2.5% Police tax rate increase, these new initiatives were eliminated or deferred with the exception of training and development (refer to Annex A-4).

Category 5: Efficiencies - \$0.6 million increase

It has been a longstanding practice of the Ottawa Police Service to continually strive for efficiency throughout the police organization. Including 2010, over \$7.4 million in budget efficiencies have been identified and achieved since 2004. These efficiencies have been found through process improvements and leveraging strategic investments in technology.

For 2011, the budget efficiency target approved by the Board is \$0.5 million. The 2011 draft budget submission has identified various efficiencies as listed in Annex A-7 totalling \$0.6 million.

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

The objective of the Board's 2007 User Fee policy is to ensure that the pool of revenue generated by user fees grows at the same pace as the tax rate. This policy requires an annual review and analysis of user fees. Based on this review, recommendations for fee increases may ensue (see Annex A-5). In 2011, user fees are increasing on average by 2.5%, corresponding to a revenue increase of \$150,000. Annex A-6 summarizes all revenues and recoveries captured in the 2011 draft budget, with comparisons to 2010.

2012 – 2014 Draft Operating Budget Forecast

As noted earlier, the operating budget forecast for 2012-2014 is based on holding the Police tax rate increase to 2.5% annually, consistent with the Council's resolution for the City of Ottawa. The Draft Operating Budget forecast is summarized in Table 6.

Table 6
2012-2014 Draft Operating Forecast
(\$ millions)

Incremental Requirement	2012	2013	2014
Maintain Services	\$10.2	\$9.6	\$10.0
Growth	\$0.0	\$0.0	\$0.0
New Services / Needs	\$0.2	\$0.2	\$0.2
Efficiencies	(\$0.7)	\$0.0	\$0.0
User Fees & Charges	(\$0.2)	(\$0.2)	(\$0.2)
Incremental requirement	\$9.5	\$9.6	\$10.0
Less Assessment Growth at 2%	(\$4.1)	(\$4.1)	(\$4.3)
Net Taxation Increase Requirement	\$5.4	\$5.5	\$5.7
Police Tax Rate Increase	2.5%	2.5%	2.5%

2012

The net incremental budget requirement for 2012 is \$9.5 million.

- Total compensation costs including OMERS increases and retirement payouts will be \$9 million
- No growth in complement is planned
- A \$0.9 million provision for debt servicing costs relating to old projects will be included
- Total budget reductions of \$1.3 million are required
 - efficiencies of \$0.8 million are included

2013

The net incremental budget requirement for 2013 is \$9.6 million.

- Total compensation costs including OMERS increases and retirement payouts will be \$10.0 million
- No growth in complement is planned
- Federally funded contributions of \$0.7 million for the “2,500 Officer Program” cease
- An incremental \$0.3 million provision for debt servicing costs relating to old projects will be included
- Funding of \$0.3 million for ineligible debt
 - Accomplished through an increase to the PAYG contribution
- Total budget reductions of \$2.0 million are required
 - The strategy of managing the vacancy factor will generate these reductions

2014

The net incremental budget requirement for 2014 is \$10.0 million.

- Total compensation costs will be \$9.1 million
 - No incremental increases to OMERS premiums
 - Retirement provisions are unchanged
- No growth in complement is planned
- No incremental changes to provision for debt servicing costs relating to old projects will be included
- Incremental provision of \$1.7 million is made to the PAYG contribution
- Total budget reductions of \$1.2 million are required
 - The strategy of managing the vacancy factor will generate these reductions

2011 Draft Capital Budget

For 2011, the Board will consider a capital budget request totalling \$14.9 million as summarized in Table 7. A detailed narrative explanation for each of these projects is provided in Annex B-3. A Capital Works in Progress report is also provided in Annex B-1 to summarize the status of all existing capital projects.

Table 7
2011 Ottawa Police Service Capital Budget
(\$ millions)

Capital Project	Total Need	Funding Source			
		PAYG	Revenues	DC	Debt
Renewal of Assets					
Fleet Program	\$ 2.5	\$ 2.2	\$ 0.3		
IT Mobile Workstations	\$ 2.1	\$ 2.1			
IT Infrastructure	\$ 1.0	\$ 1.0			
IT Storage	\$ 1.3	\$ 1.3			
IT Telecommunication	\$ 0.4	\$ 0.4			
IT Applications	\$ 0.4	\$ 0.4			
Building Security Access Control Upgrades	\$ 0.3	\$ 0.3			
Facility Minor Capital Projects	\$ 0.4	\$ 0.4			
Facility Lifecycle	\$ 2.0	\$ 2.0			
Cellblock - Security Replacement	\$ 0.4	\$ 0.4			
Subtotal	\$ 10.8	\$ 10.5	\$ 0.3	\$ -	\$ -
Strategic Initiatives					
Strategic Growth Initiative	\$ 0.3	\$ 0.3			
Business Transformation	\$ 2.3	\$ 2.3			
OPS Specialized Equipment	\$ 0.2	\$ 0.2			
Facility Strategic Plan	\$ 0.6	\$ 0.6			
Facility Initiatives	\$ 0.7	\$ 0.7			
Subtotal	\$ 4.1	\$ 4.1	\$ -	\$ -	\$ -
Total	\$ 14.9	\$ 14.6	\$ 0.3	\$ -	\$ -

Ten-Year Capital Forecast

The Ottawa Police Services Board aims to provide appropriate annual increases to support capital formation funding, to ensure that assets such as fleet, facilities and information technology are adequately maintained and replaced as required.

The 10 Year Capital Budget Forecast was developed prior to the Board's request to consider the 2.5% Police tax rate increase. Although this request does not have an effect on the 2011 Capital Budget, the tax rate reduction will have an impact on the affordability of future debt funded projects. With this in mind, staff will provide a revised capital forecast for approval on 7 March 2011 in accordance with the 2.5% Police tax rate increase. As mentioned earlier, the affordability of several key operational infrastructure projects in the 2011 to 2014 horizon will be re-examined.

Annex B-2 presents the 2011–2020 Ten-Year Capital Forecast for the Ottawa Police Service by individual project and by category of need. The ten-year gross need totals \$233.3 million, and ranges from a low of \$9.6 million in 2018, to a high of \$43.5 million in 2012. The capital needs summary is shown in Table 8.

Table 8
OPS Ten-Year Capital Needs Summary – 2011 to 2020
(\$ millions)

Category	Gross Need	Funding			
		Tax	Revenue	DC	Debt
Renewal of Assets	\$115.2	\$108.1	\$2.7		\$4.4
Growth	\$59.2				\$59.2
Strategic Initiatives	\$58.9	\$29.9			\$29.0
TOTAL	\$233.3	\$138.0	\$2.7		\$92.6
% Of Total		59%	1%	0%	40%

The majority of the forecast is required in the first category for Renewal of Assets and ongoing maintenance of existing police assets. This renewal includes fleet replacement, facility maintenance, and information technology. These items comprise \$115.2 million of the \$233.3 million requirement, or 49% of the total.

The second category of Growth includes those projects that are eligible for development charge (DC) funding in accordance with the City’s Development Charge By-law (2009). The growth requirements are attributable to the need for new facility acquisition and/or construction. New facilities cost a total of \$59.2 million over the ten-year planning horizon.

The third category of forecast capital expenditures is Strategic Initiatives. This category includes all strategic investments in support of long term objectives. Facilities projects related to the 10 year Facilities plan totals \$39 million, and business transformation projects total \$6 million. Overall, projects for Strategic Initiatives total \$58.9 million over the forecast period. Funding for this category is primarily from tax-supported capital contributions, with the exception of certain initiatives that qualify for debt funding.

Status of OPS Reserve Funds

The OPS has three permanent reserve funds that play key roles in capital funding.

The Fleet Replacement Reserve Fund finances vehicle replacement projects. It carries a minimal balance year over year. As approved by the Board in 2010, a portion of the vehicle requirements for 2011 were purchased from the 2010 replacement project in order take advantage of substantial price savings. This allowed the annual contribution to the reserve from the 2011 operating budget to be reduced by \$1.0 million to \$2.1 million. In 2012, the annual contribution to the Fleet Replacement Reserve Fund will increase to \$2.7 million and remains at that level for the balance of the forecast. This will provide enough funds to meet the vehicle replacements required for each year, which is in the range of \$2.5 million to \$2.9 million. The revenue from the disposal of fleet vehicles funds any shortfall.

The OPS Development Charges Reserve Fund funds growth-related projects. It is used strictly for the growth portion of certain projects identified within the 2009 DC By-Law.

The OPS General Capital Reserve Fund funds the remainder of the OPS capital work plan, excluding those projects that are debt-financed. The continuity schedule for the reserve fund, showing the contributions, expenditures and final balance for 2011–2014 is provided in Table 9. This schedule shows that all planned projects not requiring debt financing can be funded. For 2011 to 2014, projects financed by the General Capital Reserve Fund are unaffected by the 2.5% Police tax rate increase.

A \$1.5 million balance in the General Capital Reserve Fund will be on hand in 2012 to finance the other capital projects identified in the forecast for which debt or growth funding is not appropriate. The balance accrued to date has arisen primarily as a result of the capital formation strategy that the Board adopted during the 2008–2010 Financial Framework. The continuity is based on the capital formation contributions for the 2011–2014 periods as outlined in Annex A-1.

Table 9
OPS General Capital Reserve Fund Continuity Schedule
(\$ millions)

	2011	2012	2013	2014
Opening Balance	\$3.0	\$1.5	\$5.6	\$8.7
<u>Sources</u>				
Tax Base Contribution	\$11.2	\$11.0	\$11.0	\$11.0
Project Closures	\$1.8	\$0.0	\$0.0	\$0.0
Interest Earnings	\$0.0	\$0.0	\$0.0	\$0.1
Total Sources	\$13.0	\$11.0	\$11.0	\$11.1
<u>Uses</u>				
Project Funding	\$12.4	\$6.9	\$7.9	\$18.6
Contribution to Operations	\$2.1	\$0.0	\$0.0	\$0.0
Total Uses	\$14.5	\$6.9	\$7.9	\$18.6
Ending Balance	\$1.5	\$5.6	\$8.7	\$1.2

CONSULTATION

The 2011 Draft Operating and Capital estimates will be presented and tabled with the Ottawa Police Services Board on 19 January 2011.

Public consultation of the 2011 Draft Budget will occur during the regular Board meetings on 24 January 2011 at 5:00 p.m. and 28 February 2011 at 4:00 p.m. in the Champlain Room at City Hall. OPS management and staff will be in attendance at both of these meetings to answer questions about the OPS budget and related operational issues.

OPS staff will also attend the 5 Multi-Ward Bilingual City Consultation Meetings being held during the last week of February and first week March.

Formal consideration and review of the 2011 Budget will occur at the Ottawa Police Services Board meeting at 9:00 a.m. on 7 March 2011. Approval is also scheduled for that date.

City Council will begin its approval process on 8 March 2011.

FINANCIAL IMPLICATIONS

Financial implications are presented within the report.

CONCLUSION

The Ottawa Police Service is tabling a draft 2011 operating budget of \$236.9 million which includes options to achieve a Police tax rate increase of 2.5%. The 2011 draft capital budget is tabled at \$14.9 million. The report also provides an analysis of the implications of sustaining a 2.5% tax increase for the 2012-2014 periods.

(original signed by)

Vern White
Chief of Police

Annexes

Annex A-1	2011 to 2014 Operating Forecast
Annex A-2	2011 Staff Complement Summary by Section
Annex A-3	2010/2011 Staff Complement Summary by Rank
Annex A-4	2011 Business Plan Initiatives
Annex A-5	2011 Recommended Inflationary Increase to Fees and Charges
Annex A-6	2011 Detail of all Revenues
Annex A-7	2011 Identified Budget Efficiencies
Annex A-8	Community Police Centres – 2011 Net Budget by Centre
Annex A-9	Letter from City Treasurer to the Board regarding Debt Financed Capital Projects
Annex A-10	2011 Detailed Summary of Reductions to Achieve 2.5% Option



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

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

**REPORT
RAPPORT**

DATE: 19 January 2011

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

FROM: Chef de police, Service de police d'Ottawa

SUBJECT: PROJETS DE BUDGETS OPÉRATIONNELS ET D'INVESTISSEMENTS 2011

RECOMMANDATIONS

Que la Commission de services policiers d'Ottawa:

- Reçoive et soumette les projets de budgets opérationnels et d'investissements pour 2011 de la Police d'Ottawa
- Reçoive et soumette les choix possibles conduisant à une hausse de 2,5% du taux d'imposition
- Étudier et approuver les projets de budgets opérationnel et d'investissements de la Police d'Ottawa pour 2011 lors de son assemblée extraordinaire du 7 mars 2011

INFORMATION DE BASE

La prévision de budget opérationnel pour 2011 présentée dans le cadre du processus budgétaire de 2010 proposait une hausse nette de 11,3 M\$ de croissance de l'évaluation, correspondant à une hausse de 5,6% de la taxe de police. Au cours de la préparation des projets de budgets opérationnels pour 2011, l'été et l'automne derniers, l'équipe a tâché de s'en tenir à cette prévision. Le résultat fut une hausse budgétaire nette «hypothèse de base» de 11,1 M\$ de croissance de l'évaluation, ou une hausse de 5,5% de la taxe de police.

Le 15 décembre 2010, le Conseil municipal de la Ville d'Ottawa approuva ainsi une résolution:

IL EST EN OUTRE RÉSOLU QUE le Conseil municipal demande à la Commission de services policiers d'Ottawa et au conseil d'administration de la Bibliothèque publique d'Ottawa de livrer des budgets dont les hausses au niveau de leurs besoins fiscaux ne dépasseraient pas 2,5%.

À la réunion de la Commission de services policiers d'Ottawa du 20 décembre 2010, la Commission adopta la proposition suivante:

Que la Commission de services policiers d'Ottawa:

Dirige le Chef de police de collaborer avec le personnel des finances municipales pour étudier les options visant à arriver à une hausse budgétaire de 2,5% pour 2011, comme l'a exigé le Conseil avant le dépôt sur table du Budget.

Comme le montre le Tableau 1, l'hypothèse de base présente une hausse budgétaire progressive nette de 11,1 M\$, comparativement à 5,0 M\$ avec l'option à 2,5%. L'équipe a effectué cette révision selon les directives de la Commission et a mis au point des options budgétaires de l'ordre de 6,1 M\$.

Tableau 1
Scénarios du projet de budget opérationnel de 2011
(\$ millions)

	Prévu lors du dépôt du Budget 2010	Hypothèse de base	Option du 2,5%	Réductions requis
Besoin budgétaire progressif (M \$)	\$14.9	\$14.8	\$9.0	
Moins: Croissance de l'évaluation (M \$)	(\$3.6)	(\$3.7)	(\$4.0)	
Hausse budgétaire progressive nette (M \$)	\$11.3	\$11.1	\$5.0	\$6.1
Hausse de la taxe de police	5.6%	5.5%	2.5%	

Ce rapport budgétaire présentera le scénario de la hausse de 2,5% de la taxe de police. Toutes les annexes accompagnant le rapport suivent ce même scénario, à l'exception de l'Annexe B-2, qui traite des prévisions d'investissement de 2011 à 2020. Comme on l'explique plus loin dans le rapport, cette annexe sera révisée avant l'approbation du budget en mars 2011.

DISCUSSION

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

Dans le but s'assurer la disponibilité des fonds permettant de répondre aux demandes de la collectivité, l'article 39 de la *Loi sur les services policiers* exige de la part du Conseil qu'il approuve une allocation budgétaire annuelle à l'intention du service de police pour que celui-ci dispose des fonds nécessaires au maintien de l'équipement et des installations. Conjointement avec le Plan directeur du SPO et autres

documents de planification stratégique, le budget annuel permet au Conseil d'établir ses priorités et apporte une direction aux gestionnaires. Il appuie les niveaux de service, accorde l'autorité requise pour l'avancement de projets opérationnels clés, et confirme le financement nécessaire pour mener à bien les plans opérationnels prévus pour 2011.

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

Contexte policier

Ottawa doit relever un défi unique dans le milieu policier municipal au Canada. Puisqu'elle est la capitale nationale, les résidents et les entreprises de la ville doivent composer, tous les ans, avec environ 185 événements planifiés et plus de 200 qui ne le sont pas. Ces événements nécessitent la mise au point et la mise en œuvre d'opérations policières appuyées par un travail coordonné de collecte de renseignements, d'évaluation des risques et menaces, et de stratégie en matière de sûreté publique. Le travail policier, partout au Canada, est soumis à des variables liées aux types et aux niveaux de criminalité, ainsi qu'à la croissance et à l'évolution des collectivités. Pour parvenir à gérer ces variables, de solides approches de planification s'imposent, fondées sur des cadres opérationnels, financiers et stratégiques.

La taille d'Ottawa et sa situation géographique posent d'autres défis singuliers au Service de police d'Ottawa. La ville d'Ottawa s'étend sur 2 796 kilomètres carrés et fait 90 kilomètres d'Est en Ouest. Cette superficie dépasse celle de Toronto, de Montréal, de Calgary, d'Edmonton et de Vancouver réunis. En outre, la zone est rurale à près de 80%, soit plus de terres agricoles que tout autre ville canadienne. Cette diversité crée un besoin de modèles de services policiers différents, personnalisés pour tenir compte des besoins urbains, suburbains et ruraux, d'un équipement spécialisé et des coûts liés aux véhicules plus élevés.

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

Le taux global de criminalité à Ottawa reflète la tendance nationale vers une baisse générale. Le nombre total des infractions au code criminel est en décroissance, tandis que les crimes violents perpétrés par les jeunes, la violence liée à la drogue et l'activité des bandes de rue continuent à croître. Dans l'ensemble, la sûreté s'améliore, mais la peur face au crime prévaut toujours, puisque les secteurs vulnérables de la société font face à des actes criminels plus fréquents et plus violents. Ceux-ci font compte encore parmi les plus fortes priorités opérationnelles pour 2011.

Comparaisons du nombre des employés policiers au Canada

Les plus récentes données publiées par Statistiques Canada démontrent que les niveaux de dotation en personnel de la Police d'Ottawa se retrouvent en milieu de gamme chez les douze principaux centres urbains du Canada. Le tableau 2 présente des données relatives aux douze services de policiers de comparaison, ainsi que celui de Gatineau. Comme le montre le Tableau 2, on retrouve 466 résidents pour chaque membre de la police (assermenté et civil) à Ottawa, une modeste amélioration par rapport aux 473 que l'on comptait en 2008.

**Tableau 2
Population par membre de la police**

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

Source: Ressources policières au Canada en 2010. Statistiques Canada

Comparaisons des coûts policiers au Canada

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

Les priorités opérationnelles du chef pour 2011

Les priorités opérationnelles du chef pour 2011 représentent un facteur important au sein du processus de mise au point du budget. Comme par les années passées, le chef prévoit mettre l'accent sur la continuation des activités d'application qui ont fait leurs preuves, tout en assurant le déploiement efficace des ressources policières de première ligne.

Les priorités opérationnelles sont:

1. Rehausser la pertinence aux yeux de la collectivité:
 - Répondre aux appels de service «qualité de vie» dans la collectivité
 - Mettre plus fort l'accent sur le soutien envers toutes les victimes et sur l'intervention stratégique auprès des jeunes
2. En travaillant avec nos partenaires, cibler les secteurs à forte incidence d'appels de service et mettre l'accent sur la résolution des problèmes:
 - Continuer d'augmenter la visibilité des agents en patrouille
 - Améliorer l'efficacité et l'efficacit  de la formation des agents par la mise en  uvre d'une formation modulaire
3. R duction, pr vention du crime, am lioration du taux de r solution:
 - Continuer   mettre l'accent sur la r duction du crime de rue et des probl mes de quartier
 - Pr venir et att nuer la criminalit  chez les jeunes par l'intervention pr coce et la d judiciarisation
4.  largir les services de soutien de premi re ligne:
 - Identifier les sp cialit s sous-capitalis es dans les secteurs de la jeunesse, de la violence conjugale et contre les a n s, et de la sant  mentale
5. Continuer   cibler les crimes graves li s   la drogue, aux armes   feu et aux crimes violents, par la voie des initiatives suivantes:
 - Unit  des vols
 - Unit  contre les crimes de rue
 - Unit  des armes   feu et des gangs
 -  quipe d'intervention directe (EIA)
 - Unit  de patrouille p destre
6. Saisir les occasions d'optimisation des ressources, accro tre le flux d'entr es:
 - Centres de signalement des collisions
 - V rification d'ant c dents et ITR (Identification en temps r el)
 - Regroupement de services

Une mise en  uvre continue des recommandations du Projet de d ploiement strat gique aidera le Service de police d'Ottawa   affecter les bonnes personnes au bon endroit et au bon moment. Le projet a engendr  des changements pour offrir un meilleur service en p riode de pointe, r duire la criminalit 

sans augmenter le nombre d'arrestations, accentuer la visibilité policière dans la collectivité et continuer de contrecarrer les tendances graves de la criminalité à l'aide de sections spécialisées.

Dans un même ordre d'idées, le Projet de rehaussement des Services d'enquêtes criminelles, présentement en cours, donnera lieu à des recommandations en 2011. L'objectif de ce projet est l'atteinte d'un taux de résolution optimal à l'aide d'une révision complète des fonctions d'enquêtes.

Processus de mise au point du budget pour 2011

L'équipe a rencontré le Comité des finances et de la vérification de la Commission en juin 2010 pour discuter des stratégies relatives au budget de 2011. Ne disposant alors pas d'autres indications de la Ville, le Comité conseilla à l'équipe de préparer le budget de 2011 en fonction des prévisions offertes lors du dépôt du budget 2010. Ces prévisions montraient une majoration de la taxe de police de l'ordre de 5,6%.

Toujours en juin 2010, des réunions avec les conseils d'administration de section eurent lieu pour obtenir des instructions pour la préparation du budget et pour discuter de stratégie budgétaire, comme l'emploi de la budgétisation sur la base zéro pour tous les éléments de coût. Les dépenses de l'exercice courant furent aussi revues pour faciliter l'identification de secteurs où les bases budgétaires pourraient être ajustées en 2011. La date limite pour les présentations budgétaires était le 13 septembre 2010.

Durant les 2 semaines médianes d'octobre, le directeur exécutif du soutien organisationnel, ainsi que la directrice des finances et son équipe, tinrent une rencontre initiale avec chacune des sections pour passer en revue les projets de budget et pour y apporter des changements si nécessaire. Ces estimations budgétaires révisées furent ensuite passées en revue lors de réunions tenues en novembre avec les chefs adjoints et la directrice générale pour déterminer si d'autres changements s'imposaient. Une brève liste de points nécessitant des directives du chef fut ensuite établie. En début décembre, le scénario de base du projet de budget était prêt, et faisait état d'une hausse de 5,5% de la taxe de police.

Situation financière 2010

Le Rapport financier du 3^e trimestre de 2010 est une pièce-clé de l'information nécessaire à la préparation du projet de budget pour 2011. Il permet d'identifier des secteurs à excédent ou, à l'inverse, des pressions budgétaires devant être abordées. Selon l'information courante, le SPO prévoit un excédent d'exploitation pour 2010 d'environ 2M\$. Le chiffre exact de l'excédent n'est pas connu pour l'instant. Cet excédent est attribuable à un nombre de retraites inférieur aux prévisions, entraînant des coûts moindres dans ce secteur. Le budget 2010 prévoyait la retraite de 50 membres assermentés et celle de 10 civils. Toutefois, seulement 30 membres assermentés et 11 civils ont pris leur retraite en 2010. Dans une section subséquente, nous examinerons une stratégie proposant d'utiliser l'excédent pour contrer une pression financière de 2011.

Principes financiers

Les projets de budgets opérationnels et d'investissements pour 2011 furent mis au point à partir des principes financiers suivants:

- Les opérations sont entièrement financées par:
 - La croissance de la base d'évaluation
 - Des majorations de la taxe de police
 - Les efficiences
- Les sources exceptionnelles de capitalisation ne sont pas utilisées pour combler les besoins opérationnels de base continus.
- Une politique des frais d'utilisation, approuvée dès 2006, continue d'assurer que le coût proportionnel de la prestation des services entre le contribuable moyen et l'utilisateur actif est maintenu.
- L'identification de nouvelles sources de revenu se poursuivra.
- Il ne sera pas permis aux budgets d'investissements de se retrouver en position déficitaire. Des fonds suffisants ont été octroyés pour le remplacement adéquat, à la fin de leur cycle de vie, des installations, du parc, et de l'infrastructure des technologies de l'information. Les plans de croissance du capital sont financés à partir des redevances d'exploitation et de l'endettement.

Directive de la Commission pour 2011

Lors de la réunion du 20 décembre 2010 de la Commission de services policiers, la Commission chargea son personnel de présenter des options permettant d'atteindre, selon les stipulations du Conseil, une hausse de 2,5% de la taxe de police pour 2011 dans son budget. En outre, la Commission fit l'adoption du calendrier budgétaire révisé, tel que proposé par la Ville. La *Loi sur les services policiers* stipule que le Service de police doit se conformer au processus mis sur pied par le Conseil municipal. La Commission exigea aussi de l'équipe qu'elle rencontre le Comité des finances et de la vérification pour discuter des options de réduction budgétaire.

Réductions des coûts opérationnels requises pour satisfaire aux directives de la Commission pour 2011– 6,1 M\$

Pour en arriver à une hausse de 2,5% de la taxe de police en 2011, une réduction de 6,1 M\$ du budget est nécessaire. Une gamme de stratégies a été déployée pour toucher la cible. Les réductions requises sont résumées dans le Tableau 3 et exposées plus en détail dans l'Annexe A-10.

Tableau 3
Résumé des réductions visant à atteindre une hausse de 2,5% de la taxe de police
(en millions de dollars)

<u>Description</u>	<u>Total</u>
Aucun financement additionnel	\$2.9
Élimination d'initiatives du Plan directeur	\$0.5
Réduction de l'enveloppe budgétaire existante	\$0.8
Revenus et recouvrements	\$0.5
Ajustements de la base d'évaluation	\$0.3
	\$5.0
Réductions dans l'ensemble du Service	\$1.1
Total des réductions	\$6.1

1. Aucun financement additionnel (2,9 M\$) – Des demandes de nouveau capital ont été refusées ou des sources alternatives de financement ont été proposées.
2. Élimination d'initiatives du Plan directeur (0,5 M\$) – À part certaines demandes de formation, les nouvelles initiatives ont été éliminées.
3. Réductions apportés à l'enveloppe budgétaire existante (0,8 M\$) – Les prévisions budgétaires pour 2011 ont été revues à la baisse selon l'information financière de 2010 ou à partir d'un autre niveau d'hypothèses d'activités.
4. Revenus et recouvrements (0,5 M\$) – Des ajustements ont été faits pour bien rendre le volume des prévisions d'activités et pour faire place à de nouvelles sources de capital.
5. Ajustements de la base d'évaluation (0,3 M\$) – Les chiffres ont été harmonisés à ceux de la Ville.
6. Réductions dans l'ensemble du Service (1,1 M\$) – Des cibles ont été confiées aux conseils d'administration, et des points particuliers sont en voie d'identification.

Répercussions de la direction de la Commission sur le budget d'investissements 2011

La hausse nette de 300 000\$ en apport au Programme de paiement à l'usage (PAYG), prévue pour 2011, est éliminée en vertu de la directive budgétaire du 2,5% de la Commission. Ce changement laisse toutefois le fonds de réserve en mesure de financer tous les travaux d'investissement prévus pour 2011. En conséquence, la cible budgétaire de 2,5% n'a pas de répercussions sur le budget d'investissements pour 2011.

Des fonds seront aussi disponibles pour résoudre la part à court terme de la situation d'endettement inéligible de la Commission. Comme l'a indiqué le Trésorier municipal dans sa lettre (Annexe A-9), le personnel de la Ville a identifié des projets à capital fermé évalués à 2 M\$ et inéligibles au financement par l'emprunt, ce qui avait été prévu à l'origine. L'équipe du SPO a discuté de la possibilité de se servir de l'excédent de 2010 du SPO pour contrebalancer les 2 M\$ en projets à endettement inéligible. D'habitude, tout excédent ou déficit que connaît le SPO en fin d'exercice est absorbé par la comptabilité générale et par les fonds de réserve de la Ville. Par contre, afin de pouvoir composer avec le besoin permanent de financement de ces projets, le personnel de la Ville a fait part de son intention de recommander au Conseil de consacrer l'excédent de 2010 au refinancement de ces projets à endettement inéligible. Le personnel de la Ville compte inclure cette recommandation au sein du rapport de disposition de fin d'exercice, prévu pour mars 2011.

La part à long terme de la question de l'endettement inéligible (5,4 M\$ pour des radios) est discutée dans l'une des sections qui suit.

Directive du Conseil pour 2012 à 2014

Il est aussi à noter que le 15 décembre 2010, le Conseil approuva également la résolution suivante pour la Ville d'Ottawa:

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

Même si cette résolution ne s'adressait pas directement au SPO, l'équipe a préparé sa prévision 2012-2014 du SPO en fonction de cette directive.

Stratégie de la taxe de police – Prévisions opérationnelles pour 2012 à 2014

L'équipe a analysé la stratégie de majoration de 2,5% de la taxe de police sur la période de 2012 à 2014. Cette initiative revêt des implications d'importance pour le Service de police, étant donné les pressions budgétaires à l'horizon.

1. Des revenus de 4 M\$ liés à la croissance de la base d'évaluation, et de 5 M\$ engendrés par la majoration de 2,5% de la taxe de police, représentent entre eux, environ 9 M\$ de nouveau capital par année. Ce 9 M\$ de financement sera immédiatement absorbé par les pressions annuelles de rémunération du Service, qui consistent en des hausses découlant des contrats de convention collective et des augmentations.
2. Dans le cadre d'une hausse de 2,5% de la taxe de police, il n'est pas possible de financer des ajouts au niveau présent des compléments de personnel. En tant qu'organisation qui remplit son mandat par l'entremise de ses employés, le SPO aura fort à faire pour suivre la croissance de la demande de service.

3. Tous les autres besoins budgétaires, à par la rémunération, devront être financés à partir de réductions de l'enveloppe budgétaire, d'efficiences budgétaires, et par la gestion des postes à pourvoir du Service. L'ampleur de ces réductions devrait se chiffrer à 1,3 M\$ en 2012, à 2,0 M\$ en 2013, et à 1,2 M\$ en 2014.
4. Aucun nouveau projet financé par l'endettement n'est prévu pour les quatre prochaines années. Il n'y a pas de place pour de nouveaux coûts de formation du capital pour de tels projets.

L'Annexe A-1 présente un survol de la hausse de 2,5% de la taxe de police au niveau de la période allant de 2011 à 2014. La section intitulée «Prévisions du projet de budget opérationnel pour 2012 à 2014» propose une analyse, d'année en année, des prévisions.

Stratégie du taux d'imposition de la taxe de police – Prévisions d'investissement pour 2012 à 2014

Le taux d'imposition de 2,5% de la taxe de police amène plusieurs implications importantes pour le financement des projets d'investissement:

1. Le programme de paiement à l'usage

Le programme de paiement à l'usage demeurera à son niveau de financement actuel.

2. Endettement inéligible

La question de l'endettement inéligible peut être résolue.

La lettre adressée à la CSP par le Trésorier municipal, Marian Simulik, en date du 6 janvier 2011 (Annexe A-9) a aussi soulevé le fait que le financement par emprunt de 5,4 M\$ pour le projet radio ne peut aller de l'avant.

Une provision budgétaire de 250 000\$ en 2013, et une provision supplémentaire de 1 650 000\$ en 2014, formeront la base de financement du régime par répartition pour le projet radio de 5,4 M\$ qui devrait s'amorcer en 2015.

3. Endettement lié à d'anciens projets

La lettre du Trésorier municipal fait aussi référence à la dette en obligations de la Commission, liée à 43,6 M\$ de projets d'investissement. De ce solde, 15,6 M\$ sont liés à des projets fermés à l'endroit desquels des dettes devraient être émises en 2011, et 11,4 M\$ ont trait à des projets d'investissement présentement en cours et qui devraient s'achever au cours des 2 ou 3 prochaines années. Des provisions budgétaires différentielles de 900 000\$ et de 300 000\$ ont été ajoutées aux chiffres de 2012 et de 2013 respectivement dans le but de financer les remboursements de dette liés à ces soldes. Une provision supplémentaire de financement de la dette de près de 1 M\$ sera nécessaire en 2015 pour s'acquitter de cette obligation.

Le solde restant de 16,6 M\$ est réservé pour le complexe de la division Sud. Un plan de financement sera incorporé au mandat de la prochaine Commission (2015-2018) afin d'assurer que l'obligation de dette d'environ 4.5 M\$ soit honorée à l'achèvement du projet. Cet énoncé suppose que le coût total du projet d'investissement de la division Sud sera de près de 50 M\$.

4. Endettement lié à des nouveaux projets

Durant cette période, il y aura un moratoire sur les projets financés par l'emprunt. Il n'y a pas de place, au sein des prévisions budgétaires, pour l'ajout de coûts de formation de capital à l'appui de nouveaux travaux financés par l'emprunt.

L'équipe va réexaminer la stratégie de 10 ans des installations du SPO et ajuster en conséquence les projets d'investissement prévus. Le plan d'investissements présent comprend les projets financés par l'emprunt suivants, qui devront être repensés en termes de choix du moment, de besoins opérationnels et d'accessibilité financière au sein du contexte de la hausse de 2,5% de la taxe de police:

- 1) Bardage du poste de Greenbank, 4,4 M\$ (2012)
- 2) Complexe de la division Sud, 30 M\$ (2012)
- 3) Rénovations au poste d'Elgin, 14 M\$ (2014)
- 4) Agrandissement du Centre de développement professionnel, 10 M\$ (2014)
- 5) Autres projets à l'horizon
 - Installation de la patrouille centrale, 30 M\$ (2015)
 - Rénovations au poste de Greenbank, 2 M\$ (2015)
 - Déploiement de l'installation de Swansea, 10 M\$ (2016)
 - Rénovations au poste de Leitrim, 2 M\$ (2016)

Faits saillants du projet de budget opérationnel pour 2011

Le Service de police a besoin de 9 M\$ de nouveau capital en 2011. Lorsque la croissance de la base d'évaluation de 4 M\$ est appliquée à ce montant, la hausse nette du budget se chiffre à 5 millions ou 2,5%.

Le tableau 4 dresse un résumé des pressions et des solutions qui aboutissent à la hausse nette de 5 millions. Une version plus détaillée se retrouve dans l'Annexe A-1. Le budget est catégorisé selon un modèle de cadre fiscal pour la Ville d'Ottawa, tel qu'exposé ci-bas. Chacune de ces catégories est discutée plus en détail dans la section qui suit:

- 1) Maintien des services – assurer une prestation continue de services policiers de grande qualité
- 2) Législation provinciale – assurer le respect de la législation pertinente
- 3) Croissance – inclure les coûts nécessaires à l'expansion des services policiers à l'appui de la croissance de la population locale⁴)
- 4) Nouveaux services ou besoins – inclure les coûts liés à l'appui du Plan directeur du SPO
- 5) Efficacités – réaliser des économies d'efficience par la voie d'améliorations de la productivité, d'investissements en technologie, de rationalisation des actifs et d'approvisionnement efficace
- 6) Frais d'utilisation et redevances – lorsque pertinent, maintenir le coût proportionnel de prestation de services entre le contribuable moyen et l'utilisateur actif

Tableau 4
Projet de budget opérationnel 2011 – Option de hausse de 2,5% de la taxe de police
(en millions de dollars)

Catégorie	Hausse budgétaire différentielle
1. Maintien des services	\$9.6
2. Législation provinciale	\$0.0
3. Croissance	\$0.0
4. Nouveaux services ou besoins	\$0.2
5. Efficacités	(\$0.6)
6. Frais d'utilisation et redevances	(\$0.2)
Besoin différentiel	\$9.0
Moins: Croissance de l'évaluation	(\$4.0)
Besoin net de hausse de taxation	\$5.0
Majoration de la taxe de police	2.5%

Catégorie 1: Maintien des services - hausse de 9,6 M\$

Rémunération nette	10,4 M\$
Points non liés à la rémunération	(0,8) M\$
Maintien des services	<u><u>9,6 M\$</u></u>

Le maintien des niveaux de service actuels engendre un besoin budgétaire différentiel de 9,6 M\$ pour 2011. En fait, les coûts de rémunération ajoutent une pression de 10,4 M\$ et des rémunérations de 0,8 M\$ ont été identifiés afin d'atténuer ce besoin budgétaire. À elle seule, cette catégorie du budget absorbe en entier le 9 M\$ en nouveau capital budgétaire.

Augmentations et ajouts à la rémunération - hausse de 8,1 M\$

Puisque plus de 85% du budget opérationnel du Service de police d'Ottawa est consacré aux coûts de dotation du personnel, soit 1,362 agents assermentés and 584 membres civils (y compris les agents spéciaux et les employés occasionnels), l'élément rémunération du budget représente, chaque année, son plus important facteur de coût (voir les Annexes A-2 et A-3 pour plus de détails).

Des conventions collectives avec l'Association de la Police d'Ottawa (APO) et l'Association des Officiers d'états-majors vinrent à expiration le 1^{er} janvier 2011. Les résultats des négociations n'étant présentement pas connus, des facteurs-clés comme les hausses salariales, la durée des nouvelles ententes et toute modification aux bénéfices des membres, risquent de donner lieu à des pressions importantes sur les budgets futurs du SPO. Une clause de règlement approximative pour chacune des associations fut incluse à des fins budgétaires.

En plus des règlements financiers, le projet de budget pour 2011 comprend des provisions relatives aux deux scénarios suivants:

1. Membres gravissant l'échelle salariale
2. Membres atteignant des niveaux de paie de responsabilité en vertu des stipulations de leur convention collective.

Par exemple, le salaire d'un agent double lorsqu'il (ou elle) passe du niveau d'agent de 4^e classe, la première année de son emploi, au niveau d'agent de 1^e classe, la quatrième année de sa carrière. De plus, les agents reçoivent d'autres augmentations appelées «paie de responsabilité» selon les stipulations de leur convention collective. Ceci se produit lorsque un agent atteint sa 8^e, sa 17^e et sa 23^e année de service et des augmentations de paie de responsabilité respectifs de 3%, 6% et 9% entrent en vigueur.

Répercussions des embauches de l'année précédente sur l'année entière - hausse de 1,1 M\$

En 2010, 23 civils devinrent membres du Service de police d'Ottawa, conformément aux prévisions de croissance. Ces nouveaux postes civils furent ajoutés au complément d'effectifs en octobre 2010. Pour tenir compte des répercussions de l'embauche de ces 23 civils sur l'année 2011 dans son ensemble, 1,1 M\$ fut ajouté au budget.

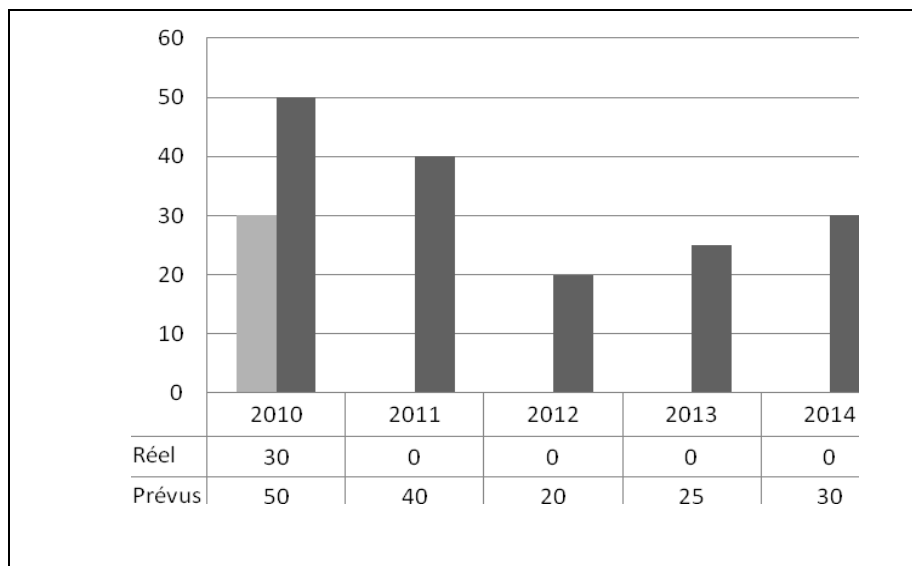
Charges de retraite - baisse de 0,3 M\$

Les charges de retraite sont réduites de 0,3 M\$ dans le Projet de budget opérationnel pour 2011 pour correspondre à un nombre inférieur de retraites prévues et des plus faibles prestations de retraite par employé.

D'après les renseignements courants, les taux de retraite devraient diminuer en 2011 puis en 2012 à partir du niveau de 2010, mais se mettre à s'élever à nouveau en 2013 et 2014. Toutefois, on s'attend à ce que les prestations correspondantes par retraité soient moindres durant cette période de prévisions. En plus d'engendrer une pression financière, les retraites posent des défis aux organismes policiers si une planification rigoureuse au niveau du recrutement et de la succession n'est pas en place.

Le tableau 5 résume les retraites prévues au niveau des assermentés, incluant les chiffres réels pour 2010.

Tableau 5
Retraite des assermentés
(2010 réel, 2011-2014 prévu)



OMERS - hausse de 1,5 M\$

Une hausse budgétaire de l'ordre de 1,5 M\$ s'impose pour refléter les augmentations des primes d'OMERS.

Les taux de cotisation au régime de retraite principal OMERS, auquel le SPO et ses employés participent, furent augmentés de 1% pour couvrir les frais du manque à gagner résultant, à compter du 1^{er} janvier 2011. Les effets de cette pression budgétaire devraient continuer à se faire sentir en 2012 et 2013.

Matériaux, fournitures et services - baisse de 0,7 M\$

Le Projet de budget opérationnel pour 2011 fait état d'une réduction nette de 0,7 M\$ des font prévus pour les matériaux, les fournitures et les services. En gros, un ajustement de 2,5% en fonction de l'inflation fut appliqué à cette partie du budget. Ensuite, les surintendants et les directeurs généraux furent chargés d'identifier des réductions de 1,1 M\$ dans l'ensemble du Service.

Recouvrement – Services rémunérés, contrat de l'aéroport - hausse de 0,3 M\$

Les revenus découlant des services rémunérés ont augmenté en correspondance au niveau d'activités de 2010. Les revenus provenant du contrat de l'aéroport ont augmenté en proportion avec les augmentations salariales en 2011. L'augmentation globale des revenus liés à ces deux secteurs se chiffre à 0,3 M\$.

Revenu – Financement provincial – baisse de 0,1 M\$

Les fonds provenant du gouvernement provincial ont diminué de 0,1 M\$ en raison de l'élimination du financement du programme des armes à feu en 2011.

Il est à noter que le programme, financé par la province, du Fonds de recrutement de policiers, cessera d'exister en 2013. Les prévisions pour 2012 à 2014 tiennent compte de l'élimination de ce programme, qui entraîne une diminution de revenu de l'ordre de 0,7 M\$ en 2013.

Revenu – Alarmes - baisse de 0,3 M\$

En septembre 2009, la Commission approuva l'élimination de l'enregistrement obligatoire des systèmes d'alarme, et haussa les frais d'intervention en cas de fausse alerte pour mieux correspondre au recouvrement des coûts. Toutefois, le volume de fausses alertes connut une baisse en 2010, diminuant de ce fait les revenus du SPO. On s'attend à ce que cette tendance se poursuive en 2011.

Financement exceptionnel à partir de réserves - hausse de 0,2 M\$

Deux postes temporaires à l'appui du Projet de remplacement des postes de travail mobiles et un poste temporaire dans le cadre du projet «*e-Disclosure*» seront couverts par ce financement tiré des Réserves générales. Ces postes furent identifiés comme étant éligibles à un financement exceptionnel, puisque ces projets devraient se terminer d'ici la fin de 2011.

Apport au parc automobile - baisse de 1,0 M\$

L'apport en capital au parc automobile sont diminués, puisque le SPO fut en mesure de tirer profit de prix favorables d'achat de véhicules, ce qui rendit possible l'achat de modèles 2011 en 2010.

Apport au capital général - hausse de 1,0 M\$

L'augmentation de l'apport au capital général est possible grâce à une diminution de l'apport au parc automobile, tel que mentionné ci-haut.

Catégorie 2: Législation provinciale – aucun changement

Aucune hausse des dépenses exigée par la législation provinciale n'a été identifiée pour 2011.

Catégorie 3: Croissance – aucun changement

Le besoin d'expansion du Service de police pour répondre à la croissance de la ville ajoute d'autres pressions financières sur le budget opérationnel. Se basant sur les plus récentes prévisions de croissance pour les 10 prochaines années, préparées par l'Étude sur les redevances d'exploitation, le Service avait prévu ajouter 23 membres par an afin de suivre la croissance prévue dans la ville.

Néanmoins, dans le contexte d'une hausse de 2,5% de la taxe de police, des ajouts au complément présent ne sont pas abordables. En conséquence, les ajouts prévus aux compléments, assermenté comme civil, ont été éliminés de 2011 à 2014.

Catégorie 4: Nouveaux services ou besoins – hausse de 0,2 M\$

Le projet de budget pour 2011 comprend 0,2 M\$ réservé à l'appui des quatre priorités stratégiques identifiées au sein du Plan directeur 2010–2012 du Service de police d'Ottawa.

Ces quatre priorités stratégiques qui furent identifiées dans le Plan directeur du SPO sont:

1. Réduction, prévention du crime, amélioration du taux de résolution
2. Investir en nos gens
3. Renforcer les partenariats et rehausser l'interopérabilité
4. Approfondir l'éducation du public, son engagement communautaire et sa mobilisation

Plusieurs initiatives furent proposées pour 2011 en vue d'appuyer ce Plan directeur. Toutefois, en vue d'atteindre la hausse de 2,5% de la taxe de police, ces nouvelles initiatives furent éliminées ou reportées, sauf celles ayant trait à la formation et au développement (voir l'Annexe A-4).

Catégorie 5: Efficacités - hausse de 0,6 M\$

Depuis fort longtemps, le Service de police d'Ottawa est continuellement à la recherche de façons d'optimiser les ressources dans l'ensemble de l'organisation. En comptant l'année 2010, des efficacités budgétaires totalisant plus de 7,4 M\$ ont été identifiées et atteintes depuis 2004. Ces efficacités furent découvertes par la voie d'améliorations de processus et en mettant à profit des investissements stratégiques dans des nouvelles technologies.

Au niveau des efficacités budgétaires, la cible visée en 2011 et approuvée par la Commission se chiffre à 0,5 M\$. Le projet de budget proposé pour 2011 a identifié plusieurs efficacités, énumérées dans l'Annexe A-7, et totalisant 0,6 M\$.

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

L'objectif de la politique (de 2007) des frais d'utilisation de la Commission est de faire en sorte que le fonds de revenu engendré par les frais d'utilisation croisse au même rythme que le taux d'imposition. Cette politique nécessite annuellement une révision et une analyse des frais d'utilisation. À partir de cette révision, des recommandations relatives à leur augmentation peuvent suivre (voir l'Annexe A-5). En 2011, les frais d'utilisation augmentent, en moyenne, de 2,5%, ce qui correspond à une hausse de revenus de 150 000\$. L'Annexe A-6 résume tous les revenus et les recouvrements capturés au sein du projet de budget pour 2011, et présente des comparaisons par rapport à 2010.

2012 – 2014 Projet de prévision du budget opérationnel

Tel que noté plus haut, les prévisions relatives au budget opérationnel pour 2012 à 2014 se basent sur le maintien d'une majoration annuelle de la taxe de police de 2,5%, conformément à la résolution du Conseil municipal d'Ottawa. Les prévisions du projet de budget opérationnel sont résumées dans le Tableau 6.

Tableau 6
Ébauche de prévision financière d'exploitation pour 2012-2014
(en millions de dollars)

Besoin différentiel	2012	2013	2014
Maintien des services	\$10.2	\$9.6	\$10.0
Croissance	\$0.0	\$0.0	\$0.0
Nouveaux services ou besoins	\$0.2	\$0.2	\$0.2
Efficiences	(\$0.7)	\$0.0	\$0.0
Frais d'utilisation et redevances	(\$0.2)	(\$0.2)	(\$0.2)
Besoin différentiel	\$9.5	\$9.6	\$10.0
Moins la croissance de l'évaluation à 2%	(\$4.1)	(\$4.1)	(\$4.3)
Besoin net de hausse fiscale	\$5.4	\$5.5	\$5.7
Hausse de la taxe de police	2.5%	2.5%	2.5%

2012

Le besoin net additionnel pour 2012 se chiffre à 9,5 M\$.

- Les coûts de rémunération, y compris les hausses d'OMERS et les versements de primes de retraite, totaliseront 9 M\$
- Aucune augmentation du complément n'est prévue
- Une provision de 0,9 M\$ en prévision des coûts du service de la dette liée à d'anciens projets sera comprise
- Des réductions budgétaires totalisant 1,3 M\$ sont nécessaires
→ des efficiences se chiffrant à 0,8 M\$ sont comprises

2013

Le besoin net additionnel pour 2013 se chiffre à 9,6 M\$.

- Les coûts de rémunération, y compris les hausses d'OMERS et les versements de primes de retraite, totaliseront 10,0 M\$
- Aucune augmentation du complément n'est prévue
- Fin de l'apport de 0,7 M\$ du gouvernement fédéral à l'endroit du Fonds de recrutement de policiers
- Une provision additionnelle de 0,3 M\$ en prévision des coûts du service de la dette liée à d'anciens projets sera comprise
- Financement de 0,3 M\$ pour la dette inéligible
- Accompli par l'entremise d'une hausse des cotisations au régime par répartition (PAYG)
- Des réductions budgétaires totalisant 2,0 M\$ sont nécessaires
- La stratégie de gestion des postes à pourvoir donnera lieu à ces réductions

2014

Le besoin net additionnel pour 2014 se chiffre à 10,0 M\$.

- Les coûts de rémunération totaliseront 9,1 M\$
- Aucune hausse additionnelle des primes d'OMERS
- Les provisions de retraite ne changent pas
- Aucune augmentation du complément n'est prévue
- Aucune provision additionnelle en prévision des coûts du service de la dette liée à d'anciens projets ne sera comprise
- Une provision additionnelle de 1,7 M\$ sera ajoutée à l'apport au régime par répartition (PAYG)
- Des réductions budgétaires totalisant 1,2 M\$ sont nécessaires
- La stratégie de gestion des postes à pourvoir donnera lieu à ces réductions

Projet de budget d'investissements pour 2011

Pour 2011, la Commission envisagera une demande de budget d'investissement totalisant 14,9 MS tel que résumé dans le Tableau 7. Une explication narrative détaillée de chacun de ces projets est présentée dans l'Annexe B-3. Un rapport des grands travaux en cours se retrouve dans l'Annexe B-1 pour résumer le statut de tous les grands travaux courants.

Tableau 7
Budget d'investissements du Service de police d'Ottawa pour 2011
(en millions de dollars)

Grands travaux	Besoin total	Source du financement			
		PAYG	Revenus	RA	Dettes
Renouvellement des actifs					
Programme du parc automobile	\$ 2.5	\$ 2.2	\$ 0.3		
Postes de travail mobiles TI	\$ 2.1	\$ 2.1			
Infrastructure TI	\$ 1.0	\$ 1.0			
Entrepôt TI	\$ 1.3	\$ 1.3			
Télécommunications TI	\$ 0.4	\$ 0.4			
Logiciels TI	\$ 0.4	\$ 0.4			
Sécurité des immeubles / mise à niveau des contrôles d'accès	\$ 0.3	\$ 0.3			
Projets mineurs d'investissements d'installations	\$ 0.4	\$ 0.4			
Cycle de vie de l'installation	\$ 2.0	\$ 2.0			
Remplacements sécuritaires au bloc cellulaire	\$ 0.4	\$ 0.4			
Sous-total	\$ 10.8	\$ 10.5	\$ 0.3	\$ -	\$ -
Initiatives stratégiques					
Plan d'effectif stratégique	\$ 0.3	\$ 0.3			
Transformation d'entreprise	\$ 2.3	\$ 2.3			
Équipement spécialisé du SPO	\$ 0.2	\$ 0.2			
Plan d'installation stratégique	\$ 0.6	\$ 0.6			
Initiatives relatives aux installations	\$ 0.7	\$ 0.7			
Sous-total	\$ 4.1	\$ 4.1	\$ -	\$ -	\$ -
Total	\$ 14.9	\$ 14.6	\$ 0.3	\$ -	\$ -

Prévisions d'investissement des dix prochaines années

La Commission de services policiers d'Ottawa vise à offrir des hausses annuelles convenables pour appuyer la formation de capital, pour faire en sorte que des actifs comme le parc automobile, les installations et les technologies d'information soient adéquatement maintenus et remplacés au besoin.

Les prévisions de 10 ans du budget d'investissements furent mises au point avant que la Commission ne demande d'envisager la hausse de 2,5% de la taxe de police. Même si cette demande n'aura pas d'effet sur le budget d'investissements, la réduction du taux d'imposition aura des répercussions sur l'accessibilité financière d'éventuels projets financés par l'emprunt. Dans cette optique, l'équipe soumettra à l'approbation, le 7 mars 2011, des prévisions en matière d'immobilisation révisées en

fonction d'une hausse de 2,5% de la taxe de police. Comme on l'a vu plus tôt, l'accessibilité financière de plusieurs projets-clés d'infrastructure opérationnelle, prévus pour 2011 à 2014 devront être reconsidérés.

L'Annexe B-2 présente les prévisions d'investissement du Service de police d'Ottawa pour les années 2011 à 2020, par projet et par catégorie de besoin. Les besoins bruts pour les dix prochaines années s'élèvent à 233,3 M\$, et varient d'un minimum de 9,6 M\$ en 2018 à un sommet de 43,5 M\$ en 2012. Le résumé des besoins en capitaux apparaît dans le Tableau 8.

Tableau 8
Résumé de dix ans de besoins en capitaux du SPO – de 2011 à 2020
(en millions de dollars)

Catégorie	Besoin brut	Financement			
		Taxe	Revenu	RA	Endettement
Renouvellement des actifs	\$115.2	\$108.1	\$2.7		\$4.4
Croissance	\$59.2				\$59.2
Initiatives stratégiques	\$58.9	\$29.9			\$29.0
TOTAL	\$233.3	\$138.0	\$2.7		\$92.6
% du total		59%	1%	0%	40%

La majeure partie des prévisions est mise à contribution dans la première catégorie, pour le Renouvellement des actifs et la maintenance continue des présents actifs de la police. Ce renouvellement comprend le remplacement du parc automobile, la maintenance des installations, et la technologie de l'information. Ces éléments comptent pour 115,2 M\$ du 233,3 M\$ requis, soit 49% du total.

La deuxième catégorie, la Croissance, comprend les projets qui sont éligibles pour le financement des redevances d'aménagement (RA) en vertu du Règlement municipal sur les redevances d'aménagement (2009). Les exigences en matière de croissant sont dues au besoin d'acquérir ou de construire des nouvelles installations. Les coûts prévus de ces nouvelles installations totalisent 59,2 M\$ au cours des 10 années à venir.

La troisième catégorie des prévisions de dépenses en capital regroupe les Initiatives stratégiques. Cette catégorie comprend tous les investissements stratégiques à l'appui d'objectifs à long terme. Les projets d'installations liés au plan de 10 ans des installations coûteront en tout 39 M\$, et les projets de transformation des activités totalisent 6 M\$. En gros, les projets liés aux Initiatives stratégiques se chiffrent à 58,9 M\$ au cours de la période adressée par les prévisions. Le financement relatif à cette catégorie provient surtout d'apports en capital provenant de recettes fiscales, à l'exception de certaines initiatives qui se qualifient pour un financement par l'emprunt.

Statut des fonds de réserve du SPO

Le SPO dispose de trois fonds de réserve permanents qui jouent des rôles-clés dans le financement en capital.

Le fonds de réserve du remplacement du parc automobile finance les projets de remplacement de véhicules. Il reporte un solde minimum année après année. Tel qu'il a été approuvé par la Commission en 2010, une partie des besoins en véhicules pour 2011 fut comblée à même le projet de remplacement 2010 afin de saisir l'occasion de réaliser d'importantes économies. Ceci rendit possible une réduction de 1,0 M\$ de l'apport annuel, tiré de la réserve du budget opérationnel de 2011, pour se chiffrer à 2,1 M\$. En 2012, l'apport annuel au fonds de réserve du remplacement du parc automobile se hissera à 2,7 M\$ et demeurera stable jusqu'à la fin des prévisions. Ceci donnera suffisamment d'argent pour atteindre le montant annuel requis en matière de remplacements de véhicules, qui se chiffre entre 2,5 et 2,9 M\$. Les revenus de la vente de véhicules du parc automobile compensent tout déficit encouru.

Le Fonds de réserve de redevances d'exploitation finance les projets liés à la croissance. Il ne sert strictement qu'à la portion croissance de certains projets identifiés en vertu du règlement municipal sur les redevances d'aménagement de 2009.

Le Fonds de réserve de capital général du SPO finance le reste du plan de travail des investissements du SPO, hormis les projets financés par l'emprunt. Le calendrier de continuité du fonds de réserve, montrant les apports, les dépenses et le solde final pour 2011 à 2014 figure dans le Tableau 9. Ce calendrier démontre que tous les projets prévus sans emprunt peuvent être financés. De 2011 à 2014, les projets financés à partir du Fonds de réserve de capital général ne sont pas touchés par la hausse de 2,5% de la taxe de police.

Un solde de 1,5 M\$ du Fonds de réserve de capital général sera disponible en 2012 pour financer les autres projets d'investissement identifiés dans les prévisions et pour lesquels l'emprunt ou le financement de croissance ne conviennent pas. La croissance du solde accumulé à date découle principalement de la stratégie de formation de capital adoptée par la Commission au cours du cadre financier de 2008 à 2010. La continuité est fondée sur l'apport de formation de capital pour les périodes allant de 2011 à 2014, tel que le présente l'Annexe A-1.

Tableau 9
Calendrier de continuité du fonds de réserve de capital général du SPO
(en millions de dollars)

	2011	2012	2013	2014
Solde de départ	\$3.0	\$1.5	\$5.6	\$8.7
<u>Sources</u>				
Apport à la base fiscale	\$11.2	\$11.0	\$11.0	\$11.0
Achèvements de projet	\$1.8	\$0.0	\$0.0	\$0.0
Intérêts	\$0.0	\$0.0	\$0.0	\$0.1
Total des sources	\$13.0	\$11.0	\$11.0	\$11.1
<u>Utilisations</u>				
Financement de projet	\$12.4	\$6.9	\$7.9	\$18.6
Apport aux opérations	\$2.1	\$0.0	\$0.0	\$0.0
Totales utilisations	\$14.5	\$6.9	\$7.9	\$18.6
Solde final	\$1.5	\$5.6	\$8.7	\$1.2

CONSULTATION

Les estimés opérationnels et d'investissement pour 2011 seront présentés et déposés auprès de la Commission de service policiers d'Ottawa, le 19 janvier 2011.

Une consultation publique sur le Projet de budget pour 2011 aura lieu lors des réunions régulières de la Commission, le 24 janvier 2011 à 17 h 00 et le 28 février 2011 à 16 h 00 à la Salle Champlain de l'Hôtel de ville. Des membres de la direction et du personnel du SPO seront présents à ces deux assemblées pour répondre à des questions ayant trait au budget du SPO et à des questions opérationnelles connexes.

L'équipe du SPO sera aussi présente lors des 5 assemblées de consultation municipale bilingues et multiquartiers qui seront présentées lors de la dernière semaine de février et de la première semaine de mars.

L'examen formel et la révision du budget 2011 auront lieu à la réunion de la Commission de services policiers d'Ottawa du 7 mars 2011, dès 9 h 00. Son approbation est aussi à l'horaire du jour.

Le Conseil municipal entamera son processus d'approbation le 8 mars 2011.

IMPLICATIONS FINANCIÈRES

Les implications financières sont présentées au sein du rapport.

CONCLUSION

Le Service de police d'Ottawa présente un projet de budget opérationnel pour 2011 de 236,9 M\$ qui compte des options pour en arriver à une hausse de 2,5% de la taxe de police. Le projet de budget d'investissements pour 2011 est présenté à 14,9 M\$. Le rapport offre également une analyse des implications du maintien d'une hausse de 2,5 % de la taxe au cours de la période de 2012 à 2014.

(original signé par)

Vern White
Chef de police

Annexes

Annexe A-1	Prévisions opérationnelles pour 2011 à 2014
Annexe A-2	Résumé du complément de personnel pour 2011, par section
Annexe A-3	Résumé du complément de personnel pour 2010-2011, par rang
Annexe A-4	Initiatives du Plan directeur pour 2011
Annexe A-5	Hausse inflationniste recommandée des taxes et redevances pour 2011
Annexe A-6	Résumé détaillé de tous les revenus pour 2011
Annexe A-7	Efficiences budgétaires identifiées pour 2011
Annexe A-8	Centres de police communautaire –Budget net par centre pour 2011
Annexe A-9	Lettre du Trésorier municipal à la Commission en rapport aux projets d'investissement financés par l'endettement
Annexe A-10	Résumé détaillé des réductions à atteindre en 2011 pour l'option 2,5%

Annexes A-1 to A-10

OTTAWA POLICE SERVICE
2011 TO 2014 OPERATING FORECAST - OPTIONS ANALYSIS
(\$000)

Category	Base Case	2.5% Budget Option	Forecast		
	2011	2011	2012	2013	2014
Maintain Services					
Compensation Increase & Increments	8,946	8,070	8,800	8,900	9,100
Full Year Impact Of Previous Hiring	1,100	1,100	0	0	0
Retirement Costs	0	(250)	(1,350)	(500)	0
OMERS	1,500	1,500	1,600	1,600	0
Vacancy Factor	0	0	0	(2,010)	(1,200)
Net Compensation	11,546	10,420	9,050	7,990	7,900
Material, Supplies & Services	826	379	400	400	400
Across the Service Reductions	0	(1,077)	(540)	0	0
Recovery - Paid Duties, Airport Contract	0	(330)	0	0	0
Revenue - Government Funding	100	100	0	700	0
Revenue - Alarms	279	279	0	0	0
One-Time Funding From Reserves	0	(200)	0	0	0
Debt Servicing - Old	0	0	900	300	0
Debt Servicing - New	0	0	0	0	0
Funding - Ineligible Debt	1,000	0	0	250	1,650
Fleet Capital Contributions	(1,000)	(1,000)	600	0	0
General Capital Contributions	1,300	1,000	(200)	0	0
Net Other	2,505	(849)	1,160	1,650	2,050
Subtotal Maintain Services	14,051	9,571	10,210	9,640	9,950
Growth					
SGI - Compensation	500	0	0	0	0
SGI - Training & Equipment	300	0	0	0	0
Subtotal Growth	800	0	0	0	0
New Services/Needs					
Business Plan Initiatives	617	150	150	150	150
Subtotal New Services/Needs	617	150	150	150	150
Efficiencies					
Efficiency Target	(559)	(559)	(750)	0	0
Subtotal Efficiencies	(559)	(559)	(750)	0	0
User Fees & Charges					
User Fee Policy	(150)	(150)	(150)	(150)	(150)
Subtotal User Fees & Charges	(150)	(150)	(150)	(150)	(150)
Incremental Requirement	\$14,759	\$9,012	\$9,460	\$9,640	\$9,950
Less Assessment Growth (2%)	(\$3,690)	(\$4,000)	(\$4,080)	(\$4,160)	(\$4,240)
Incremental Net Budget Increase	\$11,069	\$5,012	\$5,380	\$5,480	\$5,710
Police Tax Rate Increase	5.52%	2.50%	2.50%	2.50%	2.50%
Estimated City Tax Rate Increase	0.94%	0.42%	0.44%	0.44%	0.44%
FTE	1,972.3	1,946.3	1,946.3	1,946.3	1,946.3

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

Section	Sworn	Civilian	Sub Total	Full Time Terms	Casual	Total - Base Case	2.5% Budget Option	Total - After Options
1. Police Services Board								
Police Services Board	-	2	2	-	0.0	2.0		2.0
Subtotal	-	2	2	-	0.0	2.0	-	2.0
2. Executive								
Executive Command	3	5	8	-	0.0	8.0		8.0
Executive Officer	1	1	2	-	0.0	2.0		2.0
Legal Services	-	4	4	1	0.0	5.0		5.0
Corporate Planning	1	6	7	-	0.0	7.0		7.0
Professional Standards	9	2	11	-	0.0	11.0		11.0
Media Relations	2	2	4	-	0.0	4.0		4.0
Quality Assurance	2	3	5	-	0.0	5.0		5.0
Community Development Section	-	4	4	-	0.0	4.0		4.0
Corporate Communications	-	3	3	-	0.0	3.0		3.0
Diversity & Race Relations	2	1	3	-	0.0	3.0		3.0
Crime Free Multi-Housing Program	1	1	2	-	0.0	2.0		2.0
Problem/Crime Analysis Unit	2	9	11	-	0.0	11.0		11.0
Subtotal	23	41	64	1	0.0	65.0	0.0	65.0
3. Corporate Support								
Financial Services	-	16	16	-	0.0	16.0		16.0
Alarm Management	-	3	3	-	0.0	3.0		3.0
Mail Services	-	4	4	-	0.1	4.1		4.1
Inspector Material Management	1	-	1	-	0.0	1.0		1.0
Evidence Control	-	14	14	-	0.0	14.0		14.0
QM Stores	-	3	3	-	0.0	3.0		3.0
Fleet Services	1	12	13	-	0.6	13.6		13.6
Technical Services	-	4	4	-	0.0	4.0		4.0
Operational Backfill (OB - 10 in CIS)	30	-	30	-	0.0	30.0		30.0
Police Facilities	-	6	6	-	0.0	6.0		6.0
Security Operations	-	3	3	-	0.0	3.0		3.0
Staffing for Growth (SGI) - 2011 Positions	15	8	23	-	0.0	23.0	23.0	0.0
Divisional Support-Corporate Support	-	1	1	-	0.0	1.0		1.0
Director Information Technology & Records	-	2	2	-	0.0	2.0		2.0
Information Technology - Operations	-	20	20	2	0.0	22.0	2.0	20.0
Records Services	-	62	62	-	1.7	63.7		63.7
Telecommunications	-	5	5	-	0.0	5.0		5.0
Information Technology - Applications	-	15	15	-	0.0	15.0		15.0
Subtotal	47	178	225	2	2.4	229.4	25.0	204.4

OTTAWA POLICE SERVICE
2011 STAFF COMPLEMENT SUMMARY BY SECTION

Section	Sworn	Civilian	Sub Total	Full Time Terms	Casual	Total - Base Case	2.5% Budget Option	Total - After Options
4. Resourcing & Development								
Director Human Resources	-	3	3	-	0.0	3.0		3.0
Employee Services	-	2	2		1.1	3.1		3.1
Compensation & Benefits	-	4	4		0.0	4.0		4.0
Labour Relations	1	2	3		0.0	3.0		3.0
Respectful Workplace	-	1	1	-	0.0	1.0		1.0
Health, Safety & Lifestyles	-	4	4	-	0.0	4.0		4.0
Inspector, Outreach and Development	1	1	2		0.0	2.0		2.0
Professional Development	24	4	28	-	0.0	28.0		28.0
Just-in-Time Program	50	-	50	-	0.0	50.0		50.0
Recruiting	6	2	8	-	2.6	10.6		10.6
Career Development	1	3	4		0.0	4.0		4.0
Divisional Support-Resourcing & Development	-	2	2	-	0.0	2.0		2.0
Subtotal	83	28	111	-	3.7	114.7	-	114.7
5. Operations Support - Emergency Operations Division								
Emergency & Operational Support	3	2	5	-	0.0	5.0		5.0
Duty Inspectors	5	-	5	-	0.0	5.0		5.0
Non-Active Staffing	3	-	3	-	0.0	3.0		3.0
Business Continuity	1	1	2	-	0.0	2.0		2.0
Tactical	32	1	33	-	0.0	33.0		33.0
Canine	9	-	9	-	0.0	9.0		9.0
Public Safety	15	1	16	-	0.0	16.0		16.0
Emergency Services Unit	1	-	1	-	0.0	1.0		1.0
Alcohol Counter-Measures	1	-	1	-	0.0	1.0		1.0
Labour Relations	1	-	1	-	0.0	1.0		1.0
Paid Duties/Special Events	4	1	5	-	0.0	5.0		5.0
Marine & Trail Enforcement Unit	8	-	8	-	0.0	8.0		8.0
Traffic Escort	27	1	28	-	0.0	28.0		28.0
Airport Police Services	21	1	22	-	0.0	22.0		22.0
Subtotal	131	8	139	-	0.0	139.0	0.0	139.0
6. Operations Support - Support Services								
Operations Support Administration	1	1	2	-	0.0	2.0		2.0
Non-Active Staffing	1	-	1	-	0.0	1.0		1.0
Inspector Courts/Temp. Custody	1	-	1	-	0.0	1.0		1.0
Court Security	9	38	47	-	0.0	47.0		47.0
POA Telesat Court	-	2	2	-	0.0	2.0		2.0
Court Liaison	5	48	53	1	0.7	54.7	1.0	53.7
Temporary Custody - Central Cellblock	8	18	26	-	0.0	26.0		26.0
Victim Crisis Unit	-	7	7	-	0.8	7.8		7.8
Inspector Communications	2	3	5	-	0.0	5.0		5.0
Communications / 911	-	114	114	-	0.7	114.7		114.7
Switchboard	-	6	6	-	1.4	7.4		7.4
Call Center	-	31	31	-	0.0	31.0		31.0
Subtotal	27	268	295	1	3.6	299.6	1.0	298.6

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

Section	Sworn	Civilian	Sub Total	Full Time Terms	Casual	Total - Base Case	2.5% Budget Option	Total - After Options
7. Operations Support - Criminal Investigative Services								
Divisional Support - CIS	4	8	12	-	0.0	12.0		12.0
Non-Active Staffing	6	-	6	-	0.0	6.0		6.0
Special Operations								0.0
Special Projects	-	-	-	-	5.2	5.2		5.2
Proceeds of Crime	3	-	3	-	0.0	3.0		3.0
Special Services	1	-	1	-	0.0	1.0		1.0
Air Support	2	1	3	-	0.0	3.0		3.0
Intelligence	18	7	25	-	1.4	26.4		26.4
Surveillance Team	16	-	16	-	0.0	16.0		16.0
Drugs	28	2	30	-	0.0	30.0		30.0
Major Case Investigations								0.0
Major Crime	19	2	21	-	0.0	21.0		21.0
Sexual Assault / Child Abuse	17	1	18	-	0.0	18.0		18.0
Early Release & Career Criminals	1	-	1	-	0.0	1.0		1.0
Hate Crime Section	2	-	2	-	0.0	2.0		2.0
Robbery Unit	13	-	13	-	0.0	13.0		13.0
Dangerous Offender	1	-	1	-	0.0	1.0		1.0
Partner Assault Section	22	1	23	-	0.0	23.0		23.0
ViCLAS	1	1	2	-	0.0	2.0		2.0
Elder Abuse	2	-	2	-	0.0	2.0		2.0
Polygraph	1	-	1	-	0.0	1.0		1.0
Major Case Management	4	3	7	-	0.0	7.0		7.0
Investigative Support								0.0
Firearms Registration	-	2	2	-	0.0	2.0		2.0
Forensic Identification	24	7	31	-	0.0	31.0		31.0
Crime Stoppers	1	1	2	-	0.0	2.0		2.0
Organized Fraud	17	1	18	-	0.0	18.0		18.0
Organized Auto Theft	5	-	5	-	0.0	5.0		5.0
Arson	2	-	2	-	0.0	2.0		2.0
High Tech Crime Unit	7	-	7	-	0.0	7.0		7.0
Mental Health Crisis Services (5 - OB)	6	1	7	-	0.0	7.0		7.0
Guns & Gangs Unit	12	1	13	-	0.0	13.0		13.0
DART - Operational Backfill (5 - OB)	6	-	6	-	0.0	6.0		6.0
Administration and Case Management	1	-	1	-	0.0	1.0		1.0
Harassing Phone Calls	1	-	1	-	0.0	1.0		1.0
Subtotal	243	39	282	-	6.6	288.6	0.0	288.6

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

Section	Sworn	Civilian	Sub Total	Full Time Terms	Casual	Total - Base Case	2.5% Budget Option	Total - After Options
8. Operations - District Services								
Divisional Support	2	6	8	-	0.0	8.0		8.0
Non-Active Staffing	10	-	10	-	0.0	10.0		10.0
Central West	4	-	4	-	0.0	4.0		4.0
NHO	12	-	12	-	0.0	12.0		12.0
CPCs	2	-	2	-	0.0	2.0		2.0
Traffic	2	-	2	-	0.0	2.0		2.0
Foot Patrol	14	-	14	-	0.0	14.0		14.0
Central East	6	-	6	-	0.0	6.0		6.0
NHO	14	-	14	-	0.0	14.0		14.0
CPCs	2	-	2	-	0.0	2.0		2.0
Traffic	2	-	2	-	0.0	2.0		2.0
District Investigation	25	-	25	-	0.0	25.0		25.0
West	11	-	11	-	0.0	11.0		11.0
NHO	18	-	18	-	0.0	18.0		18.0
CPCs	6	-	6	-	0.0	6.0		6.0
Traffic	4	-	4	-	0.0	4.0		4.0
District Investigation	16	-	16	-	0.0	16.0		16.0
East	11	-	11	-	0.0	11.0		11.0
NHO	18	-	18	-	0.0	18.0		18.0
CPCs	5	-	5	-	0.0	5.0		5.0
Traffic	4	-	4	-	0.0	4.0		4.0
District Investigation	14	-	14	-	0.0	14.0		14.0
District Support	2	-	2	-	0.0	2.0		2.0
Break & Enter/Street Crime Unit	23	-	23	-	0.0	23.0		23.0
Information Desks	34	-	34	-	0.0	34.0		34.0
SROs	27	-	27	-	0.0	27.0		27.0
Youth Investigators/Initiatives	7	2	9	-	0.0	9.0		9.0
Subtotal	295	8	303	-	0.0	303.0	0.0	303.0
9. Operations - Patrol Services								
Divisional Support	3	3	6	-	0.0	6.0		6.0
Non-Active Staffing	15	-	15	-	0.0	15.0		15.0
Central	168	-	168	-	0.0	168.0		168.0
West	180	-	180	-	0.0	180.0		180.0
East	162	-	162	-	0.0	162.0		162.0
Subtotal	528	3	531	-	0.0	531.0	0.0	531.0
Grand Total	1,377	575	1,952	4.0	16.3	1,972.3	26.0	1,946.3

**OTTAWA POLICE SERVICE
2010 STAFF COMPLEMENT SUMMARY BY RANK**

Rank	2010	Revised 2010						
	Original Reporting	Service Delivery Model	Airport	Operational Backfill ²	100% Active Staffing	Just-in-Time Replacement	SGI	Total
Sworn								
<u>Executive</u>								
Chief	1	1						1
Deputy Chief	2	2						2
Subtotal Executive	3	3	0	0	0	0	0	3
<u>Senior Officers</u>								
Superintendent	6	6						6
Inspector	24	24		2				26
Subtotal Senior Officers	30	30	0	2	0	0	0	32
<u>Officers</u>								
Staff Sergeant	56	55	1	4				60
Sergeant	210	198	2	12				212
Constable	1,072	930	18	34	35	50		1,067
Subtotal Officers	1,338	1,183	21	50	35	50	0	1,339
Subtotal Sworn¹	1,371	1,216	21	52	35	50	0	1,374
Civilians								
Director General	1	1						1
Executive Director ³	2	2						2
Director	6	6						6
Civilians ³	557	545	1			12		558
Full-Time Term Positions ⁴	1	1						1
Subtotal Civilians	567	555	1	0	0	12	0	568
Total - Sworn & Civilian	1,938	1,771	22	52	35	62	0	1,942
Term/Casual FTEs ⁵	11.3	16.0						16.0
TOTAL FTEs	1,949.3	1,787.0	22	52	35	62	0	1,958.0

Notes:

¹ Sworn - Revised 2010 - Adjustments to reflect actual ranks & 3 sworn CIS positions. Moved prior year SGI to SDM column.

² Operational Backfill: 52 Sworn Positions - Funded by Revenue (secondments)

2 - Ottawa Police Association, 2 - OPC, 2 - Provincial ROPE project, 3 - CPC,

1 - CPRC NRC, 1 - CISC, 5 - Operational Backfill MHCS, 22 - UN Peacekeeping / PM Detail, 1 - CPA,

1 - RCMP Nat., 1 - Indian Affairs, 1 - City of Ottawa, 5 - DART, 1 - DFAIT, 1 - OPP Firearms, 1 - CSC, 2 - RCMP

³ Civilians - 2010 Revised - Adjustment to move prior year SGI Civilian positions to SDM Civilians column.

Adjustment to reflect 1 civilian in courts.

⁴ Full-Time Term Positions - 2010 Revised - No Change - 1 position (1 - Articling Student)

⁵ Term/Casual FTEs - 2010 Revised - Increased 4.7 positions (Special Projects Budget adjustment) - 16.0 positions (See Annex A-2 for complete list).

OTTAWA POLICE SERVICE
2011 STAFF COMPLEMENT SUMMARY BY RANK - WITH 2.5% BUDGET OPTION

Rank	2011						
	Service Delivery Model	Airport	Operational Backfill ²	100% Active Staffing	Just-in-Time Replacement	SIGI	Total
Sworn							
<u>Executive</u>							
Chief	1						1
Deputy Chief	2						2
Subtotal Executive	3	0	0	0	0	0	3
<u>Senior Officers</u>							
Superintendent	6						6
Inspector	24		1				25
Subtotal Senior Officers	30	0	1	0	0	0	31
<u>Officers</u>							
Staff Sergeant	56	1	4				61
Sergeant	198	2	11				211
Constable	929	18	24	35	50	0	1,056
Subtotal Officers	1,183	21	39	35	50	0	1,328
Subtotal Sworn¹	1,216	21	40	35	50	0	1,362
Civilians							
Director General	1						1
Executive Director	2						2
Director	6						6
Civilians ³	545	1	0	0	12	0	558
Full-Time Term Positions ⁴	1						1
Subtotal Civilians	555	1	0	0	12	0	568
Total - Sworn & Civilian	1,771	22	40	35	62	0	1,930
Term/Casual FTEs ⁵	16.3						16.3
TOTAL FTEs	1,787.3	22	40	35	62	0	1,946.3

Notes:

¹. 2011 Sworn - No Change

². Operational Backfill: Decreased to 40 Sworn Positions - Funded by Revenue (secondments)

2 - Ottawa Police Association, 1 - OPC, 2 - Provincial ROPE project, 2 - CPC, 1 - JOPIS

1 - CISC, 5 - Operational Backfill MHCS, 12 - UN Peacekeeping, 1 - CPA, 2 - AINSET

5 - DART, 1 - OPP Firearms, 1 - RCMP, 1 - PICP&LSP, 1 - IPOB, 1 - VICLAS, 1 - Central SRO

³. 2011 Civilians - No Change

⁴. 2011 Full-Time Term Positions - No Change, 1 - Articling Student,

⁵. 2011 Term/Casual FTEs - Increased by 0.3 positions - 16.3 positions (See Annex A-2).

**OTTAWA POLICE SERVICE
2011 BUSINESS PLAN INITIATIVES**

BASE CASE

Section	Business Plan Reference	Description	Amount
Police Facilities	Reducing, Investigating and Preventing Crime, Goal 5.2	Lease costs for new covert location for Drug Unit.	40,000
Identification	Reducing, Investigating and Preventing Crime, Goal 4.2	Lease costs for new standardized camera equipment for whole organization.	100,000
Telecommunications	Reducing, Investigating and Preventing Crime, Goal 3.2	Outfitting the SRO vehicles to enable them to have fully outfitted cruisers with wireless modem connections.	21,000
Tactical	Reducing, Investigating and Preventing Crime, Goal 5.2	Thermal imager for the Bearcat to improve reconnaissance and minimize officer exposure to high risk situations.	50,000
Subtotal			211,000
Professional Development Centre	Investing in Our People, Goal 2.4	Increase the amount of training to keep employees up to date and knowledgeable of their new responsibilities due to tenure process.	255,000
Employee Services	Investing in Our People, Goal 4.1	External searches for potential candidates to replace expected retiring employees.	75,000
Career Development	Investing in Our People, Goal 2.3	Funding for a corporate coaching program	20,000
Subtotal			350,000
Corporate	Enhancing Partnerships and Interoperability, Goal 2.1	Interoperability costs related to translation services	10,000
Media Relations	Enhancing Partnerships and Interoperability, Goal 2.1	OPS and City of Ottawa changing media monitoring service provider	16,000
Subtotal			26,000
Corporate Communications	Expanding Public Education, Community Engagement & Mobilization, Goal 1.3	Make the Right Call and other promotional items for public education	30,000
Subtotal			30,000
Total Gross			617,000

2.5% BUDGET OPTION

Section	Business Plan Reference	Description	Amount
Professional Development Centre and Various Other Directorates	Investing in Our People, Goal 2.4	Increase the amount of training to keep employees up to date and knowledgeable of their new responsibilities due	150,000
Subtotal			150,000
Total Gross			150,000

**OTTAWA POLICE SERVICE
2011 INFLATIONARY INCREASES TO FEES AND CHARGES**

Program / Service	2008 Rate	2009 Rate	2010 Rate	2011 Rate	Effective Date	Full Year Revenue Impact	Part Year Revenue Impact
<u>Police Records Check</u>	\$	\$	\$	\$		\$	\$
Police Records Check - Vulnerable Sector Employment	13.00	14.00	15.00	15.00	01-May-11		
Police Records Check - Non-Resident	45.00	47.00	49.00	50.00	01-May-11		
Police Records Check - Vulnerable Sector Volunteer	n/c	n/c	n/c	n/c			
Police Records Check - Vulnerable Sector Employment Express	45.00	47.00	49.00	50.00	01-May-11		
Police Records Check - Vulnerable Sector Volunteer Express	32.00	34.00	34.00	35.00	01-May-11		
Police Records Check - Adoption	38.00	40.00	42.00	43.00	01-May-11		
Police Records Check - Pardon Applicants	48.00	50.00	53.00	54.00	01-May-11		
Police Records Check - Out Of Country	45.00	47.00	49.00	50.00	01-May-11		
Criminal Records Check	38.00	40.00	42.00	43.00	01-May-11		
Criminal Records Check - Non-Resident	70.00	74.00	76.00	78.00	01-May-11		
Crime Free Multi-Housing Records Check	27.00	28.00	29.00	30.00	01-May-11		
Occurrence Report	43.00	45.00	47.00	48.00	01-May-11		
MVA Report	43.00	45.00	47.00	48.00	01-May-11		
False Alarm Registration Fee	45.00	45.00	0.00	0.00			
False Alarm Fee	80.00	80.00	80.00	130.00	15-Jun-10		
Off Duty Policing Assignments - Hourly Rates including Admin Fee							
Constable	65.55	67.66	69.87	71.97	01-Jan-11		
Sergeant	74.32	76.71	79.22	81.60	01-Jan-11		
Staff Sergeant	81.28	83.89	86.64	89.24	01-Jan-11		
Snow Removal	52.48	54.17	55.94	57.62	01-Jan-11		
Special Constable	59.71	61.63	63.65	65.56	01-Jan-11		
Communication Dispatch	63.35	65.39	67.53	69.55	01-Jan-11		
Vehicle	40.00	40.00	42.00	44.00	01-Jan-11		
Total Police Services						(150,000)	(150,000)

**OTTAWA POLICE SERVICE
2011 DETAIL OF ALL REVENUES**

(\$000)

	2010 Budget	2011 Budget Base Case	Increase/ (Decrease)	2011 Budget 2.5% Budget Option	Increase/ (Decrease)
Revenues					
Secondment Revenue	\$ 4,880	\$ 3,780	\$ (1,100)	\$ 3,780	\$ (1,100)
Off-Duty Policing	1,500	1,660	160	1,960	460
General Other Revenue	3,069	3,069	-	3,099	30
One-Time Funding From Reserves	1,777	2,065	288	2,149	372
False Alarm Fees	1,279	1,000	(279)	1,000	(279)
Records Clearance Checks	1,410	1,460	50	1,460	50
Occurrence/Accident Reports	260	200	(60)	200	(60)
Provincial Conditional Transfers	5,627	5,527	(100)	5,527	(100)
Subtotal	\$19,802	\$18,761	(\$1,041)	\$19,175	\$ (627)
Recoveries					
9-1-1 from City	\$1,510	\$1,560	\$50	\$1,560	\$50
Fire CAD	200	200	-	200	-
Off-Duty Policing (City)	75	75	-	75	-
Expenditure Recoveries	55	55	-	55	-
Subtotal	\$1,840	\$1,890	\$50	\$1,890	\$50
Total Revenues and Recoveries	\$21,642	\$20,651	(\$991)	\$21,065	\$ (577)

**OTTAWA POLICE SERVICE
2011 IDENTIFIED BUDGET EFFICIENCIES**

Contributing Area	Efficiency Description	2011 Savings
Various Building Operations	Zero-based budget approach	290,000
Professional Standards	Cost avoidance - use of existing staff member as prosecutor.	100,000
Telecommunications	Zero-based budget approach - Cost savings in telephone, long distance, pager, cell phone and equipment charges.	83,000
Fleet	Net savings by reduction in the number of vehicles rented and savings through redeployment.	51,000
Mail Service	Zero-based budget approach - Various operating cost Savings - photocopiers, faxes and maintenance	35,000
Totals		559,000
	2011 Efficiency Target	500,000

**OTTAWA POLICE SERVICE
COMMUNITY POLICE CENTRES
2011 NET BUDGET BY CENTRE**

Centre	2011 Budget		
	Compensation	Other	Total Budget
Somerset CPC - Central West	102,000	3,000	105,000
Hintonburg CPC - Central West	103,100	3,000	106,100
Vanier CPC - Central East	101,700	3,000	104,700
Rockcliffe CPC - Central East	103,100	3,000	106,100
Manotick CPC - West Rural	102,600	3,200	105,800
West Carleton CPC - West Rural	4,800	3,200	8,000
Kanata CPC - West	106,300	3,300	109,600
Parkwood Hills CPC - West	105,600	3,000	108,600
Greenbank CPC - West	101,700	3,000	104,700
Barrhaven CPC - West	106,100	3,000	109,100
Bayshore CPC - West	105,900	3,000	108,900
Metcalfe/Osgoode CPC - East Rural	102,000	3,000	105,000
Cyrville CPC - East	103,400	3,000	106,400
Cedarwood CPC - East	202,200	6,000	208,200
Cumberland/Orleans CPC - East	105,000	3,000	108,000
TOTAL NET EXPENDITURES	1,555,500	48,700	1,604,200



File Number

06 January 2011

Ms. Wendy Fedec
Executive Director
Ottawa Police Services Board
110 Laurier Avenue
Ottawa, ON K1P 1J1

Dear Ms. Fedec

Re: Ottawa Police Service – Debt Financed Capital Projects

During the past few months, City and OPS staff have worked together to analyze the capital projects with debt financing approved by the Police Service's Board, with a view to finalizing debt issuance plans for the approved capital works.

Based on our analysis, we are confirming that approximately \$7.4 million in debt authority on previously approved capital projects will not be eligible for permanent debt financing.

This amount is made up of two items; a list totaling \$2 million of closed capital projects that generally pre date amalgamation. The bulk of this amount is for telecommunications equipment projects approved in 1998 and 1999. The remainder is for projects that do not constitute fixed assets with a lifespan greater than the term of debt that can be issued.

The second item is a project approved in the 2010 budget. We are not able to issue debt for the \$5.4 million portable radio equipment that is included as part of the Portable Radio Replacement Project. We understand that spending on this project will not commence until after 2012.

We would ask that the OPS develop alternate plans to permanently refinance these projects. Existing balances in the Police capital reserve account could be used to permanently fund all or part of these items. As an alternative, City and OPS staff have discussed the potential of using a forecast 2010 surplus to offset the \$2 million in debt funded projects for which spending has occurred. Historically, any Police year end surpluses or deficits have not been retained by the Police. They have been disposed of through the City's general accounts and reserve funds. However, in order to deal with the permanent financing requirement for these projects, City staff would be prepared to recommend to Council that the 2010 surplus in the Ottawa Police Services accounts be used to refinance projects which are not debt eligible. City staff would include this recommendation as part of the Year End Disposition report.

City Of Ottawa
City Treasurer
Finance Department
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Trésorière municipale
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Ms. Wendy Fedec
06 January 2011
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We also note that the OPS currently has unissued debt totaling \$43.6 million (including \$16.6 million for Ottawa South facility budget approved in 2010). In order to issue that debt in the future, sufficient debt servicing capacity needs to be available. Projections show that the existing approved budget and capital forecast will require the OPS to increase its debt servicing budget in the future, causing a tax pressure. Alternately, projected capital spending could be curtailed.

We will continue to work with OPS staff in the future to ensure that the appropriate financing sources are identified, prior to budgets being tabled for approval at the Police Services Board and City Council.

Yours truly



Marian Simulik
City Treasurer

Detailed Summary of \$6.1 Million Reductions

Annex A-10

Item	Description	Amount (\$000)
No New Funds		
1. Salary adjustment	Negotiate staggered rate increase	500
2. WSIB	Reduce WSIB increase of \$200k to \$100k – phase in over 2011 and 2012	100
3. YIPI	Remove non-grant YIPI Program funding – program will proceed only if funded by the Province	78
4. Security Costs	Reduce security provision and adjust operations approach accordingly	40
5. Professional Fees	Reduce professional fees – HR will do all projects with a one-time provision of \$100K	35
6. PAYG Contribution to Capital Reserve Fund	Eliminate the on-going increase of \$300K to the General Reserve Fund – the continuity analysis shows that positive and reasonable balances can still be maintained.	300
7. Eliminate SGI Positions	SGI is deferred until 2015.	500
8. Eliminate Equipment and Training for SGI Positions	SGI is deferred until 2015.	300
9. Funding Provision for Ineligible Debt	Apply the 2010 police surplus- estimated to be \$2M – towards the \$2M of ineligible debt on closed projects.	1,000
Sub-Total		\$ 2,853
Elimination of Business Plan Initiatives		
1. Media Monitoring Services	Reduce media monitoring service provision	16
2. Make the Right Call and Other Promotions	Adjust provisions: Corporate Comm.- Make the Right Call and other promotions \$30K	30
3. External Searches	Adjust provision for recruitment searches	75
4. Career Development Coaching	Adjust provision for corporate coaching program	20
5. Staff Training (includes YIPI \$7K)	Reduce provision for staff training in all directorates	105
6. Additional Space for Offsite Drug Facility	Eliminate rental of additional space for the offsite Drug Unit	40
7. SRO Vehicle wireless license costs	Eliminate provision for wireless modem connections	21
8. Translation costs	Reduce cost of translation services for interoperability work	10
9. Thermal Imager for Bearcat	Eliminate thermal imager for Bearcat	50
10. Camera Leasing Program	Eliminate lease costs for camera equipment for Forensic Identification	100
Sub-Total		\$ 467

Detailed Summary of \$6.1 Million Reductions

Annex A-10

Item	Description	Amount (\$000)
Reductions to Existing Budget Envelope		
1.	Overtime and Court time Reduce overtime and court time budget in keeping with 2010 actuals	200
2.	Retirement Provision Fine-tune retirement provision based on retirement levels and payouts	250
3.	CIS Project Funds Reduce CIS Project Fund from \$1.0M to \$0.75M	250
4.	Fleet Costs Reduce fleet costs by \$100K to recognize 2010 actuals	100
5.	Parking Provision Reduce parking provision to match 2010 actuals	20
Sub-Total		\$ 820
Revenues and Recoveries		
1.	Paid Duties Adjust volume of recoveries for paid duties in keeping with 2010 actuals	300
2.	Airport contract Adjust recovery for Airport Contract to reflect salary increase for 2011	30
3.	One-time Funding from Reserves Fund 3 temporary 2011 project positions from General Reserve Fund (2 – Network Analysts , 1 – E Disclosure)	200
Sub-Total		\$ 530
Assessment Base Adjustments		
1.	Reconciling adjustments Estimate has been reconciled to match the City's data	310
Sub-Total		\$ 310
Across the Service Reductions		
1.	Analysis underway Direction has been given to Superintendents and Executive Directors to identify reduction items. A detailed list will be completed for review in early March.	1,077
Sub-Total		\$ 1,077
Grand Total		\$ 6,057

Draft Operating Estimates

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

Operating Resource Requirement	2009		2010		2011 Base Case Estimate	2011 2.5% Budget Option	\$ Change Over Base Case		\$ Change Over 2.5%	
	Actual	Forecast	Budget				2010 Budget	2009 Actual	2010 Budget	2009 Actual
Expenditures by Program										
Police Services Board	688	709	709	709	711	705	2	23	(4)	17
Executive Services	8,121	7,559	7,562	7,562	8,238	8,133	676	117	571	12
Corporate Support	50,527	53,418	53,077	53,077	61,279	57,351	8,202	10,752	4,274	6,824
Resourcing and Development	11,077	10,893	10,827	10,827	11,748	11,465	921	671	638	388
Support Services Directorate	24,143	26,281	26,268	26,268	26,929	26,905	661	2,786	637	2,762
Emergency Operations Directorate	20,447	18,736	18,769	18,769	19,037	18,874	268	(1,410)	105	(1,573)
Criminal Investigative Services	31,396	33,344	33,473	33,473	34,049	33,593	576	2,653	120	2,197
Patrol Directorate	48,800	54,625	54,252	54,252	56,102	56,096	1,850	7,302	1,844	7,296
District Directorate	34,060	33,100	33,228	33,228	33,711	33,599	483	(349)	371	(461)
Fiscal Accounts	11,889	9,313	11,413	11,413	11,542	11,292	129	(347)	(121)	(597)
Gross Expenditure	241,148	247,978	249,578	249,578	263,346	258,013	13,768	22,198	8,435	16,865
Recoveries & Allocations	(3,065)	(1,840)	(1,840)	(1,840)	(1,890)	(1,890)	(50)	1,175	(50)	1,175
Revenue	(23,169)	(20,202)	(19,802)	(19,802)	(18,761)	(19,175)	1,041	4,408	627	3,994
Net Requirement	214,914	225,936	227,936	227,936	242,695	236,948	14,759	27,781	9,012	22,034
Expenditures by Type										
Salaries, Wages & Benefits	192,191	198,014	199,514	199,514	211,585	210,159	12,071	19,394	10,645	17,968
Overtime	6,917	5,300	5,600	5,600	5,575	5,375	(25)	(1,342)	(225)	(1,542)
Material & Services	17,393	18,771	18,471	18,471	19,161	16,754	690	1,768	(1,717)	(639)
Transfers/Grants/Financial Charges	16,395	16,354	16,354	16,354	17,652	16,352	1,298	1,257	(2)	(43)
Fleet Costs	1,914	1,938	2,038	2,038	2,093	2,093	55	179	55	179
Program Facility Costs	4,897	6,269	6,269	6,269	5,900	5,900	(369)	1,003	(369)	1,003
Other Internal Costs	1,441	1,332	1,332	1,332	1,380	1,380	48	(61)	48	(61)
Gross Expenditures	241,148	247,978	249,578	249,578	263,346	258,013	13,768	22,198	8,435	16,865
Recoveries & Allocations	(3,065)	(1,840)	(1,840)	(1,840)	(1,890)	(1,890)	(50)	1,175	(50)	1,175
Net Expenditure	238,083	246,138	247,738	247,738	261,456	256,123	13,718	23,373	8,385	18,040
Revenues By Type										
Federal	(2,501)	-	-	-	-	-	-	2,501	-	2,501
Provincial	(6,568)	(5,627)	(5,627)	(5,627)	(5,527)	(5,527)	100	1,041	100	1,041
Municipal	-	-	-	-	-	-	-	-	-	-
Own Funds	(550)	(1,777)	(1,777)	(1,777)	(2,065)	(2,149)	(288)	(1,515)	(372)	(1,599)
Fees and Services	(2,669)	(2,751)	(2,951)	(2,951)	(2,662)	(2,662)	289	7	289	7
Fines	-	-	-	-	-	-	-	-	-	-
Other	(10,881)	(10,047)	(9,447)	(9,447)	(8,507)	(8,837)	940	2,374	610	2,044
Total Revenue	(23,169)	(20,202)	(19,802)	(19,802)	(18,761)	(19,175)	1,041	4,408	627	3,994
Net Requirement	214,914	225,936	227,936	227,936	242,695	236,948	14,759	27,781	9,012	22,034
Full Time Equivalents	1,926.30	1,958.00	1,958.00	1,958.00	1,972.30	1,946.30	14.30	46.00	(11.70)	20.00

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

Operating Resource Requirement Analysis	2010 Baseline		2011 Adjustments						2011		2011		2011		2.5% Estimate \$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Base Case Estimate	2.5% Budget Option	2011	2.5% Estimate	Base Case \$ Change Over '10	
Expenditures by Program															
Police Services Board	709	709		2						711	(6)	705		2	(4)
Executive Services	7,559	7,562		730			46	(100)		8,238	(105)	8,133		676	571
Corporate Support	53,418	53,077	(1,332)	9,122		800	71	(459)		61,279	(3,928)	57,351		8,202	4,274
Resourcing & Development	10,893	10,827	(275)	846			350			11,748	(283)	11,465		921	638
Support Services Directorate	26,281	26,268	(170)	831						26,929	(24)	26,905		661	637
Emergency Operations Directorate	18,736	18,769		218			50			19,037	(163)	18,874		268	105
Criminal Investigative Services	33,344	33,473	476	1,850			100			34,049	(456)	33,593		576	120
Patrol Directorate	54,625	54,252		483						56,102	(6)	56,096		1,850	1,844
District Directorate	33,100	33,228		476						33,711	(112)	33,599		483	371
Fiscal Accounts	9,313	11,413		129						11,542	(250)	11,292		129	(121)
Gross Expenditure	247,978	249,578	(1,777)	14,687	-	800	617	(559)	-	263,346	(5,333)	258,013	258,013	13,768	8,435
Recoveries & Allocations	(1,840)	(1,840)		(50)						(1,890)		(1,890)		(50)	(50)
Revenue	(20,202)	(19,802)	1,777	(586)					(150)	(18,761)	(414)	(19,175)		1,041	627
Net Requirement	225,936	227,936	-	14,051	-	800	617	(559)	(150)	242,695	(5,747)	236,948	236,948	14,759	9,012
Expenditures by Type															
Salaries, Wages & Benefits	198,014	199,514	(120)	11,691		500				211,585	(1,426)	210,159		12,071	10,645
Overtime	5,300	5,600		(25)						5,575	(200)	5,375		(25)	(225)
Material & Services	18,771	18,471	(1,657)	1,699		300	617	(269)		19,161	(2,407)	16,754		690	(1,717)
Transfers/Grants/Financial Charges	16,354	16,354		1,298						17,652	(1,300)	16,352		1,298	(2)
Fleet Costs	1,938	2,038		55						2,093		2,093		55	55
Program Facility Costs	6,269	6,269		(79)						5,900		5,900		(369)	(369)
Other Internal Costs	1,332	1,332		48						1,380		1,380		48	48
Gross Expenditures	247,978	249,578	(1,777)	14,687	-	800	617	(559)	-	263,346	(5,333)	258,013	258,013	13,768	8,435
Recoveries & Allocations	(1,840)	(1,840)		(50)						(1,890)		(1,890)		(50)	(50)
Net Expenditure	246,138	247,738	(1,777)	14,637	-	800	617	(559)	-	261,456	(5,333)	256,123	256,123	13,718	8,385
Percent of 2010 Net Expenditure Budget			-0.7%	5.9%	0.0%	0.3%	0.2%	-0.2%	0.0%	5.5%	-2.2%	3.4%			
Revenues By Type															
Federal	-	-								-		-		-	-
Provincial	(5,627)	(5,627)		100						(5,527)		(5,527)		100	100
Municipal	-	-								-		-		-	-
Own Funds	(1,777)	(1,777)	1,777	(2,065)						(2,065)	(84)	(2,149)		(288)	(372)
Fees and Services	(2,751)	(2,951)		279					10	(2,662)		(2,662)		289	289
Fines	-	-								-		-		-	-
Other	(10,047)	(9,447)		1,100					(160)	(8,507)		(8,837)		940	610
Total Revenue	(20,202)	(19,802)	1,777	(586)	-	-	-	-	(150)	(18,761)	(414)	(19,175)	(19,175)	1,041	627
Percent of 2010 Revenue Budget			-9.0%	3.0%	0.0%	0.0%	0.0%	0.0%	0.8%	-5.3%	2.1%	-3.2%			
Net Requirement	225,936	227,936	-	14,051	-	800	617	(559)	(150)	242,695	(5,747)	236,948	236,948	14,759	9,012
Percent of 2010 Net Requirement Budget			0.0%	6.2%	0.0%	0.4%	0.3%	-0.2%	-0.1%	6.5%	-2.5%	4.0%			
Full Time Equivalents (FTE's)	1,958.00	1,958.00	0.0%	(8.70)	0.0%	23.00	0.0%	0.0%	0.0%	1,972.30	(26.00)	1,946.30	1,946.30	14.30	(11.70)
Percent of 2010 FTE's			0.0%	-0.4%	0.0%	1.2%	0.0%	0.0%	0.0%	0.7%	-1.3%	-0.6%			

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

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Compensation/Hiring Plan - over complement at year end	(400)		(400)
Higher than expected WSIB costs	(200)		(200)
Overtime surplus	300		300
Lower than expected retirements	2,100		2,100
Bill 168 unanticipated costs	(100)		(100)
Fuel deficit	(200)		(200)
Vehicle Maintenance surplus	100		100
Alarm revenue deficit		(200)	(200)
Olympic Deployment Recovery		400	400
Increase in Paid duty		200	200
			-
			-
			-
			-
Total Surplus / (Deficit)	1,600	400	2,000

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

2011 Pressure Category / Explanation		Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2011 Changes		
Maintain Services					
Provision for 2011 Collective Agreement Settlements, full year impact of 2010 settlements, salary increments for staff moving through their salary grid, responsibility pay, retirement costs, benefit increase	9,626		9,626		-
Reduction in compensation due to fewer secondments	(1,100)		(1,100)		(12.00)
Net one time funded items - compensation, including Disposal of Evidence	420		420		-
Full year impact of previous year's hiring	1,100		1,100		-
OMERs adjustment	1,500		1,500		-
Term/casual/other (transfers) FTE adjustments			-		3.30
Net one time funded items - non-compensation, including Records Purge, Real You etc	(132)		(132)		-
Inflationary/actual pressures - non-compensation items	172		172		-
Net revenue for one time funding items		(288)	(288)		-
Reduction in revenue to due fewer secondments (offset by cost reduction)		1,100	1,100		-
Chief Firearms Office is not renewing Bill C68 agreement in 2011		100	100		-
Base adjustment/change in demand for service - Alarm Revenue		279	279		-
Increase in contribution to capital - general reserve	300		300		-
Commencement of repayment of \$7.4M ineligible debt	1,000		1,000		-
Net increase in secondaries, including Fleet and Other Internal costs	103		103		-
Zero based budget analysis, budget reduction & "right - sizing" - Program Facility costs	(79)		(79)		-
Increase in recovery from City for 911	(50)		(50)		-
Total Maintain Services	12,860	1,191	14,051		(8.70)
Provincial Legislated					
Total Provincial Legislated					
Growth					
SGL Program - new hires for 2010 - (Sworn 15; Civilian 8)	800		800		23.00
Total Growth	800	-	800		23.00

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

2011 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2011 Changes	
New Services / Needs				
See Annex A-4	617		617	-
Total New Services / Needs	617	-	617	-
Efficiencies				
See Annex A-7	(559)		(559)	-
Total Efficiencies	(559)	-	(559)	-
User Fees & Charges				
Increase in fees as per Board Policy; See Annex A-5		(150)	(150)	-
Total User Fees & Charges	-	(150)	(150)	-
2.5% Budget Option				
See Annex A-10	(5,333)	(414)	(5,747)	(26.00)
Proposed Service Adjustments	(5,333)	(414)	(5,747)	(26.00)
Total Budget Changes	8,385	627	9,012	(11.70)

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

Operating Resource Requirement	2009		2010		2011		Change Over	
	Budget		Budget		Estimate		2010 Budget	2009 Budget
Expenditures by Program								
Police Services Board	699		709		711		2	12
Gross Expenditure	699		709		711		2	12
Recoveries & Allocations	-		-		-		-	-
Net Expenditure	699		709		711		2	12
Expenditures by Type								
Salaries, Wages & Benefits	216		225		251		26	35
Overtime			-		-		-	-
Material & Services	126		127		102		(25)	(24)
Transfers/Grants/Financial Charges	27		27		27		-	-
Fleet Costs	-		-		-		-	-
Program Facility Costs	-		-		-		-	-
Other Internal Costs	330		330		331		1	1
Gross Expenditures	699		709		711		2	12
Recoveries & Allocations	-		-		-		-	-
Net Expenditure	699		709		711		2	12
Revenues By Type								
Federal	-		-		-		-	-
Provincial	-		-		-		-	-
Municipal	-		-		-		-	-
Own Funds	-		-		-		-	-
Fees and Services	-		-		-		-	-
Fines	-		-		-		-	-
Other	-		-		-		-	-
Total Revenue	-		-		-		-	-
Net Requirement	699		709		711		2	12
Full Time Equivalents	2.00		2.00		2.00		-	-

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

2011 Pressure Category / Explanation		Increase / (Decrease)	FTE Impact
		\$	
Compensation & Benefits			
	Full year impact of previous year's salary contract, salary increments, benefit increase including OMERS rate increase	26	-
	Total Compensation & Benefits	26	-
Materials & Services			
	Zero-based budget analysis, budget reduction & "right sizing"	(25)	-
		-	-
	Total Materials & Services	(25)	-
Fleet & Other Internal Costs			
	Budget realignment	1	-
			-
	Total Fleet & Other Internal Costs	1	-
Revenues & Recoveries			
		-	-
			-
	Total Revenues & Recoveries	-	-
	Total Budget Changes	2	-

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

Operating Resource Requirement	2009		2010		2011		Change Over	
	Budget	Budget	Budget	Estimate	2010 Budget	2009 Budget		
Expenditures by Program								
Executive Command	1,344	1,311	1,375	64	31			
Legal Services	465	455	561	106	96			
Office of the Chief				-	-			
Annual Awards Ceremony	21	25	27	2	6			
Executive Officer	139	172	262	90	123			
Planning, Performance & Research				-	-			
Corporate Planning	652	812	824	12	172			
Problem/Crime Analysis Unit	825	841	1,053	212	228			
Crime Prevention	202	206	206	-	4			
Comm. Develop. & Corp. Comm.				-	-			
Media Relations	438	456	478	22	40			
Community Development	484	528	512	(16)	28			
Corporate Communications	509	520	525	5	16			
Diversity and Race Relations	371	383	396	13	25			
Professional Standards				-	-			
Professional Standards	1,298	1,367	1,461	94	163			
Quality Assurance	478	486	558	72	80			
Gross Expenditure	7,226	7,562	8,238	676	1,012			
Recoveries & Allocations	-	-	-	-	-			
Net Expenditure	7,226	7,562	8,238	676	1,012			
Expenditures by Type								
Salaries, Wages & Benefits	6,073	6,480	7,187	707	1,114			
Overtime	39	32	34	2	(5)			
Material & Services	1,112	1,048	1,017	(31)	(95)			
Transfers/Grants/Financial Charges	2	2	-	(2)	(2)			
Fleet Costs	-	-	-	-	-			
Program Facility Costs	-	-	-	-	-			
Other Internal Costs	-	-	-	-	-			
Gross Expenditures	7,226	7,562	8,238	676	1,012			
Recoveries & Allocations	-	-	-	-	-			
Net Expenditure	7,226	7,562	8,238	676	1,012			
Revenues By Type								
Federal	-	-	-	-	-			
Provincial	-	-	-	-	-			
Municipal	-	-	-	-	-			
Own Funds	-	-	-	-	-			
Fees and Services	-	(160)	(160)	-	(160)			
Fines	-	-	-	-	-			
Other	-	-	-	-	-			
Total Revenue	-	(160)	(160)	-	(160)			
Net Requirement	7,226	7,402	8,078	676	852			
Full Time Equivalents	59.00	58.00	65.00	7.00	6.00			

Ottawa Police Service
Executive Services - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000) BASE CASE

2011 Pressure Category / Explanation		Increase / (Decrease)
		\$
Compensation & Benefits		FTE Impact
Full year impact of previous year's salary contract, full year impact of previous year SGI positions, salary increments, responsibility pay, benefit increase including OMERS rate increase	707	7.00
Budget realignment - overtime	2	-
Total Compensation & Benefits	709	7.00
Materials & Services		
Inflationary /actual pressures	113	-
Zero-based budget analysis, budget reduction & "right sizing"	(94)	-
Business Plan initiatives - see Annex A-4	50	-
Efficiencies - see Annex A-7	(100)	-
Total Materials & Services	(31)	-
Transfers/Grants/Financial Charges		
Reduction in Grants	(2)	-
Total Transfers/Grants/Financial Charges	(2)	-
Fleet & Other Internal Costs		
	-	-
Total Fleet & Other Internal Costs	-	-
Revenues & Recoveries		
	-	-
Total Revenues & Recoveries	-	-
Total Budget Changes	676	7.00

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

Operating Resource Requirement	2009		2010		2011		Change Over	
	Budget		Budget		Estimate		2010 Budget	2009 Budget
Expenditures by Program								
Divisional Support - Corporate Support	7		326		177		(149)	170
Financial Services	2,268		2,289		2,269		(20)	1
Material Management and Evidence	12,087		12,320		11,923		(397)	(164)
Corporate Accounts	17,732		16,797		24,692		7,895	6,960
Police Facilities	5,628		7,239		7,480		241	1,852
Information and Technology/Records	12,939		14,106		14,738		632	1,799
Gross Expenditure	50,661		53,077		61,279		8,202	10,618
Recoveries & Allocations	(231)		(251)		(251)		-	(20)
Net Expenditure	50,430		52,826		61,028		8,202	10,598
Expenditures by Type								
Salaries, Wages & Benefits	20,105		20,068		26,595		6,527	6,490
Overtime	337		314		210		(104)	(127)
Material & Services	9,981		10,774		11,567		793	1,586
Transfers/Grants/Financial Charges	13,329		13,329		14,629		1,300	1,300
Fleet Costs	1,987		2,038		2,093		55	106
Program Facility Costs	4,637		6,269		5,900		(369)	1,263
Other Internal Costs	285		285		285		-	-
Gross Expenditures	50,661		53,077		61,279		8,202	10,618
Recoveries & Allocations	(231)		(251)		(251)		-	(20)
Net Expenditure	50,430		52,826		61,028		8,202	10,598
Revenues By Type								
Federal	-		-		-		-	-
Provincial	(5,057)		(5,017)		(5,017)		-	40
Municipal	-		-		-		-	-
Own Funds	(550)		(1,332)		(1,594)		(262)	(1,044)
Fees and Services	(2,820)		(2,791)		(2,502)		289	318
Fines	-		-		-		-	-
Other	(3,122)		(4,705)		(3,605)		1,100	(483)
Total Revenue	(11,549)		(13,845)		(12,718)		1,127	(1,169)
Net Requirement	38,881		38,981		48,310		9,329	9,429
Full Time Equivalents	283.80		250.10		229.40		(20.70)	(54.40)

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

2011 Pressure Category / Explanation	Increase / (Decrease)	
	\$	FTE Impact
Compensation & Benefits		
Provision for 2011 collective agreement settlements, full year impact of previous year's salary contract, full year impact of previous year's SGI positions, salary increments, responsibility pay, benefit increase including OMERS rate increase.	6,953	(33.00)
Reduction in secondments - offset in revenue	(1,100)	(12.00)
SGI positions	500	23.00
Term/casual/other (transfers) FTE adjustments		1.30
Net one-time funded items, including Disposal of Police Evidence	174	
Budget realignment - overtime	(104)	-
Total Compensation & Benefits	6,423	(20.70)
Materials & Services		
Inflationary/actual pressures	593	-
Net one-time funded items, including Records Purge Project	88	-
Zero-based budget analysis, budget reduction & "right sizing"	(114)	
For SGI positions	300	
Business Plan initiatives - see Annex A-4	95	
Efficiencies - see Annex A-7	(169)	
Total Materials & Services	793	-
Transfers/Grants/Financial Charges		
Commencement of repayment of \$7.4M ineligible debt	1,000	-
Increase in contribution to capital - general reserve	300	-
Total Fleet & Other Internal Costs	1,300	-
Fleet & Other Internal Costs		
Net increase in secondaries - Fleet costs	55	-
Zero based budget analysis, budget reduction & "right sizing" - Program Facility costs	(79)	-
Efficiencies - see Annex A-7 - Program Facility costs	(290)	-
Total Fleet & Other Internal Costs	(314)	-
Revenues & Recoveries		
Net one-time funding from reserve for projects above	(262)	-
Increase in fees as per Board Policy. See Annex A-5	10	-
Base adjustment/change in demand for service - Alarm Revenue	279	
Reduction in revenue due to fewer secondments (offset by cost reduction)	1,100	-
Total Revenues & Recoveries	1,127	-
Total Budget Changes	9,329	(20.70)

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

Operating Resource Requirement	2009		2010		2011		Change Over	
	Budget		Budget		Estimate		2010 Budget	2009 Budget
Expenditures by Program								
Divisional Support - Resourcing & Develop.	7	263	294	31	287			
Human Resources	3,231	2,270	2,615	345	(616)			
Outreach and Development	7,240	8,294	8,839	545	1,599			
Gross Expenditure	10,478	10,827	11,748	921	1,270			
Recoveries & Allocations	(4)	(4)	(4)	-	-			
Net Expenditure	10,474	10,823	11,744	921	1,270			
Expenditures by Type								
Salaries, Wages & Benefits	7,730	8,593	9,338	745	1,608			
Overtime	61	57	142	85	81			
Material & Services	2,212	2,152	2,243	91	31			
Transfers/Grants/Financial Charges	-	-	-	-	-			
Fleet Costs	-	-	-	-	-			
Program Facility Costs	450	-	-	-	(450)			
Other Internal Costs	25	25	25	-	-			
Gross Expenditures	10,478	10,827	11,748	921	1,270			
Recoveries & Allocations	(4)	(4)	(4)	-	(4)			
Net Expenditure	10,478	10,823	11,744	921	1,266			
Revenues By Type								
Federal	-	-	-	-	-			
Provincial	-	-	-	-	-			
Municipal	-	-	-	-	-			
Own Funds	-	(275)	(471)	(196)	(471)			
Fees and Services	-	-	-	-	-			
Fines	-	-	-	-	-			
Other	-	-	-	-	-			
Total Revenue	-	(275)	(471)	(196)	(471)			
Net Requirement	10,474	10,548	11,273	725	799			
Full Time Equivalents	106.40	107.90	114.70	6.80	8.30			

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

2011 Pressure Category / Explanation		Increase / (Decrease)	FTE Impact
		\$	
Compensation & Benefits			
	Full year impact of previous year's salary contract, full year impact of previous year SGI positions, salary increments, responsibility pay, benefit increase including OMERS rate increase	499	6.00
	Term/casual/other (transfers) FTE adjustments		0.80
	Net one-time funded items, including Civilian Career Initiative	246	
	Budget realignment - overtime	85	-
	Total Compensation & Benefits	830	6.80
Materials & Services			
	Inflationary/actual pressures	148	
	Net one-time funded items, including Real You, Employee Survey & Accessibility	(50)	
	Zero-based budget analysis, budget reduction & "right sizing"	(167)	
	Business Plan Initiatives - see Annex A-4	160	
	Total Materials & Services	91	-
Fleet & Other Internal Costs			
	Total Fleet & Other Internal Costs	-	-
Revenues & Recoveries			
	Net one-time funding from reserve for projects above	(196)	-
	Total Revenues & Recoveries	(196)	-
	Total Budget Changes	725	6.80

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

Operating Resource Requirement	2009		2010		2011		Change Over	
	Budget		Budget		Estimate		2010 Budget	2009 Budget
Expenditures by Program								
Divisional Support - Support Services	335		377		386		9	51
Inspector - Courts/Temp.Custody/Victim	141		154		158		4	17
Court Security	6,045		6,514		6,834		320	789
Court Liaison	3,850		4,059		4,322		263	472
Victim Crisis Unit	833		874		873		(1)	40
Inspector - Communications	140		553		571		18	431
Communications / 911 / Switchboard	10,605		10,779		10,918		139	313
Radio System	504		742		546		(196)	42
Call Centre	2,146		2,216		2,321		105	175
Gross Expenditure	24,599		26,268		26,929		661	2,330
Recoveries & Allocations	(1,462)		(1,510)		(1,560)		(50)	(98)
Net Expenditure	23,137		24,758		25,369		611	2,232
Expenditures by Type								
Salaries, Wages & Benefits	23,608		25,039		25,914		875	2,306
Overtime	176		164		164		-	(12)
Material & Services	363		613		391		(222)	28
Transfers/Grants/Financial Charges	-		-		-		-	-
Fleet Costs	-		-		-		-	-
Program Facility Costs	-		-		-		-	-
Other Internal Costs	452		452		460		8	8
Gross Expenditures	24,599		26,268		26,929		661	2,330
Recoveries & Allocations	(1,462)		(1,510)		(1,560)		(50)	(98)
Net Expenditure	23,137		24,758		25,369		611	2,232
Revenues By Type								
Federal	-		-		-		-	-
Provincial	(30)		(30)		(30)		-	-
Municipal	-		-		-		-	-
Own Funds	-		(170)		-		170	-
Fees and Services	-		-		-		-	-
Fines	-		-		-		-	-
Other	-		-		-		-	-
Total Revenue	(30)		(200)		(30)		170	-
Net Requirement	23,107		24,558		25,339		781	2,232
Full Time Equivalents	287.50		290.10		299.60		9.50	12.10

Ottawa Police Service
Support Services - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000) BASE CASE

2011 Pressure Category / Explanation		Increase / (Decrease)
		\$
Compensation & Benefits		FTE Impact
Full year impact of previous year's salary contract, full year impact of previous year SGI positions, salary increments, responsibility pay, benefit increase including OMERS rate increase; some of these increases are offset by recovery - 911	875	8.00
Term/casual/other (transfers) FTE adjustments		1.50
Total Compensation & Benefits	875	9.50
Materials & Services		
Reversal of previous year's one time funded item - Rental of radios	(170)	
Zero-based budget analysis, budget reduction & "right sizing"	(52)	
Total Materials & Services	(222)	-
Fleet & Other Internal Costs		
Inflationary/actual pressure - Other Internal costs	8	-
Total Fleet & Other Internal Costs	8	-
Revenues & Recoveries		
Increase in Recovery for 911	(50)	-
Reversal of previous year's one time funded item - Rental of radios	170	-
Total Revenues & Recoveries	120	-
Total Budget Changes	781	9.50

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

Operating Resource Requirement	2009		2010		2011		Change Over	
	Budget		Budget		Estimate		2010 Budget	2009 Budget
<u>Expenditures by Program</u>								
Emergency & Operational Support	1,745		2,278		2,457		179	712
Emergency Services Unit (Public Order)	272		278		298		20	26
Tactical	4,216		4,259		4,273		14	57
Nuclear, Biological, Chemical Response	108		104		108		4	-
Canine	1,094		1,131		1,162		31	68
Public Safety	7,097		7,080		7,109		29	12
Marine and Trail Enforcement	195		981		961		(20)	766
Airport Policing Section	2,633		2,658		2,669		11	36
Gross Expenditure	17,360		18,769		19,037		268	1,677
Recoveries & Allocations	(75)		(75)		(75)		-	-
Net Expenditure	17,285		18,694		18,962		268	1,677
<u>Expenditures by Type</u>								
Salaries, Wages & Benefits	13,524		14,987		15,317		330	1,793
Overtime	2,163		2,154		2,134		(20)	(29)
Material & Services	1,652		1,607		1,565		(42)	(87)
Transfers/Grants/Financial Charges	21		21		21		-	-
Fleet Costs	-		-		-		-	-
Program Facility Costs	-		-		-		-	-
Other Internal Costs	-		-		-		-	-
Gross Expenditures	17,360		18,769		19,037		268	1,677
Recoveries & Allocations	(75)		(75)		(75)		-	-
Net Expenditure	17,285		18,694		18,962		268	1,677
<u>Revenues By Type</u>								
Federal	-		-		-		-	-
Provincial	-		(40)		(40)		-	(40)
Municipal	-		-		-		-	-
Own Funds	-		-		-		-	-
Fees and Services	-		-		-		-	-
Fines	-		-		-		-	-
Other	(4,310)		(4,462)		(4,622)		(160)	(312)
Total Revenue	(4,310)		(4,502)		(4,662)		(160)	(352)
Net Requirement	12,975		14,192		14,300		108	1,325
Full Time Equivalents	131.00		140.00		139.00		(1.00)	8.00

Ottawa Police Service
Emergency Operations - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000) BASE CASE

2011 Pressure Category / Explanation		Increase / (Decrease)	FTE Impact
		\$	
Compensation & Benefits			
Full year impact of previous year's salary contract, full year impact of previous year SGI positions, salary increments, responsibility pay, benefit increase including OMERS rate increase; some of these increases are offset by recovery/revenue - Off Duty Policing		330	2.00
Term/casual/other (transfers) FTE adjustments		-	(3.00)
Budget realignment - overtime		(20)	-
Total Compensation & Benefits		310	(1.00)
Materials & Services			
Zero-based budget analysis, budget reduction & "right sizing"		(148)	-
Business Plan Initiatives - see Annex A-4		106	
Total Materials & Services		(42)	-
Fleet & Other Internal Costs			
		-	-
Total Fleet & Other Internal Costs		-	-
Revenues & Recoveries			
Increase in fees as per Board Policy; See Annex A-5 - Off Duty Policing		(160)	-
Total Revenues & Recoveries		(160)	-
Total Budget Changes			
		108	(1.00)

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

Operating Resource Requirement	2009		2010		2011		Change Over	
	Budget		Budget		Estimate		2010 Budget	2009 Budget
Expenditures by Program								
Divisional Support - CIS	1,099		1,729		2,088		359	989
Special Operations	10,278		10,168		10,124		(44)	(154)
Major Case Investigation	9,066		10,779		10,768		(11)	1,702
Investigative Support	8,322		10,797		11,069		272	2,747
Gross Expenditure	28,765		33,473		34,049		576	5,284
Recoveries & Allocations	-		-		-		-	-
Net Expenditure	28,765		33,473		34,049		576	5,284
Expenditures by Type								
Salaries, Wages & Benefits	25,708		30,489		30,874		385	5,166
Overtime	1,540		1,535		1,549		14	9
Material & Services	1,417		1,449		1,626		177	209
Transfers/Grants/Financial Charges	-		-		-		-	-
Fleet Costs	-		-		-		-	-
Program Facility Costs	100		-		-		-	(100)
Other Internal Costs	-		-		-		-	-
Gross Expenditures	28,765		33,473		34,049		576	5,284
Recoveries & Allocations	-		-		-		-	-
Net Expenditure	28,765		33,473		34,049		576	5,284
Revenues By Type								
Federal	-		-		-		-	-
Provincial	(100)		(540)		(440)		100	(340)
Municipal	-		-		-		-	-
Own Funds	-		-		-		-	-
Fees and Services	-		-		-		-	-
Fines	-		-		-		-	-
Other	(280)		(280)		(280)		-	-
Total Revenue	(380)		(820)		(720)		100	(340)
Net Requirement	28,385		32,653		33,329		676	4,944
Full Time Equivalents	264.40		287.70		288.60		0.90	24.20

Ottawa Police Service
Criminal Investigative Services - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000) BASE CASE

2011 Pressure Category / Explanation		Increase / (Decrease)	FTE Impact
		\$	
Compensation & Benefits			
	Full year impact of previous year's salary contract, full year impact of previous year SGI positions, salary increments, responsibility pay, benefit increase including OMERS rate increase	385	10.00
	Term/casual/other (transfers) FTE adjustments	-	(9.00)
	Budget realignment - overtime	14	-
	Total Compensation & Benefits	399	1.00
Materials & Services			
	Business Plan Initiatives - see Annex A-4	177	-
	Total Materials & Services	177	-
Fleet & Other Internal Costs			
		-	-
		-	-
	Total Fleet & Other Internal Costs	-	-
Revenues & Recoveries			
	Chief Firearms Office is not renewing Bill C68 agreement in 2011	100	-
	Total Revenues & Recoveries	100	-
	Total Budget Changes	676	0.90

Ottawa Police Service
Patrol Services - Operating Resource Requirement
 In Thousands (\$000) BASE CASE

Operating Resource Requirement	2009		2010		2011		Change Over	
	Budget	Budget	Budget	Budget	Estimate	2010 Budget	2009 Budget	
<u>Expenditures by Program</u>								
Divisional Support - Patrol	1,452	3,378	2,980	(398)	1,528			
Central	16,466	16,839	17,535	696	1,069			
East	15,244	16,136	16,891	755	1,647			
West	16,400	17,899	18,696	797	2,296			
Gross Expenditure	49,562	54,252	56,102	1,850	6,540			
Recoveries & Allocations	-	-	-	-	-			
Net Expenditure	49,562	54,252	56,102	1,850	6,540			
<u>Expenditures by Type</u>								
Salaries, Wages & Benefits	48,611	53,340	55,186	1,846	-			
Overtime	860	817	817	-	-			
Material & Services	91	95	99	4	-			
Transfers/Grants/Financial Charges	-	-	-	-	-			
Fleet Costs	-	-	-	-	-			
Program Facility Costs	-	-	-	-	-			
Other Internal Costs	-	-	-	-	-			
Gross Expenditures	49,562	54,252	56,102	1,850	6,540			
Recoveries & Allocations	-	-	-	-	-			
Net Expenditure	49,562	54,252	56,102	1,850	6,540			
<u>Revenues By Type</u>								
Federal	-	-	-	-	-			
Provincial	-	-	-	-	-			
Municipal	-	-	-	-	-			
Own Funds	-	-	-	-	-			
Fees and Services	-	-	-	-	-			
Fines	-	-	-	-	-			
Other	-	-	-	-	-			
Total Revenue	-	-	-	-	-			
Net Requirement	49,562	54,252	56,102	1,850	6,540			
Full Time Equivalents	521.00	541.00	531.00	(10.00)	10.00			

Ottawa Police Service
Patrol Services - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000) BASE CASE

2011 Pressure Category / Explanation		Increase / (Decrease)
	\$	FTE Impact
Compensation & Benefits		
Full year impact of previous year's salary contract, full year impact of previous year SGI positions, salary increments, responsibility pay, benefit increase including OMERS rate increase	1,846	-
Term/casual/other (transfers) FTE adjustments		(10.00)
Total Compensation & Benefits	1,846	(10.00)
Materials & Services		
Zero-based budget analysis, budget reduction & "right sizing"	3	
Business Plan Initiatives - see Annex A-4	1	-
Total Materials & Services	4	-
Fleet & Other Internal Costs		
	-	-
	-	-
Total Fleet & Other Internal Costs	-	-
Revenues & Recoveries		
	-	-
Total Revenues & Recoveries	-	-
Total Budget Changes	1,850	(10.00)

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

Operating Resource Requirement	2009		2010		2011		Change Over	
	Budget	Budget	Budget	Budget	Estimate	2010 Budget	2009 Budget	
Expenditures by Program								
Divisional Support - District	2,472	2,362	2,007	(355)	(465)			
District - East	6,283	5,579	5,782	203	(501)			
District - West	6,643	6,050	6,170	120	(473)			
District - Central East	6,695	5,322	5,600	278	(1,095)			
District - Central West	3,842	3,628	3,677	49	(165)			
District Support	8,427	10,287	10,475	188	2,048			
Gross Expenditure	34,362	33,228	33,711	483	(651)			
Recoveries & Allocations	-	-	-	-	-			
Net Expenditure	34,362	33,228	33,711	483	(651)			
Expenditures by Type								
Salaries, Wages & Benefits	33,073	32,373	32,913	540	-			
Overtime	641	521	519	(2)	-			
Material & Services	358	334	279	(55)	-			
Transfers/Grants/Financial Charges	-	-	-	-	-			
Fleet Costs	-	-	-	-	-			
Program Facility Costs	290	-	-	-	-			
Other Internal Costs	-	-	-	-	-			
Gross Expenditures	34,362	33,228	33,711	483	(651)			
Recoveries & Allocations	-	-	-	-	-			
Net Expenditure	34,362	33,228	33,711	483	(651)			
Revenues By Type								
Federal	-	-	-	-	-			
Provincial	-	-	-	-	-			
Municipal	-	-	-	-	-			
Own Funds	-	-	-	-	-			
Fees and Services	-	-	-	-	-			
Fines	-	-	-	-	-			
Other	-	-	-	-	-			
Total Revenue	-	-	-	-	-			
Net Requirement	34,362	33,228	33,711	483	(651)			
Full Time Equivalents	271.20	281.20	303.00	21.80	31.80			

Ottawa Police Service
District Services - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000) BASE CASE

2011 Pressure Category / Explanation		Increase / (Decrease)	FTE Impact
		\$	
Compensation & Benefits			
	Full year impact of previous year's salary contract, full year impact of previous year SGI positions, salary increments, responsibility pay, benefit increase including OMERS rate increase	540	-
	Term/casual/other (transfers) FTE adjustments	-	21.80
	Budget realignment - overtime	(2)	
	Total Compensation & Benefits	538	21.80
Materials & Services			
	Zero-based budget analysis, budget reduction & "right sizing"	(83)	
	Business Plan Initiatives - see Annex A-4	28	-
	Total Materials & Services	(55)	-
Fleet & Other Internal Costs			
		-	-
	Total Fleet & Other Internal Costs	-	-
Revenues & Recoveries			
		-	-
	Total Revenues & Recoveries	-	-
	Total Budget Changes	483	21.80

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

Operating Resource Requirement	2009		2010		2011		Change Over	
	Budget		Budget		Estimate		2010 Budget	2009 Budget
<u>Expenditures by Program</u>								
Insurance	762	512	551	39	(211)			
Retirement Costs	5,527	7,926	8,016	90	2,489			
Police Debt Charges	2,975	2,975	2,975	-	-			
Gross Expenditure	9,264	11,413	11,542	129	2,278			
Recoveries & Allocations	-	-	-	-	-			
Net Expenditure	9,264	11,413	11,542	129	2,278			
<u>Expenditures by Type</u>								
Salaries, Wages & Benefits	5,521	7,920	8,010	90	2,489			
Overtime	6	6	6	-	-			
Material & Services	522	272	272	-	(250)			
Transfers/Grants/Financial Charges	2,975	2,975	2,975	-	-			
Fleet Costs	-	-	-	-	-			
Program Facility Costs	-	-	-	-	-			
Other Internal Costs	240	240	279	39	39			
Gross Expenditures	9,264	11,413	11,542	129	2,278			
Recoveries & Allocations	-	-	-	-	-			
Net Expenditure	9,264	11,413	11,542	129	2,278			
<u>Revenues By Type</u>								
Federal	-	-	-	-	-			
Provincial	-	-	-	-	-			
Municipal	-	-	-	-	-			
Own Funds	-	-	-	-	-			
Fees and Services	-	-	-	-	-			
Fines	-	-	-	-	-			
Other	-	-	-	-	-			
Total Revenue	-	-	-	-	-			
Net Requirement	9,264	11,413	11,542	129	2,278			
Full Time Equivalents	-	-	-	-	-			

Ottawa Police Service
Fiscal Accounts - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000) BASE CASE

2011 Pressure Category / Explanation	Increase / (Decrease)	
	\$	FTE Impact
Compensation & Benefits		
Inflationary/actual pressures - retirement costs	90	-
Total Compensation & Benefits	90	-
Materials & Services		
	-	-
	-	-
	-	-
Total Materials & Services	-	-
Fleet & Other Internal Costs		
Inflationary/actual pressures - Other Internal costs - insurance	39	-
	-	-
Total Fleet & Other Internal Costs	39	-
Revenues & Recoveries		
	-	-
	-	-
	-	-
Total Revenues & Recoveries	-	-
Total Budget Changes	129	-

Summary By Expenditure Type

Department: Police Services - including 2.5% Budget Option

By Expenditure Type	2010 Budget	Base 2011 Budget	2011 2.5% Budget Option	2011 Budget after 2.5% Option	Increase / (Decrease)
501059 Statutory Holiday Overtime Expense Note 1	939,200	1,039,200		1,039,200	100,000
501093 WSIB Admin Charges	170,000	170,000		170,000	0
501094 WSIB Permanent Awards Note 2, 20	750,000	850,000	(50,000)	800,000	50,000
501110 Compensation Note 1, 6, 15, 16, 20	158,910,000	168,117,000	(1,069,100)	167,047,900	8,137,900
501113 Clothing Allowance Note 4, 10	355,200	379,600		379,600	24,400
501114 Dry Cleaning Note 4, 10	521,700	519,800		519,800	(1,900)
501117 Meal Allowance Note 10	0	15,000		15,000	15,000
501123 Unused Annual	740,000	740,000		740,000	0
501132 Pay in Lieu of Benefits Note 4, 6, 10	37,800	72,600		72,600	34,800
501143 Survivor Benefit	60,000	60,000		60,000	0
501144 Court Overtime - Police	1,416,200	1,414,300		1,414,300	(1,900)
501149 Special Overtime - Off-Duty	1,300,000	1,300,000		1,300,000	0
501150 Overtime Note 19, 20	2,882,300	2,861,000	(200,000)	2,661,000	(221,300)
501151 Shift Premium	661,200	661,200		661,200	0
501192 Terminal Allowance Note 20	5,525,400	5,525,400	(250,000)	5,275,400	(250,000)
501193 Vacation Pay Note 4, 6, 10, 20	28,100	53,700	(2,500)	51,200	23,100
501194 WSIB Payments Note 2, 20	475,000	600,000	(50,000)	550,000	75,000
501195 EI Rebates - Police	66,800	66,800		66,800	0
501197 Supplemental EI Benefits Note 4, 10	148,600	168,600		168,600	20,000
501320 Non-Taxable Allowance	1,500	1,500		1,500	0
501401 Salary Benefits Note 1, 6, 15, 16, 20	34,524,100	36,608,100	(4,400)	36,603,700	2,079,600
501422 Benefits For Retirees Note 2	1,110,000	1,200,000		1,200,000	90,000
501511 Taxable Car Allowance	26,000	26,000		26,000	0
501590 Tuition Fees	30,000	30,000		30,000	0
501994 Provision For MPE Performance Pay Note 17	55,000	0		0	(55,000)
501998 Provision For Gapping Note 4	(5,620,000)	(5,320,000)		(5,320,000)	300,000
Salaries & Benefits - Subtotals	205,114,100	217,159,800	(1,626,000)	215,533,800	10,419,700
502112 Employee Development & Travel Note 4, 14, 20	1,501,100	1,756,500	(105,000)	1,651,500	150,400
502113 Local Transportation	2,700	2,600		2,600	(100)
502114 Employee Recognition/Commendations	25,000	18,000		18,000	(7,000)
502115 Non-Taxable Car Mileage Note 2	34,200	60,500		60,500	26,300
502121 Postage	61,300	57,500		57,500	(3,800)
502122 Freight/Courier/Service	37,000	36,500		36,500	(500)
502131 Cablevision & Communications Note 3	47,200	18,000		18,000	(29,200)
502132 Telephone Network Charge Note 3, 20	482,100	457,100	(125,000)	332,100	(150,000)
502133 Data Communication Lines Note 2, 10	378,000	401,200		401,200	23,200
502134 Cell Phones - Air Time Note 3	382,400	378,300		378,300	(4,100)
502135 Long Distance Charges Note 3	27,900	20,700		20,700	(7,200)
502137 Telephone System Maintenance	130,000	130,000		130,000	0
502139 Pagers Note 3	69,500	55,500		55,500	(14,000)
502140 Cell Phone - Purchase/Repairs	15,000	15,000		15,000	0
502210 Advertising, Promotion & Publication	146,900	127,100		127,100	(19,800)
502211 Public Notices/Info	3,500	3,500		3,500	0
502215 Career Advertising	40,000	3,000		3,000	(37,000)
502311 Translation Fees	75,000	71,000		71,000	(4,000)
502312 Off. Lang. Interpretation	13,000	5,000		5,000	(8,000)
502320 Legal - Fees	120,000	120,000		120,000	0
502330 Professional Services Note 2, 5, 14, 20	863,500	1,157,800	(140,000)	1,017,800	154,300
502350 Medical Services Note 4	80,000	40,000		40,000	(40,000)
502357 Oxygen Supply & Service	1,500	1,500		1,500	0
502373 Insurance	5,200	5,200		5,200	0
502379 Security Services Note 10, 20	2,000	78,000	(40,000)	38,000	36,000
502387 Liability Claims	352,300	352,300		352,300	0
502394 Receptions & Luncheons Note 20	88,000	83,700	(200)	83,500	(4,500)
502395 Memberships Note 20	71,000	70,300	(200)	70,100	(900)
502396 Outside Printing Note 14, 20	78,600	115,200	(30,000)	85,200	6,600

Department: Police Services - including 2.5% Budget Option

By Expenditure Type	2010 Budget	Base 2011 Budget	2011 2.5% Budget Option	2011 Budget after 2.5% Option	Increase / (Decrease)
502435 R & M - Buildings & Grounds Note 10	81,000	132,000		132,000	51,000
502440 Renovations - Office/Buildings Note 9, 10, 20	0	216,000	(116,000)	100,000	100,000
502457 R & M - Vehicles & Equipment Note 3, 20	92,100	81,000	(100,000)	(19,000)	(111,100)
502473 R & M - Office Equipment Note 2	281,600	335,500		335,500	53,900
502474 Software/Hardware Maintenance Note 3, 10	1,397,700	1,538,700		1,538,700	141,000
502478 R & M - Miscellaneous Note 10	327,100	252,000		252,000	(75,100)
502610 Property Leases Note 9, 14, 20	84,400	115,500	(40,000)	75,500	(8,900)
502612 Equipment Leases Note 14, 20	0	99,900	(100,000)	(100)	(100)
502619 Building/Facilities Rentals	100,000	65,000		65,000	(35,000)
502620 Rentals - Vehicles & Equipment Note 3, 11	391,000	170,200		170,200	(220,800)
502650 Rentals - Miscellaneous	46,300	55,800		55,800	9,500
502660 Rentals - Communication, Computer/Office	500	500		500	0
502662 License/Mtce. Fees Note 2, 14, 20	232,000	282,000	(21,000)	261,000	29,000
502671 Inspections - Audit-Related Travel	10,000	10,000		10,000	0
502692 Parking Note 20	219,500	219,500	(20,000)	199,500	(20,000)
502694 Rentals - Photocopy Equipment Note 3	102,400	90,400		90,400	(12,000)
502899 Police Related Services Note 4, 7, 10, 20	2,215,400	2,134,100	(300,400)	1,833,700	(381,700)
502912 Licenses & Permits	58,000	58,000		58,000	0
502913 Public Consultation	76,300	71,800		71,800	(4,500)
502928 Community Events	3,000	13,000		13,000	10,000
ACROSS THE SERVICE REDUCTIONS Note 20			(1,077,000)	(1,077,000)	(1,077,000)
Purchased Services - Subtotals	10,852,200	11,581,900	(2,214,800)	9,367,100	(1,485,100)
505100 Food & Beverages	77,500	85,700		85,700	8,200
505343 Fuels & Lubricants Note 2	2,411,000	2,472,700		2,472,700	61,700
505349 Construction & Building Materials Note 10	48,200	0		0	(48,200)
505478 Personal/Safety Supplies/Clothing	1,159,400	1,163,500		1,163,500	4,100
505479 Personal Safety Equipment Note 4	596,700	560,500		560,500	(36,200)
505758 Automotive Parts	10,000	10,000		10,000	0
505770 Laboratory Supplies	30,400	30,400		30,400	0
505775 Small Tools & Parts Note 4	170,600	96,400		96,400	(74,200)
505776 Investigative Supplies Note 20	359,900	368,600	(125,000)	243,600	(116,300)
505981 Police Related Supplies Note 20	777,000	790,300	(1,200)	789,100	12,100
505984 Program Supplies Note 8	109,000	138,000		138,000	29,000
505989 Publications Note 14, 20	101,500	109,400	(16,000)	93,400	(8,100)
505990 Office Supplies Note 3	389,300	339,900		339,900	(49,400)
505991 Computer Supplies Note 3	84,700	80,000		80,000	(4,700)
505992 Ammunition and Explosives	378,100	391,400		391,400	13,300
505996 Promotional Items	6,700	10,700		10,700	4,000
505998 Audio-Visual Supplies	2,200	3,000		3,000	800
Materials & Supplies - Subtotals	6,712,200	6,650,500	(142,200)	6,508,300	(203,900)
506173 Office Furniture & Equipment	32,200	29,200		29,200	(3,000)
506175 Computers/Peripherals/Software	145,900	147,900		147,900	2,000
506176 Police Equipment Note 4, 14, 20	718,600	741,200	(50,000)	691,200	(27,400)
506178 Miscellaneous Equipment	10,000	10,000		10,000	0
Fixed Assets - Subtotals	906,700	928,300	(50,000)	878,300	(28,400)
507193 Grants Note 10	29,000	0		0	(29,000)
Transfer Payments - Subtotals	29,000	0	0	0	(29,000)
507212 Grants - Municipal Programs Note 10	0	27,000		27,000	27,000
507330 Reserve Funds - Other Note 18, 20	13,319,200	14,619,200	(1,300,000)	13,319,200	0
507441 Allowance - Doubtful Accounts	30,000	30,000		30,000	0
508801 Debt Charges	2,975,000	2,975,000		2,975,000	0
508930 Banking Service Charges	1,200	1,200		1,200	0
Financial Charges - Subtotals	16,325,400	17,652,400	(1,300,000)	16,352,400	27,000
604002 Reproduction & Printing	160,000	160,000		160,000	0
604004 Labour/Salary	35,000	35,000		35,000	0
604017 Micro/Other Training - City	25,000	25,000		25,000	0

Department: Police Services - including 2.5% Budget Option

By Expenditure Type	2010 Budget	Base 2011 Budget	2011 2.5% Budget Option	2011 Budget after 2.5% Option	Increase / (Decrease)
604023 Postage	0	100		100	100
604073 Legal Services	320,000	320,000		320,000	0
604126 City Communication System	452,000	460,000		460,000	8,000
604161 Fleet Outside Repair	Note 2 2,038,000	2,093,000		2,093,000	55,000
604167 Insurance	Note 2 239,700	278,800		278,800	39,100
604182 Supply Management	100,000	100,000		100,000	0
604301 Photocopy	0	1,500		1,500	1,500
660201 Program Facility Costs	Note 3, 4 6,269,000	5,899,700		5,899,700	(369,300)
Secondary Costs - Subtotals	9,638,700	9,373,100	0	9,373,100	(265,600)
Expenditure - Totals	249,578,300	263,346,000	(5,333,000)	258,013,000	8,434,700
402007 Provincial Conditional Transfers	Note 15 (5,627,000)	(5,527,000)		(5,527,000)	100,000
406027 One-Time Funding Reserve Funds	Note 9, 12, 20 (1,777,000)	(2,064,800)	(84,000)	(2,148,800)	(371,800)
407005 Sundry	Note 1, 20 (3,067,400)	(3,067,000)	(30,000)	(3,097,000)	(29,600)
407073 Off-Duty Policing	Note 1, 20 (1,500,000)	(1,660,000)	(300,000)	(1,960,000)	(460,000)
407074 F.O.I. Requests	(2,000)	(2,000)		(2,000)	0
407075 Records Clearance Checks	Note 13 (1,410,000)	(1,460,000)		(1,460,000)	(50,000)
407078 Occurrence/Accident Reports	Note 13 (260,000)	(200,000)		(200,000)	60,000
407079 Alarm Compliance	Note 13 (1,279,000)	(1,000,000)		(1,000,000)	279,000
407081 Secondment Revenue	Note 1, 16 (4,880,000)	(3,780,200)		(3,780,200)	1,099,800
509711 Expenditure Recoveries	(55,500)	(55,500)		(55,500)	0
604078 Infra Maint-Operating	(200,000)	(200,000)		(200,000)	0
604101 Police Services - Off-Duty Policing	(75,000)	(75,000)		(75,000)	0
604172 911 System	Note 1 (1,509,500)	(1,559,500)		(1,559,500)	(50,000)
Revenues / Recoveries - Totals	(21,642,400)	(20,651,000)	(414,000)	(21,065,000)	577,400
Totals	227,935,900	242,695,000	(5,747,000)	236,948,000	9,012,100
Assessment Base Adjustments			(310,000)	(310,000)	(310,000)
Totals	227,935,900	242,695,000	(6,057,000)	236,638,000	8,702,100

Notes:

1. Provision for 2011 collective agreement settlement, full year impact of previous year contract settlement, salary increments for staff moving through their salary grid, responsibility pay, 2011 SGI 23 positions (removed in 2.5% Option), full-year impact of previous year SGI positions, retirement costs, benefit increase including OMERS rate increase. Some of these increases are offset by revenue - Off-Duty Policing, 911, Airport Contract and Secondments.
2. Inflationary/actual pressures - WSIB, Fuel, SGI, others (some items removed in the 2.5% Option).
3. Efficiencies target \$0.5 M - refer to Annex A-7.
4. Zero-based budget analysis, Budget reduction & "right sizing".
5. Health & Safety "Real You Program", \$100K and Labour Relations Employee Census \$100K (one-time funding from reserves).
6. Evidence Disposal Project, \$294K and Civilian Career Initiative, \$245.5K (one-time funding from reserves)
7. Records Purge Project, \$1.2M in 2010 and 2011 (one-time funding from reserves).
8. Health & Safety Accessibility to comply with new legislation, \$25K (one-time funding from reserves).
9. Police Facilities fit up costs additional space re Drug Unit, \$116K (one-time funding from reserves) and Property lease cost of \$40K (removed in the 2.5% Option).
10. Budget re-alignment.
11. 2010 One Time funding for Radio equipment not required in 2011 - \$170K.
12. Reserve Funds - contribution from reserve fund to support operational needs, see note 5, 6, 7, 8 & 9.
13. User Fee Policy & Base adjustments or change in demand for service.
14. Business Plan Initiative (some items removed in the 2.5% Option - refer to Annex A-4).
15. Chief Firearms Office is not renewing Bill C68 agreement in 2011, \$100K.
16. Operational backfill reduction in secondments with a corresponding reduction in compensation.
17. Item no longer applicable.
18. Commencement of repayment of \$7.4M ineligible debt, \$1.0M (removed in 2.5% Option), increase in general capital, \$0.3M.
19. Airport Detection - canine detection on-call cancelled by the Airport Authority.
20. 2.5% Budget Options - refer to Annex A-10.

Branch: Police Services Board - including 2.5% Budget Option

By Expenditure Type		2010 Budget	Base 2011 Budget	2011 2.5% Budget Option	2011 Budget after 2.5% Option	Increase / (Decrease)
501110 Compensation	Note 1	182,900	202,900		202,900	20,000
501401 Salary Benefits	Note 1	41,500	48,100		48,100	6,600
Salaries & Benefits - Subtotals		224,400	251,000	0	251,000	26,600
502112 Employee Development & Travel		29,000	28,000		28,000	(1,000)
502115 Non-Taxable Car Mileage		1,000	1,000		1,000	0
502121 Postage		500	0		0	(500)
502122 Freight/Courier/Service		2,000	1,500		1,500	(500)
502132 Telephone Network Charge		1,000	1,000		1,000	0
502210 Advertising, Promotion & Publication	Note 4	20,000	15,000		15,000	(5,000)
502311 Translation Fees	Note 4	5,000	1,000		1,000	(4,000)
502330 Professional Services	Note 4	33,000	20,000		20,000	(13,000)
502395 Memberships		10,000	10,000		10,000	0
502660 Rentals - Communication, Computer/Office		500	500		500	0
502692 Parking		12,500	12,500		12,500	0
502899 Police Related Services		3,600	3,600		3,600	0
502928 Community Events		3,000	3,000		3,000	0
ACROSS THE SERVICE REDUCTIONS	Note 20			(6,200)	(6,200)	(6,200)
Purchased Services - Subtotals		121,100	97,100	(6,200)	90,900	(30,200)
505100 Food & Beverages		2,500	2,500		2,500	0
505990 Office Supplies		3,500	1,900		1,900	(1,600)
Materials & Supplies - Subtotals		6,000	4,400	0	4,400	(1,600)
507193 Grants	Note 10	27,000	0		0	(27,000)
Transfer Payments - Subtotals		27,000	0	0	0	(27,000)
507212 Grants - Municipal Programs	Note 10	0	27,000		27,000	27,000
Financial Charges - Subtotals		0	27,000	0	27,000	27,000
604002 Reproduction & Printing		10,000	10,000		10,000	0
604023 Postage		0	100		100	100
604073 Legal Services		320,000	320,000		320,000	0
604301 Photocopy		0	1,500		1,500	1,500
Secondary Costs - Subtotals		330,000	331,600	0	331,600	1,600
Expenditure - Totals		708,500	711,100	(6,200)	704,900	(3,600)
Totals		708,500	711,100	(6,200)	704,900	(3,600)

Notes:

1. Full year impact of previous year contract settlement, salary increments, benefit increase including OMERS rate increase.
4. Zero-based budget analysis, Budget reduction & "right sizing".
10. Budget re-alignment.
20. 2.5% Budget Options - refer to Annex A-10.

Branch: Executive - including 2.5% Budget Option

By Expenditure Type	2010 Budget	Base 2011 Budget	2011 2.5% Budget Option	2011 Budget after 2.5% Option	Increase / Decrease
501059 Statutory Holiday Overtime Expense	300	300		300	0
501110 Compensation Note 1	5,269,400	5,803,400		5,803,400	534,000
501113 Clothing Allowance	12,500	12,500		12,500	0
501114 Dry Cleaning	7,300	7,200		7,200	(100)
501132 Pay in Lieu of Benefits	3,300	3,300		3,300	0
501144 Court Overtime - Police	2,400	2,400		2,400	0
501150 Overtime Note 10	29,100	31,100		31,100	2,000
501193 Vacation Pay	2,200	2,200		2,200	0
501320 Non-Taxable Allowance	1,500	1,500		1,500	0
501401 Salary Benefits Note 1	1,183,700	1,356,700		1,356,700	173,000
Salaries & Benefits - Subtotals	6,511,700	7,220,600	0	7,220,600	708,900
502112 Employee Development & Travel	121,900	126,000		126,000	4,100
502113 Local Transportation	2,000	1,700		1,700	(300)
502115 Non-Taxable Car Mileage	2,900	3,600		3,600	700
502210 Advertising, Promotion & Publication Note 2	40,500	49,500		49,500	9,000
502311 Translation Fees	70,000	70,000		70,000	0
502312 Off. Lang. Interpretation Note 4	13,000	5,000		5,000	(8,000)
502320 Legal - Fees	120,000	120,000		120,000	0
502330 Professional Services Note 10	155,900	119,600		119,600	(36,300)
502394 Receptions & Luncheons	24,200	24,500		24,500	300
502395 Memberships Note 10	19,500	14,900		14,900	(4,600)
502396 Outside Printing Note 10, 14, 20	78,600	105,200	(30,000)	75,200	(3,400)
502474 Software/Hardware Maintenance	50,900	50,900		50,900	0
502478 R & M - Miscellaneous	2,900	1,500		1,500	(1,400)
502610 Property Leases	800	0		0	(800)
502671 Inspections - Audit-Related Travel	10,000	10,000		10,000	0
502899 Police Related Services Note 10	106,000	83,000		83,000	(23,000)
502913 Public Consultation Note 4	76,300	71,800		71,800	(4,500)
ACROSS THE SERVICE REDUCTIONS Note 20			(59,200)	(59,200)	(59,200)
Purchased Services - Subtotals	895,400	857,200	(89,200)	768,000	(127,400)
505478 Personal/Safety Supplies/Clothing	400	0		0	(400)
505981 Police Related Supplies Note 4, 10	33,500	34,400		34,400	900
505989 Publications Note 2, 14, 20	53,900	69,600	(16,000)	53,600	(300)
505990 Office Supplies	26,300	28,900		28,900	2,600
5059991 Computer Supplies	3,000	0		0	(3,000)
505996 Promotional Items Note 2	6,700	10,700		10,700	4,000
Materials & Supplies - Subtotals	123,800	143,600	(16,000)	127,600	3,800
506176 Police Equipment Note 4	28,800	16,500		16,500	(12,300)
Fixed Assets - Subtotals	28,800	16,500	0	16,500	(12,300)
507193 Grants	2,000	0		0	(2,000)
Transfer Payments - Subtotals	2,000	0	0	0	(2,000)
Expenditure - Totals	7,561,700	8,237,900	(105,200)	8,132,700	571,000
407075 Records Clearance Checks	(160,000)	(160,000)		(160,000)	0
Revenues / Recoveries - Totals	(160,000)	(160,000)	0	(160,000)	0
Totals	7,401,700	8,077,900	(105,200)	7,972,700	571,000

Notes:

1. Full year impact of previous year contract settlement, salary increments for staff moving through their salary grid, responsibility pay, benefit increase including OMERS rate increase.
2. Inflationary/actual pressures
4. Zero-based budget analysis, Budget reduction & "right sizing".
10. Budget re-alignment
14. Business Plan Initiative (some items removed in the 2.5% Option - refer to Annex A-4).
20. 2.5% Budget Options - refer to Annex A-10

Branch: Corporate Support - including 2.5% Budget Option

By Expenditure Type		2010 Budget	Base 2011 Budget	2011 2.5% Budget Option	2011 Budget after 2.5% Option	Increase / (Decrease)
501059	Statutory Holiday Overtime Expense	80,500	180,500		180,500	100,000
501093	WSIB Admin Charges	170,000	170,000		170,000	0
501094	WSIB Permanent Awards	750,000	850,000	(50,000)	800,000	50,000
501110	Compensation	20,242,000	26,043,200	(1,000,600)	25,042,600	4,800,600
501113	Clothing Allowance	1,100	1,100		1,100	0
501114	Dry Cleaning	28,300	24,400		24,400	(3,900)
501117	Meal Allowance	0	15,000		15,000	15,000
501132	Pay in Lieu of Benefits	9,700	26,900		26,900	17,200
501144	Court Overtime - Police	400	400		400	0
501150	Overtime	313,500	210,900	(200,000)	10,900	(302,600)
501151	Shift Premium	231,700	231,700		231,700	0
501193	Vacation Pay	6,500	17,900		17,900	11,400
501194	WSIB Payments	475,000	600,000	(50,000)	550,000	75,000
501195	EI Rebates - Police	66,000	66,000		66,000	0
501197	Supplemental EI Benefits	130,000	150,000		150,000	20,000
501401	Salary Benefits	3,442,500	3,537,100		3,537,100	94,600
501994	Provision for MPE Performance Pay	55,000	0		0	(55,000)
501998	Provision For Gapping	(5,620,000)	(5,320,000)		(5,320,000)	300,000
Salaries & Benefits - Subtotals		20,382,200	26,805,100	(1,300,600)	25,504,500	5,122,300
502112	Employee Development & Travel	191,100	214,900	(9,000)	205,900	14,800
502113	Local Transportation	500	500		500	0
502115	Non-Taxable Car Mileage	7,500	10,600		10,600	3,100
502121	Postage	60,800	57,500		57,500	(3,300)
502122	Freight/Courier/Service	35,000	35,000		35,000	0
502131	Cablevision & Communications	45,600	18,000		18,000	(27,600)
502132	Telephone Network Charge	265,000	240,000		240,000	(25,000)
502133	Data Communication Lines	376,800	400,000		400,000	23,200
502134	Cell Phones - Air Time	367,600	363,500		363,500	(4,100)
502135	Long Distance Charges	27,200	20,000		20,000	(7,200)
502137	Telephone System Maintenance	130,000	130,000		130,000	0
502139	Pagers	69,000	55,000		55,000	(14,000)
502140	Cell Phone - Purchases/Repairs	15,000	15,000		15,000	0
502210	Advertising, Promotion & Publication	47,500	47,500		47,500	0
502211	Public Notices/Information	3,500	3,500		3,500	0
502330	Professional Services	286,800	330,000	(10,000)	320,000	33,200
502379	Security Services	2,000	78,000	(40,000)	38,000	36,000
502387	Liability Claims	80,000	80,000		80,000	0
502394	Receptions & Luncheons	4,000	3,600		3,600	(400)
502395	Memberships	6,800	23,900		23,900	17,100
502396	Outside Printing	0	10,000		10,000	10,000
502435	R & M - Buildings & Grounds	65,000	120,000		120,000	55,000
502440	Renovations - Office Buildings	0	216,000	(116,000)	100,000	100,000
502457	R & M - Vehicles & Equipment	60,100	56,000	(100,000)	(44,000)	(104,100)
502473	R & M - Office Equipment	262,000	315,500		315,500	53,500
502474	Software/Hardware Maintenance	1,338,900	1,393,100		1,393,100	54,200
502478	R & M - Miscellaneous	26,800	74,500		74,500	47,700
502610	Property Leases	0	40,000	(40,000)	0	0
502619	Building/Facilities Rentals	100,000	65,000		65,000	(35,000)
502620	Rentals - Vehicles & Equipment	35,000	34,000		34,000	(1,000)
502650	Rentals - Miscellaneous	46,300	55,800		55,800	9,500
502662	License/Mtce. Fees	232,000	282,000	(21,000)	261,000	29,000
502692	Parking	157,000	157,000	(20,000)	137,000	(20,000)
502694	Rentals - Photocopy Equipment	100,000	88,000		88,000	(12,000)
502899	Police Related Services	1,680,100	1,902,400	(300,000)	1,602,400	(77,700)
502912	Licenses & Permits	57,000	57,000		57,000	0
502928	Community Events	0	10,000		10,000	10,000

Branch: Corporate Support - including 2.5% Budget Option

By Expenditure Type		2010 Budget	Base 2011 Budget	2011 2.5% Budget Option	2011 Budget after 2.5% Option	Increase / (Decrease)
ACROSS THE SERVICE REDUCTIONS				(671,700)	(671,700)	(671,700)
Purchased Services - Subtotals		6,181,900	7,002,800	(1,327,700)	5,675,100	(506,800)
505343 Fuels & Lubricants	Note 2	2,335,500	2,412,200		2,412,200	76,700
505349 Construction & Building Materials	Note 10	48,200	0		0	(48,200)
505478 Personal/Safety Supplies/Clothing	Note 2	794,800	846,800		846,800	52,000
505479 Personal Safety Equipment	Note 4	539,000	511,500		511,500	(27,500)
505758 Automotive Parts		10,000	10,000		10,000	0
505775 Small Tools & Parts		18,100	18,900		18,900	800
505981 Police Related Supplies	Note 2	252,800	271,300		271,300	18,500
505989 Publications		6,500	5,200		5,200	(1,300)
505990 Office Supplies	Note 3, 4	200,400	149,200		149,200	(51,200)
505991 Computer Supplies		81,700	80,000		80,000	(1,700)
Materials & Supplies - Subtotals		4,287,000	4,305,100	0	4,305,100	18,100
506173 Office Furniture & Equipment		8,000	4,500		4,500	(3,500)
506175 Computers/Peripherals/Software		145,900	147,900		147,900	2,000
506176 Police Equipment	Note 4	141,000	96,000		96,000	(45,000)
506178 Miscellaneous Equipment		10,000	10,000		10,000	0
Fixed Assets - Subtotals		304,900	258,400	0	258,400	(46,500)
507330 Reserve Funds - Other	Note 18, 20	13,298,000	14,598,000	(1,300,000)	13,298,000	0
507411 Allowance - Doubtful Accounts		30,000	30,000		30,000	0
508930 Banking Service Charges		1,200	1,200		1,200	0
Financial Charges - Subtotals		13,329,200	14,629,200	(1,300,000)	13,329,200	0
604002 Reproduction & Printing		150,000	150,000		150,000	0
604004 Labour/Salary		35,000	35,000		35,000	0
604161 Fleet Outside Repair	Note 2	2,038,000	2,093,000		2,093,000	55,000
604182 Supply Management		100,000	100,000		100,000	0
660201 Program Facility Costs	Note 2, 3, 4	6,269,000	5,899,700		5,899,700	(369,300)
Secondary Costs - Subtotals		8,592,000	8,277,700	0	8,277,700	(314,300)
Expenditure - Totals		53,077,200	61,278,300	(3,928,300)	57,350,000	4,272,800
402007 Provincial Conditional Transfers		(5,017,000)	(5,017,000)		(5,017,000)	0
406027 One-Time Funding Reserve Funds	Note 6, 9, 20	(1,332,000)	(1,594,300)	(34,000)	(1,628,300)	(296,300)
407005 Sundry		(105,000)	(105,000)		(105,000)	0
407074 F.O.I. Requests		(2,000)	(2,000)		(2,000)	0
407075 Records Clearance Checks	Note 13	(1,250,000)	(1,300,000)		(1,300,000)	(50,000)
407078 Occurrence/Accident Reports	Note 13	(260,000)	(200,000)		(200,000)	60,000
407079 Alarm Compliance	Note 13	(1,279,000)	(1,000,000)		(1,000,000)	279,000
407081 Secondment Revenue	Note 1, 16	(4,600,000)	(3,500,200)		(3,500,200)	1,099,800
509711 Expenditure Recoveries		(51,000)	(51,000)		(51,000)	0
604078 Infra Maint-Operating		(200,000)	(200,000)		(200,000)	0
Revenues / Recoveries - Totals		(14,096,000)	(12,969,500)	(34,000)	(13,003,500)	1,092,500
Totals		38,981,200	48,308,800	(3,962,300)	44,346,500	5,365,300

Notes:

1. Provision for 2011 collective agreement settlement, full year impact of previous year contract settlement, salary increments for staff moving through their salary grid, responsibility pay, 2011 SGI 23 positions (removed in 2.5% Option), full-year impact of previous year SGI positions, retirement costs, benefit increase including OMERS rate increase. Some of these increases are offset by revenue - Off-Duty Policing, 911, Airport Contract and Secondments.
2. Inflationary/actual pressures.
3. Efficiencies target \$0.5 M - refer to Annex A-7.
4. Zero-based budget analysis, Budget reduction & "right sizing".
6. Evidence Disposal Project, \$294K (one-time funding from reserves)
7. Records Purge Project, \$1.2M in 2010 and 2011 (one-time funding from reserves).
9. Police Facilities fit up costs additional space re Drug Unit, \$116K (one-time funding from reserves) and Property lease cost of \$40K.
10. Budget re-alignment.
13. User Fee Policy & Base adjustments or change in demand for service.
14. Business Plan Initiative (some items removed in the 2.5% Option - refer to Annex A-4).
16. Operational backfill reduction in secondments with a corresponding reduction in compensation.
17. Item no longer applicable.
18. Commencement of repayment of \$7.4M ineligible debt, \$1.0M (removed in 2.5% Option), increase in general capital, \$0.3M.
20. 2.5% Budget Options - refer to Annex A-10.

Branch: Resourcing and Development - including 2.5% Budget Option

By Expenditure Type	2010 Budget	Base 2011 Budget	2011 2.5% Budget Option	2011 Budget after 2.5% Option	Increase / (Decrease)
501059 Statutory Holiday Overtime Expense	2,100	2,100		2,100	0
501110 Compensation Note 1, 6, 10	6,966,000	7,535,500		7,535,500	569,500
501114 Dry Cleaning	29,200	29,200		29,200	0
501132 Pay in Lieu of Benefits Note 6, 10	6,300	21,500		21,500	15,200
501144 Court Overtime - Police	1,500	1,500		1,500	0
501150 Overtime Note 10	55,200	140,200		140,200	85,000
501151 Shift Premium	200	200		200	0
501193 Vacation Pay Note 6, 10	6,900	17,000		17,000	10,100
501401 Salary Benefits Note 1, 6, 10	1,553,100	1,703,100		1,703,100	150,000
501590 Tuition Fees	30,000	30,000		30,000	0
Salaries & Benefits - Subtotals	8,650,500	9,480,300	0	9,480,300	829,800
502112 Employee Development & Travel Note 4, 14, 20	632,700	697,900	(26,000)	671,900	39,200
502113 Local Transportation	200	400		400	200
502114 Employee Recognition/Commendations Note 4	25,000	18,000		18,000	(7,000)
502115 Non-Taxable Car Mileage Note 2	19,900	39,600		39,600	19,700
502210 Advertising, Promotion & Publication Note 4	26,900	3,500		3,500	(23,400)
502215 Career Advertising Note 4	40,000	3,000		3,000	(37,000)
502330 Professional Services Note 5, 14, 20	332,000	617,000	(130,000)	487,000	155,000
502350 Medical Services Note 4	80,000	40,000		40,000	(40,000)
502394 Receptions & Luncheons	19,600	14,600		14,600	(5,000)
502395 Memberships	10,700	6,200		6,200	(4,500)
502473 R & M - Office Equipment	10,000	10,000		10,000	0
502478 R & M - Miscellaneous	90,000	90,000		90,000	0
502692 Parking	50,000	50,000		50,000	0
502899 Police Related Services Note 4, 10	265,300	28,000		28,000	(237,300)
ACROSS THE SERVICE REDUCTIONS Note 20			(127,100)	(127,100)	(127,100)
Purchased Services - Subtotals	1,602,300	1,618,200	(283,100)	1,335,100	(267,200)
505478 Personal/Safety Supplies/Clothing	500	500		500	0
505479 Personal Safety Equipment	6,500	10,000		10,000	3,500
505775 Small Tools & Parts Note 4	150,000	75,000		75,000	(75,000)
505981 Police Related Supplies Note 4	11,800	5,000		5,000	(6,800)
505984 Program Supplies Note 8	30,000	59,000		59,000	29,000
505989 Publications	2,700	2,900		2,900	200
505990 Office Supplies	20,000	22,700		22,700	2,700
505992 Ammunition and Explosives Note 2	242,800	256,100		256,100	13,300
505998 Audio-Visual Supplies	2,200	3,000		3,000	800
Materials & Supplies - Subtotals	466,500	434,200	0	434,200	(32,300)
506173 Office Furniture & Equipment Note 2	15,000	20,000		20,000	5,000
506176 Police Equipment Note 2, 10	68,300	170,700		170,700	102,400
Fixed Assets - Subtotals	83,300	190,700	0	190,700	107,400
604017 Micro/Other Training - City	25,000	25,000		25,000	0
Secondary Costs - Subtotals	25,000	25,000	0	25,000	0
Expenditure - Totals	10,827,600	11,748,400	(283,100)	11,465,300	637,700
406027 One-Time Funding Reserve Funds Note 12	(275,000)	(470,500)		(470,500)	(195,500)
509711 Expenditure Recoveries	(4,500)	(4,500)		(4,500)	0
Revenues / Recoveries - Totals	(279,500)	(475,000)	0	(475,000)	(195,500)
Totals	10,548,100	11,273,400	(283,100)	10,990,300	442,200

Notes:

1. Full year impact of previous year contract settlement, salary increments for staff moving through their salary grid, responsibility pay, benefit increase including OMERS rate increase.
2. Inflationary/actual pressures.
4. Zero-based budget analysis, Budget reduction & "right sizing".
5. Health & Safety "Real You Program", \$100K and Labour Relations Employee Census \$100K (one-time funding from reserves).
6. Civilian Career Initiative, \$245.5K (one-time funding from reserves)
8. Health & Safety Accessibility to comply with new legislation, \$25K (one-time funding from reserves).
10. Budget re-alignment.
12. Reserve Funds - contribution from reserve fund to support operational needs, see note 5, 6, & 8
14. Business Plan Initiative (some items removed in the 2.5% Option - refer to Annex A-4).
20. 2.5% Budget Options - refer to Annex A-10.

Branch: Support Services - including 2.5% Budget Option

By Expenditure Type	2010 Budget	Base 2011 Budget	2011 2.5% Budget Option	2011 Budget after 2.5% Option	Increase / (Decrease)
501059 Statutory Holiday Overtime Expense	101,100	101,100		101,100	0
501110 Compensation Note 1	20,110,400	20,668,000		20,668,000	557,600
501113 Clothing Allowance Note 4, 10	2,200	1,100		1,100	(1,100)
501114 Dry Cleaning Note 4, 10	32,100	32,500		32,500	400
501132 Pay In Lieu of Benefits Note 4, 10	12,900	15,900		15,900	3,000
501144 Court Overtime - Police	23,800	23,800		23,800	0
501150 Overtime	140,100	140,100		140,100	0
501151 Shift Premium	249,900	249,900		249,900	0
501192 Terminal Allowance	6,300	6,300		6,300	0
501193 Vacation Pay Note 4, 10	8,700	10,700		10,700	2,000
501197 Supplemental EI Benefits	18,600	18,600		18,600	0
501401 Salary Benefits Note 1	4,496,700	4,810,400		4,810,400	313,700
Salaries & Benefits - Subtotals	25,202,800	26,078,400	0	26,078,400	875,600
502112 Employee Development & Travel	37,700	38,600		38,600	900
502115 Non-Taxable Car Mileage	1,000	1,000		1,000	0
502394 Receptions & Luncheons	3,900	4,100		4,100	200
502395 Memberships	3,100	1,400		1,400	(1,700)
502473 R & M - Office Equipment	1,500	1,000		1,000	(500)
502474 Software/Hardware Maintenance Note 10	3,500	90,300		90,300	86,800
502478 R & M - Miscellaneous Note 10	104,800	7,500		7,500	(97,300)
502610 Property Leases	20,000	20,000		20,000	0
502620 Rentals - Vehicles & Equipment Note 11	170,000	0		0	(170,000)
502899 Police Related Services Note 4	31,700	22,700		22,700	(9,000)
ACROSS THE SERVICE REDUCTIONS Note 20			(23,800)	(23,800)	(23,800)
Purchased Services - Subtotals	377,200	186,600	(23,800)	162,800	(214,400)
505100 Food & Beverages	75,000	83,200		83,200	8,200
505478 Personal/Safety Supplies/Clothing	1,900	0		0	(1,900)
505479 Personal Safety Equipment	0	3,000		3,000	3,000
505981 Police Related Supplies Note 4	94,300	71,100		71,100	(23,200)
505989 Publications	3,100	2,700		2,700	(400)
505990 Office Supplies	25,800	25,800		25,800	0
Materials & Supplies - Subtotals	200,100	185,800	0	185,800	(14,300)
506173 Office Furniture & Equipment	5,600	4,700		4,700	(900)
506176 Police Equipment Note 4	29,800	13,000		13,000	(16,800)
Fixed Assets - Subtotals	35,400	17,700	0	17,700	(17,700)
604126 City Communication System	452,000	460,000		460,000	8,000
Secondary Costs - Subtotals	452,000	460,000	0	460,000	8,000
Expenditure - Totals	26,267,500	26,928,500	(23,800)	26,904,700	637,200
402007 Provincial Conditional Transfers	(30,000)	(30,000)		(30,000)	0
406027 One-Time Funding Reserve Funds Note 11, 20	(170,000)	0	(50,000)	(50,000)	120,000
604172 911 System Note 2	(1,509,500)	(1,559,500)		(1,559,500)	(50,000)
Revenues / Recoveries - Totals	(1,709,500)	(1,589,500)	(50,000)	(1,639,500)	70,000
Totals	24,558,000	25,339,000	(73,800)	25,265,200	707,200

Notes:

1. Full year impact of previous year contract settlement, salary increments for staff moving through their salary grid, responsibility pay, benefit increase including OMERS rate increase. Some of the increases are offset by revenue - 911.
2. Inflationary/actual pressures.
4. Zero-based budget analysis, Budget reduction & "right sizing".
10. Budget re-alignment.
11. 2010 One Time funding for Radio equipment not required in 2011 - \$170K.
20. 2.5% Budget Options - refer to Annex A-10.

Branch: Emergency Operations - including 2.5% Budget Option

By Expenditure Type	2010 Budget	Base 2011 Budget	2011 2.5% Budget Option	2011 Budget after 2.5% Option	Increase / (Decrease)
501059 Statutory Holiday Overtime Expense	73,100	73,100		73,100	0
501110 Compensation Note 1	12,027,800	12,213,800		12,213,800	186,000
501113 Clothing Allowance Note 4, 10	2,100	1,100		1,100	(1,000)
501114 Dry Cleaning	46,300	46,400		46,400	100
501144 Court Overtime - Police	66,500	66,500		66,500	0
501149 Special Overtime - Off-Duty	1,300,000	1,300,000		1,300,000	0
501150 Overtime Note 19	787,500	767,500		767,500	(20,000)
501151 Shift Premium	12,600	12,600		12,600	0
501192 Terminal Allowance	119,100	119,100		119,100	0
501401 Salary Benefits Note 1	2,680,500	2,825,000		2,825,000	144,500
501511 Taxable Car Allowance	26,000	26,000		26,000	0
Salaries & Benefits - Subtotals	17,141,500	17,451,100	0	17,451,100	309,600
502112 Employee Development & Travel Note 4, 14, 20	199,900	256,000	(22,000)	234,000	34,100
502115 Non-Tax Car Mileage	600	2,000		2,000	1,400
502132 Telephone Network Charge	11,500	11,500		11,500	0
502133 Data Communication Lines	1,200	1,200		1,200	0
502134 Cell Phones - Air Time	4,800	4,800		4,800	0
502135 Long Distance Charges	700	700		700	0
502139 Pagers	500	500		500	0
502210 Advertising, Promotion & Publication	3,300	3,200		3,200	(100)
502330 Professional Services	38,200	44,200		44,200	6,000
502357 Oxygen Supply & Service	1,500	1,500		1,500	0
502373 Insurance	5,000	5,000		5,000	0
502394 Receptions & Luncheons	1,800	2,100		2,100	300
502395 Memberships	5,500	6,000		6,000	500
502435 R & M - Buildings & Grounds	16,000	12,000		12,000	(4,000)
502457 R & M - Vehicles & Equipment	25,000	25,000		25,000	0
502478 R & M - Miscellaneous Note 4, 10	57,600	33,500		33,500	(24,100)
502610 Property Leases Note 4	57,100	49,000		49,000	(8,100)
502620 Rentals - Vehicles & Equipment	15,000	15,000		15,000	0
502694 Rentals - Photocopy Equipment	2,400	2,400		2,400	0
502694 Police Related Services Note 4	52,900	38,600		38,600	(14,300)
ACROSS THE SERVICE REDUCTIONS Note 20			(90,900)	(90,900)	(90,900)
Purchased Services - Subtotals	500,500	514,200	(112,900)	401,300	(99,200)
505343 Fuels & Lubricants	25,500	25,500		25,500	0
505478 Personal/Safety Supplies/Clothing Note 2, 4	352,400	311,800		311,800	(40,600)
505479 Personal Safety Equipment Note 4	51,200	36,000		36,000	(15,200)
505770 Laboratory Supplies	5,400	5,400		5,400	0
505775 Small Tools & Parts	2,500	2,500		2,500	0
505776 Investigative Supplies	3,300	0		0	(3,300)
505981 Police Related Supplies Note 2, 4	150,800	162,100		162,100	11,300
505984 Program Supplies	79,000	79,000		79,000	0
505989 Publications	15,900	13,900		13,900	(2,000)
505990 Office Supplies	18,400	23,400		23,400	5,000
505992 Ammunition and Explosives	135,300	135,300		135,300	0
Materials & Supplies - Subtotals	839,700	794,900	0	794,900	(44,800)
506173 Office Furniture & Equipment	1,800	0		0	(1,800)
506176 Police Equipment Note 2, 4, 14, 20	264,600	256,100	(50,000)	206,100	(58,500)
Fixed Assets - Subtotals	266,400	256,100	(50,000)	206,100	(60,300)
507330 Reserve Funds - Other	21,200	21,200		21,200	0
Financial Charges - Subtotals	21,200	21,200	0	21,200	0
Expenditure - Totals	18,769,300	19,037,500	(162,900)	18,874,600	105,300

Branch: Emergency Operations - including 2.5% Budget Option

By Expenditure Type	2010 Budget	Base 2011 Budget	2011 2.5% Budget Option	2011 Budget after 2.5% Option	Increase / (Decrease)
402007 Provincial Conditional Transfers	(40,000)	(40,000)		(40,000)	0
407005 Sundry Note 20	(2,962,300)	(2,962,000)	(30,000)	(2,992,000)	(29,700)
407073 Off-Duty Policing Note 1, 20	(1,500,000)	(1,660,000)	(300,000)	(1,960,000)	(460,000)
604101 Police Services - Off-Duty Policing	(75,000)	(75,000)		(75,000)	0
Revenues / Recoveries - Totals	(4,577,300)	(4,737,000)	(330,000)	(5,067,000)	(489,700)
Totals	14,192,000	14,300,500	(492,900)	13,807,600	(384,400)

Notes:

1. Full year impact of previous year contract settlement, salary increments for staff moving through their salary grid, responsibility pay, benefit increase including OMERS rate increase. Some of the increases are offset by revenue - Off-Duty Policing & Airport Contract.
2. Inflationary/actual pressures.
4. Zero-based budget analysis, Budget reduction & "right sizing".
10. Budget re-alignment.
14. Business Plan Initiative (some items removed in the 2.5% Option - refer to Annex A-4).
19. Airport Detection - canine detection on-call cancelled by the Airport Authority.
20. 2.5% Budget Options - refer to Annex A-10.

Branch: Criminal Investigative Services - including 2.5% Budget Option

By Expenditure Type	2010 Budget	Base 2011 Budget	2011 2.5% Budget Option	2011 Budget after 2.5% Option	Increase / (Decrease)
501059 Statutory Holiday Overtime Expense	50,300	50,300		50,300	0
501110 Compensation Note 1, 15	24,633,300	24,743,000		24,743,000	109,700
501113 Clothing Allowance Note 4	232,800	244,200		244,200	11,400
501114 Dry Cleaning	88,400	89,000		89,000	600
501132 Pay in Lieu of Benefits	5,000	5,000		5,000	0
501144 Court Overtime - Police	475,600	475,600		475,600	0
501150 Overtime Note 10	1,058,900	1,073,200		1,073,200	14,300
501151 Shift Premium	14,800	14,800		14,800	0
501193 Vacation Pay	3,400	3,400		3,400	0
501401 Salary Benefits Note 1	5,461,900	5,724,100		5,724,100	262,200
Salaries & Benefits - Subtotals	32,024,400	32,422,600	0	32,422,600	398,200
502112 Employee Development & Travel Note 14, 20	191,400	268,000	(30,000)	238,000	46,600
502115 Non-Taxable Car Mileage	300	300		300	0
502131 Cablevision & Communications	1,600	0		0	(1,600)
502132 Telephone Network Charge Note 20	204,600	204,600	(125,000)	79,600	(125,000)
502134 Cell Phones - Air Time	10,000	10,000		10,000	0
502210 Advertising, Promotion & Publication	2,400	1,900		1,900	(500)
502330 Professional Services Note 2	17,600	27,000		27,000	9,400
502373 Insurance	200	200		200	0
502394 Receptions & Luncheons	5,200	4,500		4,500	(700)
502395 Memberships	7,600	7,200		7,200	(400)
502473 R & M - Office Equipment	8,100	9,000		9,000	900
502474 Software/Hardware Maintenance	4,400	4,400		4,400	0
502478 R & M - Miscellaneous	45,000	45,000		45,000	0
502610 Property Leases	6,500	6,500		6,500	0
502612 Equipment Leases Note 14, 20	0	99,900	(100,000)	(100)	(100)
502620 Rentals - Vehicles & Equipment	121,000	121,200		121,200	200
502899 Police Related Services Note 4	62,100	53,700		53,700	(8,400)
502912 Licenses & Permits	1,000	1,000		1,000	0
ACROSS THE SERVICE REDUCTIONS Note 20			(75,800)	(75,800)	(75,800)
Purchased Services - Subtotals	689,000	864,400	(330,800)	533,600	(155,400)
505343 Fuels & Lubricants Note 4	50,000	35,000		35,000	(15,000)
505478 Personal/Safety Supplies/Clothing	4,400	4,400		4,400	0
505770 Laboratory Supplies	25,000	25,000		25,000	0
505776 Investigative Supplies Note 2, 20	331,600	341,600	(125,000)	216,600	(115,000)
505981 Police Related Supplies	162,300	155,400		155,400	(6,900)
505989 Publications	8,700	4,600		4,600	(4,100)
505990 Office Supplies	47,400	47,400		47,400	0
Materials & Supplies - Subtotals	629,400	613,400	(125,000)	488,400	(141,000)
506173 Office Furniture & Equipment	1,800	0		0	(1,800)
506176 Police Equipment Note 2	129,000	149,000		149,000	20,000
Fixed Assets - Subtotals	130,800	149,000	0	149,000	18,200
Expenditure - Totals	33,473,600	34,049,400	(455,800)	33,593,600	120,000
402007 Provincial Conditional Transfers Note 15	(540,000)	(440,000)		(440,000)	100,000
407005 Sundry	(100)	0		0	100
509711 Expenditure Recoveries	(280,000)	(280,000)		(280,000)	0
Revenues / Recoveries - Totals	(820,100)	(720,000)	0	(720,000)	100,100
Totals	32,653,500	33,329,400	(455,800)	32,873,600	220,100

Notes:

1. Full year impact of previous year contract settlement, salary increments for staff moving through their salary grid, responsibility pay, benefit increase including OMERS rate increase.
2. Inflationary/actual pressures.
4. Zero-based budget analysis, Budget reduction & "right sizing".
14. Business Plan Initiative (some items removed in the 2.5% Option - refer to Annex A-4).
15. Chief Firearms Office is not renewing Bill C68 agreement in 2011, \$100K
20. 2.5% Budget Options - refer to Annex A-10.

Branch: Patrol Services - including 2.5% Budget Option

By Expenditure Type	2010 Budget	Base 2011 Budget	2011 2.5% Budget Option	2011 Budget after 2.5% Option	Increase / (Decrease)
501059 Statutory Holiday Overtime Expense	491,100	491,100		491,100	0
501110 Compensation Note 1	42,903,700	44,124,200		44,124,200	1,220,500
501113 Clothing Allowance Note 4	28,700	1,100		1,100	(27,600)
501114 Dry Cleaning Note 4, 10	184,800	185,800		185,800	1,000
501144 Court Overtime - Police	527,700	527,700		527,700	0
501150 Overtime	289,500	289,500		289,500	0
501151 Shift Premium	127,900	127,900		127,900	0
501401 Salary Benefits Note 1	9,603,500	10,255,600		10,255,600	652,100
Salaries & Benefits - Subtotals	54,156,900	56,002,900	0	56,002,900	1,846,000
502112 Employee Development & Travel Note 14	28,300	29,600		29,600	1,300
502115 Non- Taxable Car Mileage	100	100		100	0
502394 Receptions & Luncheons	4,100	4,100		4,100	0
502395 Memberships Note 10	2,900	0		0	(2,900)
ACROSS THE SERVICE REDUCTIONS Note 20			(6,000)	(6,000)	(6,000)
Purchased Services - Subtotals	35,400	33,800	(6,000)	27,800	(7,600)
505478 Personal/Safety Supplies/Clothing Note 10	5,000	0		0	(5,000)
505981 Police Related Supplies Note 10	11,400	30,800		30,800	19,400
505989 Publications	1,900	2,000		2,000	100
505990 Office Supplies	18,700	18,700		18,700	0
Materials & Supplies - Subtotals	37,000	51,500	0	51,500	14,500
506176 Police Equipment Note 4	22,700	13,700		13,700	(9,000)
Fixed Assets - Subtotals	22,700	13,700	0	13,700	(9,000)
Expenditure - Totals	54,252,000	56,101,900	(6,000)	56,095,900	1,843,900
Totals	54,252,000	56,101,900	(6,000)	56,095,900	1,843,900

Notes:

1. Full year impact of previous year contract settlement, salary increments for staff moving through their salary grid, responsibility pay, benefit increase including OMERS rate increase.
2. Inflationary/actual pressures.
4. Zero-based budget analysis, Budget reduction & "right sizing".
10. Budget re-alignment.
14. Business Plan Initiative (some items removed in the 2.5% Option - refer to Annex A-4).
20. 2.5% Budget Options - refer to Annex A-10.

Branch: District Services - including 2.5% Budget Option

By Expenditure Type	2010 Budget	Base 2011 Budget	2011 2.5% Budget Option	2011 Budget after 2.5% Option	Increase / (Decrease)
501059 Statutory Holiday Overtime Expense	140,700	140,700		140,700	0
501110 Compensation Note 1, 20	26,177,400	26,385,900	(68,500)	26,317,400	140,000
501113 Clothing Allowance Note 1, 4	74,800	117,500		117,500	42,700
501114 Dry Cleaning	104,300	104,300		104,300	0
501132 Pay in Lieu of Benefits	600	0		0	(600)
501144 Court Overtime - Police Note 4	318,300	316,400		316,400	(1,900)
501150 Overtime	202,500	202,500		202,500	0
501151 Shift Premium	24,100	24,100		24,100	0
501193 Vacation Pay Note 4, 10, 20	400	2,500	(2,500)	0	(400)
501401 Salary Benefits Note 1, 20	5,850,500	6,137,800	(4,400)	6,133,400	282,900
Salaries & Benefits - Subtotals	32,893,600	33,431,700	(75,400)	33,356,300	462,700
502112 Employee Development & Travel Note 14, 20	69,100	97,500	(18,000)	79,500	10,400
502115 Non- Taxable Car Mileage	900	2,300		2,300	1,400
502210 Advertising, Promotion & Publication	6,300	6,500		6,500	200
502394 Receptions & Luncheons Note 20	25,200	26,200	(200)	26,000	800
502395 Memberships Note 10, 20	4,900	700	(200)	500	(4,400)
502457 R & M - Vehicles & Equipment Note 4	7,000	0		0	(7,000)
502620 Rentals - Vehicles & Equipment Note 10	50,000	0		0	(50,000)
502899 Police Related Services Note 4, 20	13,700	2,100	(400)	1,700	(12,000)
ACROSS THE SERVICE REDUCTIONS Note 20			(16,300)	(16,300)	(16,300)
Purchased Services - Subtotals	177,100	135,300	(35,100)	100,200	(76,900)
505776 Investigative Supplies	25,000	27,000		27,000	2,000
505981 Police Related Supplies Note 20	60,100	60,200	(1,200)	59,000	(1,100)
505989 Publications	8,800	8,500		8,500	(300)
505990 Office Supplies	28,800	21,900		21,900	(6,900)
Materials & Supplies - Subtotals	122,700	117,600	(1,200)	116,400	(6,300)
506176 Police Equipment Note 10	34,400	26,200		26,200	(8,200)
Fixed Assets - Subtotals	34,400	26,200	0	26,200	(8,200)
Expenditure - Totals	33,227,800	33,710,800	(111,700)	33,599,100	371,300
Totals	33,227,800	33,710,800	(111,700)	33,599,100	371,300

Notes:

1. Full year impact of previous year contract settlement, salary increments for staff moving through their salary grid, responsibility pay, benefit increase including OMERS rate increase.
2. Inflationary/actual pressures.
4. Zero-based budget analysis, Budget reduction & "right sizing".
10. Budget re-alignment.
14. Business Plan Initiative (some items removed in the 2.5% Option - refer to Annex A-4).
20. 2.5% Budget Options - refer to Annex A-10.

Branch: Fiscal Accounts - including 2.5% Budget Option

By Expenditure Type	2010 Budget	Base 2011 Budget	2011 2.5% Budget Option	2011 Budget after 2.5% Option	Increase / (Decrease)
501110 Compensation	397,100	397,100		397,100	0
501113 Clothing Allowance	1,000	1,000		1,000	0
501114 Dry Cleaning	1,000	1,000		1,000	0
501123 Unused Annual	740,000	740,000		740,000	0
501143 Survivor Benefit	60,000	60,000		60,000	0
501150 Overtime	6,000	6,000		6,000	0
501192 Terminal Allowance	Note 20	5,400,000	(250,000)	5,150,000	(250,000)
501195 EI Rebates - Police		800		800	0
501401 Salary Benefits		210,200		210,200	0
501422 Benefit For Retirees	Note 2	1,110,000		1,200,000	90,000
Salaries & Benefits - Subtotals		7,926,100	(250,000)	7,766,100	(160,000)
502387 Liability Claims		272,300		272,300	0
Purchased Services - Subtotals		272,300	0	272,300	0
508801 Debt Charges		2,975,000		2,975,000	0
Financial Charges Totals		2,975,000	0	2,975,000	0
604167 Insurance	Note 2	239,700		278,800	39,100
Secondary Cost Totals		239,700	0	278,800	39,100
Expenditure - Totals		11,413,100	(250,000)	11,292,200	(120,900)
Totals		11,413,100	(250,000)	11,292,200	(120,900)

Notes:

2. Inflationary/actual pressures

20. 2.5% Budget Options - refer to Annex A-10.

Summary By
Expenditure Type
Program Summary
Base Case

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Police Services Board</u>			
501110 Compensation	182,900	202,900	20,000
501401 Salary Benefits	41,500	48,100	6,600
502112 Employee Development & Travel	29,000	28,000	(1,000)
502115 Car Mileage	1,000	1,000	0
502121 Postage	500	0	(500)
502122 Freight/Courier/Service	2,000	1,500	(500)
502132 Basic Telephone Bill	1,000	1,000	0
502210 Advertising, Promotion & Publication	20,000	15,000	(5,000)
502311 Official Language Translation	5,000	1,000	(4,000)
502330 Professional Services	33,000	20,000	(13,000)
502395 Memberships	10,000	10,000	0
502660 Rentals - Communications, Computer	500	500	0
502692 Parking Expenses	12,500	12,500	0
502899 Police Related Services	3,600	3,600	0
502928 Community Events	3,000	3,000	0
505100 Food & Beverages	2,500	2,500	0
505990 Office Supplies	3,500	1,900	(1,600)
507193 Grants	27,000	0	(27,000)
507212 Grants - Municipal Programs	0	27,000	27,000
604002 Reproduction & Printing - City	10,000	10,000	0
604023 Postage	0	100	100
604073 Legal Recovery for Legal Services	320,000	320,000	0
604301 Photocopy	0	1,500	1,500
	\$708,500	\$711,100	\$2,600

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Executive Command</u>			
501110 Compensation	969,500	1,028,600	59,100
501150 Overtime	14,000	14,000	0
501320 Non Taxable Allowance - Honorarium	1,500	1,500	0
501401 Salary Benefits	219,200	236,200	17,000
502112 Employee Development & Travel	40,200	40,500	300
502113 Local Transportation	300	0	(300)
502115 Car Mileage	100	400	300
502330 Professional Services	6,000	0	(6,000)
502394 Receptions & Luncheons	17,600	17,600	0
502395 Memberships	8,000	4,000	(4,000)
502899 Police Related Services	5,000	1,000	(4,000)
505981 Police Related Supplies	6,000	6,500	500
505989 Publications / Printed Matter	1,800	500	(1,300)
505990 Office Supplies	12,400	12,400	0
505996 Promotional Items	6,700	10,700	4,000
507193 Grants	2,000	0	(2,000)
	\$1,310,300	\$1,373,900	\$63,600

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Legal Services</u>			
501110 Compensation	350,800	431,300	80,500
501132 Lieu of Benefits	3,300	3,300	0
501193 Vacation Pay	2,200	2,200	0
501401 Salary Benefits	72,600	94,700	22,100
502112 Employee Development & Travel	4,100	5,100	1,000
502115 Car Mileage	0	1,000	1,000
502320 Legal Fees	10,000	10,000	0
502394 Receptions & Luncheons	500	500	0
502395 Memberships	5,900	6,500	600
505989 Publications / Printed Matter	5,500	6,000	500
505990 Office Supplies	500	500	0
	\$455,400	\$561,100	\$105,700

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Office of the Chief</u>			
501110 Compensation	135,400	207,200	71,800
501113 Clothing Allowance	1,100	1,100	0
501114 Dry Cleaning	400	400	0
501150 Overtime	0	2,000	2,000
501401 Salary Benefits	30,700	49,100	18,400
502112 Employee Development & Travel	3,400	3,400	0
502394 Receptions & Luncheons	400	400	0
502395 Memberships	500	500	0
502899 Police Related Services	10,500	6,000	(4,500)
505981 Police Related Supplies	14,500	19,000	4,500
505989 Publications / Printed Matter	200	200	0
	\$197,100	\$289,300	\$92,200

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Planning, Performance & Research</u>			
501110 Compensation	1,424,200	1,591,500	167,300
501114 Dry Cleaning	1,500	1,500	0
501150 Overtime	2,700	2,700	0
501401 Salary Benefits	321,800	376,800	55,000
502112 Employee Development & Travel	21,000	23,600	2,600
502115 Car Mileage	2,800	2,000	(800)
502210 Advertising, Promotion & Publication	0	3,500	3,500
502330 Professional Services	40,000	40,000	0
502394 Receptions & Luncheons	1,000	600	(400)
502395 Memberships	1,400	1,400	0
502396 Outside Printing	19,500	19,500	0
502474 Software / Hardware Maintenance	15,000	15,000	0
502610 Property Leases	800	0	(800)
502899 Police Related Services	500	0	(500)
505478 Personal/Safety Supplies/Clothing	400	0	(400)
505981 Police Related Supplies	2,100	1,000	(1,100)
505989 Publications / Printed Matter	1,400	500	(900)
505990 Office Supplies	1,400	4,000	2,600
506176 Fixed Assets - Police Equipment	900	0	(900)
509999 New and Expanded Programs	0	0	0
407075 Revenue - Records Clearance Checks	(160,000)	(160,000)	0
	\$1,698,400	\$1,923,600	\$225,200

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Comm. Develop & Corp. Comm.</u>			
501110 Compensation	1,111,700	1,122,600	10,900
501113 Clothing Allowance	2,100	2,100	0
501114 Dry Cleaning	1,400	1,400	0
501150 Overtime	10,600	10,600	0
501401 Salary Benefits	252,200	265,500	13,300
502112 Employee Development & Travel	23,500	23,700	200
502113 Local Transportation	1,700	1,700	0
502115 Car Mileage	0	200	200
502210 Advertising, Promotion & Publication	39,400	46,000	6,600
502311 Official Language Translation	70,000	70,000	0
502312 Language Interpretation	13,000	5,000	(8,000)
502330 Professional Services	99,900	69,600	(30,300)
502394 Receptions & Luncheons	3,600	4,300	700
502395 Memberships	1,400	1,000	(400)
502396 Outside Printing	59,100	85,700	26,600
502474 Software / Hardware Maintenance	35,900	35,900	0
502478 Misc. Repair and Maintenance	2,900	1,500	(1,400)
502899 Police Related Services	0	6,000	6,000
502913 Public Consultation	76,300	71,800	(4,500)
505981 Police Related Supplies	10,000	7,000	(3,000)
505989 Publications / Printed Matter	44,000	59,800	15,800
505990 Office Supplies	3,500	3,500	0
505991 Computer Supplies	3,000	0	(3,000)
506176 Fixed Assets - Police Equipment	21,900	16,500	(5,400)
509999 New and Expanded Programs	0	0	0
	\$1,887,100	\$1,911,400	\$24,300

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Professional Standards</u>			
501059 Statutory Holiday Overtime Expense	300	300	0
501110 Compensation	1,277,800	1,422,200	144,400
501113 Clothing Allowance	9,300	9,300	0
501114 Dry Cleaning	4,000	3,900	(100)
501144 Court Time	2,400	2,400	0
501150 Overtime	1,800	1,800	0
501401 Salary Benefits	287,200	334,400	47,200
502112 Employee Development & Travel	29,700	29,700	0
502210 Advertising, Promotion & Publication	1,100	0	(1,100)
502320 Legal Fees	110,000	110,000	0
502330 Professional Services	10,000	10,000	0
502394 Receptions & Luncheons	1,100	1,100	0
502395 Memberships	2,300	1,500	(800)
502671 Inspections - Audit Related Travel	10,000	10,000	0
502899 Police Related Services	90,000	70,000	(20,000)
505981 Police Related Supplies	900	900	0
505989 Publications / Printed Matter	1,000	2,600	1,600
505990 Office Supplies	8,500	8,500	0
506176 Fixed Assets - Police Equipment	6,000	0	(6,000)
509992 Computer Hardware & Software	0	0	0
509994 One time funding requests	0	0	0
	\$1,853,400	\$2,018,600	\$165,200

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Divisional Support - Corporate Support</u>			
501110 Compensation	251,200	134,600	(116,600)
501114 Dry Cleaning	400	0	(400)
501401 Salary Benefits	57,000	31,900	(25,100)
502112 Employee Development & Travel	11,100	7,500	(3,600)
502115 Car Mileage	300	200	(100)
502394 Receptions & Luncheons	700	500	(200)
502395 Memberships	2,400	1,900	(500)
505981 Police Related Supplies	1,000	0	(1,000)
505989 Publications / Printed Matter	300	0	(300)
505990 Office Supplies	1,300	400	(900)
	\$325,700	\$177,000	(\$148,700)

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Financial Services / Alarm / Mail</u>			
501110 Compensation	1,565,000	1,570,900	5,900
501114 Dry Cleaning	1,400	1,400	0
501132 Lieu of Benefits	400	400	0
501150 Overtime	29,700	29,700	0
501193 Vacation Pay	300	300	0
501401 Salary Benefits	352,900	370,800	17,900
502112 Employee Development & Travel	10,200	10,200	0
502115 Car Mileage	1,100	1,600	500
502121 Postage	60,800	57,500	(3,300)
502122 Freight/Courier/Service	28,000	28,000	0
502210 Advertising, Promotion & Publication	500	500	0
502330 Professional Services	1,000	0	(1,000)
502394 Receptions & Luncheons	800	800	0
502395 Memberships	2,400	3,000	600
502473 R & M - Office Equipment	4,000	3,000	(1,000)
502478 Misc. Repair and Maintenance	1,500	1,500	0
502650 Miscellaneous Rentals	21,300	23,800	2,500
502694 Print Service Systems (Photocopiers)	100,000	88,000	(12,000)
502899 Police Related Services	1,300	1,000	(300)
505981 Police Related Supplies	2,000	2,000	0
505989 Publications / Printed Matter	400	0	(400)
505990 Office Supplies	85,300	64,300	(21,000)
505991 Computer Supplies	10,000	5,000	(5,000)
506173 Fixed Assets - Furniture & Equip.	3,600	2,000	(1,600)
506176 Fixed Assets - Police Equipment	5,000	3,000	(2,000)
407079 Revenue - False Alarm Fines	(1,279,000)	(1,000,000)	279,000
	\$1,009,900	\$1,268,700	\$258,800

Department: OTTAWA POLICE SERVICE

		2010 Budget	2011 Budget	Increase (Decrease)
<u>Material & Evidence</u>				
501059	Statutory Holiday Overtime Expense	8,000	8,000	0
501110	Compensation	2,216,000	2,572,400	356,400
501113	Clothing Allowance	1,100	1,100	0
501114	Dry Cleaning	11,800	12,500	700
501132	Lieu of Benefits	8,500	11,400	2,900
501150	Overtime	27,400	27,400	0
501151	Shift Premium	7,200	7,200	0
501193	Vacation Pay	5,700	7,600	1,900
501401	Salary Benefits	475,500	578,000	102,500
502112	Employee Development & Travel	12,400	23,100	10,700
502330	Professional Services	60,800	55,000	(5,800)
502394	Receptions & Luncheons	200	800	600
502395	Memberships	700	1,200	500
502457	R & M - Vehicles & Auto Equipment	60,100	56,000	(4,100)
502473	R & M - Office Equipment	6,000	6,000	0
502478	Misc. Repair and Maintenance	12,800	61,000	48,200
502620	Rentals - Vehicles & Equipment	35,000	34,000	(1,000)
502899	Police Related Services	114,700	114,700	0
502912	Licences & Permits	57,000	57,000	0
505343	Fuels & Lubricants	2,335,500	2,412,200	76,700
505349	Construction & Building Materials	48,200	0	(48,200)
505478	Personal/Safety Supplies/Clothing	782,500	832,500	50,000
505479	Personal & Safety Equipment	539,000	511,500	(27,500)
505758	Automotive Parts	10,000	10,000	0
505775	Small Tools & Parts	17,900	18,900	1,000
505981	Police Related Supplies	142,300	152,800	10,500
505989	Publications / Printed Matter	0	900	900
505990	Office Supplies	59,200	35,900	(23,300)
506176	Fixed Assets - Police Equipment	83,000	78,000	(5,000)
507330	Reserve Funds - VEP & General	3,143,000	2,143,000	(1,000,000)
509991	Facility Related Capital	0	0	0
509994	One time funding requests	0	0	0
509998	Other Capital	0	0	0
604161	Fleet Internal Allocation - Maintenance	2,038,000	2,093,000	55,000
406027	One Time Funding From Reserve Funds	(120,000)	(294,000)	(174,000)
407005	General Other Revenue	(2,000)	(2,000)	0
		\$12,197,500	\$11,627,100	(\$570,400)

Department: OTTAWA POLICE SERVICE

		2010 Budget	2011 Budget	Increase (Decrease)
<u>Corporate Accounts</u>				
501059	Statutory Holiday Overtime Expense	61,800	161,800	100,000
501093	WSIB Admin Charges	170,000	170,000	0
501094	WSIB Permanent Awards	750,000	850,000	100,000
501110	Compensation	8,560,500	13,452,900	4,892,400
501114	Dry Cleaning	14,700	10,500	(4,200)
501117	Meal Allowance		15,000	15,000
501150	Overtime	16,100	(83,200)	(99,300)
501151	Shift Premium	200,000	200,000	0
501194	WSIB Direct Payments	475,000	600,000	125,000
501195	E. I. Rebate	66,000	66,000	0
501197	Supplemental EI Benefits Plan	130,000	150,000	20,000
501401	Salary Benefits	845,300	654,800	(190,500)
501994	Provision For MPE Performance Pay	55,000	0	(55,000)
501998	Provision for Gapping	(5,620,000)	(5,320,000)	300,000
502112	Employee Development & Travel	48,700	67,000	18,300
502113	Local Transportation	500	500	0
502330	Professional Services	65,000	75,000	10,000
502387	Liability Claims	80,000	80,000	0
502395	Memberships	0	15,000	15,000
502396	Outside Printing	0	10,000	10,000
502692	Parking Expenses	157,000	157,000	0
502899	Police Related Services	156,600	481,900	325,300
505478	Personal/Safety Supplies/Clothing	12,300	14,300	2,000
505981	Police Related Supplies	107,500	116,500	9,000
506178	Fixed Assets - Misc. Equipment	10,000	10,000	0
507330	Reserve Funds - VEP & General	10,155,000	12,455,000	2,300,000
507411	Allowance - Doubtful Accounts	30,000	30,000	0
508930	Banking Service Charges	1,200	1,200	0
509711	Expenditure Recoveries	(51,000)	(51,000)	0
604002	Reproduction & Printing - City	150,000	150,000	0
604182	Corporate Supply Management - City	100,000	100,000	0
402007	Provincial Conditional Transfers	(5,017,000)	(5,017,000)	0
407005	General Other Revenue	(103,000)	(103,000)	0
407074	Revenue - F.O.I. Requests	(2,000)	(2,000)	0
407075	Revenue - Records Clearance Checks	(1,250,000)	(1,300,000)	(50,000)
407078	Revenue - Occurrence/Accident Reports	(260,000)	(200,000)	60,000
407081	Revenue - Secondment Revenue	(4,600,000)	(3,500,200)	1,099,800
		\$5,515,200	\$14,518,000	\$9,002,800

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Police Facilities</u>			
501110 Compensation	590,900	745,700	154,800
501150 Overtime	9,300	9,300	0
501401 Salary Benefits	134,100	176,700	42,600
502112 Employee Development & Travel	11,000	12,500	1,500
502115 Car Mileage	4,800	7,500	2,700
502122 Freight/Courier/Service	7,000	7,000	0
502379 Security Services	2,000	78,000	76,000
502394 Receptions & Luncheons	600	600	0
502395 Memberships	1,000	2,100	1,100
502435 R & M - Buildings & Grounds	65,000	120,000	55,000
502440 Renovations - Office/Buildings	0	216,000	216,000
502473 R & M - Office Equipment	6,000	8,000	2,000
502610 Property Leases	0	40,000	40,000
502650 Miscellaneous Rentals	25,000	32,000	7,000
502899 Police Related Services	73,000	73,000	0
502928 Community Events	0	10,000	10,000
505989 Publications / Printed Matter	1,000	1,000	0
505990 Office Supplies	4,300	6,000	1,700
509991 Facility Related Capital	0	0	0
509992 Computer Hardware & Software	0	0	0
509994 One time funding requests	0	0	0
509996 Cell Phones and Pagers	0	0	0
509999 New and Expanded Programs	0	0	0
604004 Recovery for Labour / Salary - City	35,000	35,000	0
660201 Program Facility Costs	6,269,000	5,899,700	(369,300)
406027 One Time Funding From Reserve Funds	0	(116,000)	(116,000)
	\$7,239,000	\$7,364,100	\$125,100

Department: OTTAWA POLICE SERVICE

		2010 Budget	2011 Budget	Increase (Decrease)
<u>Information & Technology / Records</u>				
501059	Statutory Holiday Overtime Expense	10,700	10,700	0
501110	Compensation	7,058,400	7,566,700	508,300
501132	Lieu of Benefits	800	15,100	14,300
501144	Court Time	400	400	0
501150	Overtime	231,000	227,700	(3,300)
501151	Shift Premium	24,500	24,500	0
501193	Vacation Pay	500	10,000	9,500
501401	Salary Benefits	1,577,700	1,724,900	147,200
502112	Employee Development & Travel	97,700	94,600	(3,100)
502115	Car Mileage	1,300	1,300	0
502131	Cablevision & Communications	45,600	18,000	(27,600)
502132	Basic Telephone Bill	265,000	240,000	(25,000)
502133	Data Communications	376,800	400,000	23,200
502134	Cellular Phones	367,600	363,500	(4,100)
502135	Long Distance Calls	27,200	20,000	(7,200)
502137	Telephone System Maintenance	130,000	130,000	0
502139	Pagers	69,000	55,000	(14,000)
502140	Cell phone - Purchase/Repair	15,000	15,000	0
502210	Advertising, Promotion & Publication	47,000	47,000	0
502211	Public Notices/Information	3,500	3,500	0
502330	Professional Services	160,000	200,000	40,000
502394	Receptions & Luncheons	1,700	900	(800)
502395	Memberships	300	700	400
502473	R & M - Office Equipment	246,000	298,500	52,500
502474	Software / Hardware Maintenance	1,338,900	1,393,100	54,200
502478	Misc. Repair and Maintenance	12,500	12,000	(500)
502619	Building/Facilities Rentals	100,000	65,000	(35,000)
502662	Licence/Maintenace Fees - Wireless	232,000	282,000	50,000
502899	Police Related Services	1,334,500	1,231,800	(102,700)
505775	Small Tools & Parts	200	0	(200)
505989	Publications / Printed Matter	4,800	3,300	(1,500)
505990	Office Supplies	50,300	42,600	(7,700)
505991	Computer Supplies	71,700	75,000	3,300
506173	Fixed Assets - Furniture & Equip.	4,400	2,500	(1,900)
506175	Fixed Assets - Computers & Peripherals	145,900	147,900	2,000
506176	Fixed Assets - Police Equipment	53,000	15,000	(38,000)
509992	Computer Hardware & Software	0	0	0
509994	One time funding requests	0	0	0
509996	Cell Phones and Pagers		0	0
509999	New and Expanded Programs	0	0	0
604078	Infra Maint-Operating	(200,000)	(200,000)	0
406027	One Time Funding From Reserve Funds	(1,212,000)	(1,184,300)	27,700
		\$12,693,900	\$13,353,900	\$660,000

Department: *OTTAWA POLICE SERVICE*

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Divisional Support - Resourcing and Development</u>			
501110 Compensation	196,600	199,100	2,500
501401 Salary Benefits	44,600	47,200	2,600
502112 Employee Development & Travel	7,800	9,500	1,700
502115 Car Mileage	1,100	1,000	(100)
502330 Professional Services	0	25,000	25,000
502394 Receptions & Luncheons	900	500	(400)
502395 Memberships	800	800	0
505990 Office Supplies	10,700	10,700	0
	\$262,500	\$293,800	\$31,300

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Human Resources</u>			
501110 Compensation	1,378,800	1,670,000	291,200
501114 Dry Cleaning	400	400	0
501132 Lieu of Benefits	0	12,500	12,500
501150 Overtime	8,400	8,400	0
501193 Vacation Pay	2,600	11,000	8,400
501401 Salary Benefits	304,900	353,900	49,000
502112 Employee Development & Travel	23,900	24,500	600
502113 Local Transportation	200	400	200
502114 Employee Recognition	25,000	18,000	(7,000)
502115 Car Mileage	6,100	8,600	2,500
502210 Advertising, Promotion & Publication	26,900	3,500	(23,400)
502330 Professional Services	170,000	390,000	220,000
502350 Medical Services - Physician's Services	80,000	40,000	(40,000)
502394 Receptions & Luncheons	1,000	1,400	400
502395 Memberships	3,400	4,200	800
502473 R & M - Office Equipment	10,000	10,000	0
502899 Police Related Services	200,000	0	(200,000)
505478 Personal/Safety Supplies/Clothing	500	500	0
505981 Police Related Supplies	0	0	0
505984 Program Supplies	0	25,000	25,000
505989 Publications / Printed Matter	2,700	2,900	200
506173 Fixed Assets - Furniture & Equip.	15,000	20,000	5,000
506176 Fixed Assets - Police Equipment	10,000	10,000	0
509994 One time funding requests	0	0	0
509996 Cell Phones and Pagers	0	0	0
406027 One Time Funding From Reserve Funds	(200,000)	(470,500)	(270,500)
	\$2,069,800	\$2,144,700	\$74,900

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Outreach and Development</u>			
501059 Statutory Holiday Overtime Expense	2,100	2,100	0
501110 Compensation	5,390,600	5,666,400	275,800
501114 Dry Cleaning	28,800	28,800	0
501132 Lieu of Benefits	6,300	9,000	2,700
501144 Court Time	1,500	1,500	0
501150 Overtime	46,800	131,800	85,000
501151 Shift Premium	200	200	0
501193 Vacation Pay	4,300	6,000	1,700
501401 Salary Benefits	1,203,600	1,302,000	98,400
501590 Tuition Fees	30,000	30,000	0
502112 Employee Development & Travel	601,000	663,900	62,900
502115 Car Mileage	12,700	30,000	17,300
502215 Career Advertising	40,000	3,000	(37,000)
502330 Professional Services	162,000	202,000	40,000
502394 Receptions & Luncheons	17,700	12,700	(5,000)
502395 Memberships	6,500	1,200	(5,300)
502478 Misc. Repair and Maintenance	90,000	90,000	0
502692 Parking Expenses	50,000	50,000	0
502899 Police Related Services	65,300	28,000	(37,300)
505479 Personal & Safety Equipment	6,500	10,000	3,500
505775 Small Tools & Parts	150,000	75,000	(75,000)
505981 Police Related Supplies	11,800	5,000	(6,800)
505984 Program Supplies	30,000	34,000	4,000
505990 Office Supplies	9,300	12,000	2,700
505992 Ammunition & Range Supplies	242,800	256,100	13,300
505998 Audio-Visual Supplies	2,200	3,000	800
506176 Fixed Assets - Police Equipment	58,300	160,700	102,400
509711 Expenditure Recoveries	(4,500)	(4,500)	0
509992 Computer Hardware & Software	0	0	0
509996 Cell Phones and Pagers	0	0	0
604017 Micro/Other Training - City	25,000	25,000	0
406027 One Time Funding From Reserve Funds	(75,000)	0	75,000
	\$8,215,800	\$8,834,900	\$619,100

Department: *OTTAWA POLICE SERVICE*

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Support Services - Administration</u>			
501110 Compensation	278,000	283,800	5,800
501113 Clothing Allowance	1,100	1,100	0
501114 Dry Cleaning	800	800	0
501150 Overtime	500	500	0
501401 Salary Benefits	62,600	67,300	4,700
502112 Employee Development & Travel	2,600	2,600	0
502394 Receptions & Luncheons	800	800	0
502395 Memberships	600	0	(600)
502899 Police Related Services	600	400	(200)
505989 Publications / Printed Matter	400	0	(400)
505990 Office Supplies	21,100	21,100	0
506176 Fixed Assets - Police Equipment	8,000	8,000	0
	\$377,100	\$386,400	\$9,300

Department: *OTTAWA POLICE SERVICE*

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Inspector Courts / Temp. Custody / Victim</u>			
501110 Compensation	118,800	124,500	5,700
501113 Clothing Allowance	1,100	0	(1,100)
501114 Dry Cleaning	400	400	0
501401 Salary Benefits	27,000	29,500	2,500
502112 Employee Development & Travel	3,300	2,700	(600)
502394 Receptions & Luncheons	500	500	0
502395 Memberships	600	0	(600)
505981 Police Related Supplies	1,500	0	(1,500)
505989 Publications / Printed Matter	300	300	0
	\$153,500	\$157,900	\$4,400

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Court Security</u>			
501059 Statutory Holiday Overtime Expense	13,700	13,700	0
501110 Compensation	5,133,500	5,342,700	209,200
501114 Dry Cleaning	25,600	26,300	700
501144 Court Time	19,800	19,800	0
501150 Overtime	28,900	36,400	7,500
501151 Shift Premium	31,200	31,200	0
501401 Salary Benefits	1,156,500	1,253,600	97,100
502112 Employee Development & Travel	2,900	3,400	500
502115 Car Mileage	300	100	(200)
502394 Receptions & Luncheons	200	400	200
502478 Misc. Repair and Maintenance	10,000	3,500	(6,500)
502899 Police Related Services	2,800	4,200	1,400
505100 Food & Beverages	75,000	83,200	8,200
505478 Personal/Safety Supplies/Clothing	1,900	0	(1,900)
505479 Personal & Safety Equipment	0	3,000	3,000
505981 Police Related Supplies	10,900	12,500	1,600
506173 Fixed Assets - Furniture & Equip.	900	0	(900)
509996 Cell Phones and Pagers	0	0	0
509998 Other Capital	0	0	0
402007 Provincial Conditional Transfers	(30,000)	(30,000)	0
	\$6,484,100	\$6,804,000	\$319,900

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Court Liaison</u>			
501059 Statutory Holiday Overtime Expense	5,300	5,300	0
501110 Compensation	3,264,500	3,456,000	191,500
501114 Dry Cleaning	4,200	3,900	(300)
501132 Lieu of Benefits	2,500	5,500	3,000
501144 Court Time	300	300	0
501150 Overtime	16,500	16,500	0
501151 Shift Premium	23,800	23,800	0
501193 Vacation Pay	1,700	3,700	2,000
501401 Salary Benefits	730,900	798,300	67,400
502112 Employee Development & Travel	5,300	5,300	0
502115 Car Mileage	300	500	200
502394 Receptions & Luncheons	900	900	0
502473 R & M - Office Equipment	1,000	1,000	0
502899 Police Related Services	300	300	0
505981 Police Related Supplies	1,600	700	(900)
505989 Publications / Printed Matter	300	300	0
509991 Facility Related Capital	0	0	0
509992 Computer Hardware & Software	0	0	0
509996 Cell Phones and Pagers	0	0	0
509999 New and Expanded Programs	0	0	0
	\$4,059,400	\$4,322,300	\$262,900

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Victim Crisis Unit</u>			
501110 Compensation	684,800	693,400	8,600
501132 Lieu of Benefits	3,000	3,000	0
501144 Court Time	300	300	0
501150 Overtime	10,500	3,000	(7,500)
501151 Shift Premium	2,400	2,400	0
501193 Vacation Pay	2,000	2,000	0
501401 Salary Benefits	149,300	156,500	7,200
502112 Employee Development & Travel	7,300	7,300	0
502115 Car Mileage	400	400	0
502394 Receptions & Luncheons	400	400	0
502395 Memberships	600	600	0
502899 Police Related Services	1,600	1,600	0
505981 Police Related Supplies	600	600	0
505989 Publications / Printed Matter	1,200	1,200	0
505990 Office Supplies	200	200	0
506176 Fixed Assets - Police Equipment	9,200	0	(9,200)
	\$873,800	\$872,900	(\$900)

Department: *OTTAWA POLICE SERVICE*

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Inspector - Communications</u>			
501110 Compensation	445,600	457,600	12,000
501114 Dry Cleaning	1,100	1,100	0
501401 Salary Benefits	101,100	107,400	6,300
502112 Employee Development & Travel	4,000	4,000	0
502394 Receptions & Luncheons	400	400	0
502395 Memberships	500	0	(500)
502899 Police Related Services	200	0	(200)
	\$552,900	\$570,500	\$17,600

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Communications / 911 / Switchboard</u>			
501059 Statutory Holiday Overtime Expense	71,600	71,600	0
501110 Compensation	8,417,400	8,470,600	53,200
501132 Lieu of Benefits	7,400	7,400	0
501144 Court Time	2,700	2,700	0
501150 Overtime	77,100	77,100	0
501151 Shift Premium	168,600	168,600	0
501192 Terminal Allowance	6,300	6,300	0
501193 Vacation Pay	5,000	5,000	0
501197 Supplemental EI Benefits Plan	18,600	18,600	0
501401 Salary Benefits	1,872,500	1,965,800	93,300
502112 Employee Development & Travel	8,700	10,800	2,100
502394 Receptions & Luncheons	500	500	0
502395 Memberships	800	800	0
502473 R & M - Office Equipment	200	0	(200)
502474 Software / Hardware Maintenance	3,500	90,300	86,800
502478 Misc. Repair and Maintenance	92,800	3,500	(89,300)
502899 Police Related Services	1,200	1,200	0
505981 Police Related Supplies	7,700	6,000	(1,700)
505989 Publications / Printed Matter	500	500	0
505990 Office Supplies	4,500	4,500	0
506173 Fixed Assets - Furniture & Equip.	1,500	1,500	0
506175 Fixed Assets - Computers & Peripherals	0	0	0
506176 Fixed Assets - Police Equipment	10,000	5,000	(5,000)
604172 911 System	(1,509,500)	(1,559,500)	(50,000)
	\$9,269,600	\$9,358,800	\$89,200

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Radio System</u>			
502478 Misc. Repair and Maintenance	2,000	500	(1,500)
502610 Property Leases	20,000	20,000	0
502620 Rentals - Vehicles & Equipment	170,000	0	(170,000)
502899 Police Related Services	25,000	15,000	(10,000)
505981 Police Related Supplies	70,000	50,000	(20,000)
506176 Fixed Assets - Police Equipment	2,600	0	(2,600)
604126 City Comm. System (Radio System)	452,000	460,000	8,000
406027 One Time Funding From Reserve Funds	(170,000)	0	170,000
	\$571,600	\$545,500	(\$26,100)

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Call Center</u>			
501059 Statutory Holiday Overtime Expense	10,500	10,500	0
501110 Compensation	1,767,800	1,839,400	71,600
501144 Court Time	700	700	0
501150 Overtime	6,600	6,600	0
501151 Shift Premium	23,900	23,900	0
501401 Salary Benefits	396,800	432,000	35,200
502112 Employee Development & Travel	3,600	2,500	(1,100)
502394 Receptions & Luncheons	200	200	0
502473 R & M - Office Equipment	300	0	(300)
505981 Police Related Supplies	2,000	1,300	(700)
505989 Publications / Printed Matter	400	400	0
506173 Fixed Assets - Furniture & Equip.	3,200	3,200	0
	\$2,216,000	\$2,320,700	\$104,700

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Emergency & Operational Support</u>			
501110 Compensation	1,514,600	1,619,500	104,900
501113 Clothing Allowance	2,100	1,100	(1,000)
501114 Dry Cleaning	4,400	4,400	0
501150 Overtime	136,200	136,200	0
501401 Salary Benefits	336,700	378,100	41,400
501511 Taxable Car Allowance	26,000	26,000	0
502112 Employee Development & Travel	28,900	49,100	20,200
502115 Car Mileage	600	2,000	1,400
502210 Advertising, Promotion & Publication	1,100	1,000	(100)
502330 Professional Services	3,400	3,400	0
502394 Receptions & Luncheons	700	1,000	300
502395 Memberships	1,600	2,100	500
502610 Property Leases	25,000	25,000	0
502899 Police Related Services	1,100	1,100	0
505478 Personal/Safety Supplies/Clothing	151,700	151,700	0
505981 Police Related Supplies	13,400	15,500	2,100
505989 Publications / Printed Matter	1,800	1,800	0
505990 Office Supplies	16,900	21,900	5,000
506173 Fixed Assets - Furniture & Equip.	1,800	0	(1,800)
506176 Fixed Assets - Police Equipment	10,000	15,000	5,000
509992 Computer Hardware & Software		0	0
509993 Fleet Requests - Capital		0	0
	\$2,278,000	\$2,455,900	\$177,900

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Emergency Services Unit (Public Order)</u>			
501110 Compensation	91,400	94,000	2,600
501114 Dry Cleaning	400	400	0
501150 Overtime	52,000	52,000	0
501401 Salary Benefits	20,700	21,800	1,100
502112 Employee Development & Travel	29,000	48,000	19,000
502395 Memberships	700	700	0
505478 Personal/Safety Supplies/Clothing	40,000	40,000	0
505981 Police Related Supplies	40,000	40,000	0
505989 Publications / Printed Matter	3,000	1,000	(2,000)
505990 Office Supplies	500	500	0
	\$277,700	\$298,400	\$20,700

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Tactical</u>			
501059 Statutory Holiday Overtime Expense	31,800	31,800	0
501110 Compensation	2,784,100	2,790,200	6,100
501114 Dry Cleaning	11,200	11,200	0
501144 Court Time	10,300	10,300	0
501150 Overtime	342,700	342,700	0
501151 Shift Premium	7,000	7,000	0
501401 Salary Benefits	614,500	645,400	30,900
502112 Employee Development & Travel	37,900	49,300	11,400
502330 Professional Services	5,000	5,000	0
502394 Receptions & Luncheons	200	200	0
502395 Memberships	1,800	1,800	0
502435 R & M - Buildings & Grounds	16,000	12,000	(4,000)
502478 Misc. Repair and Maintenance	31,100	7,000	(24,100)
502610 Property Leases	8,100	9,000	900
505478 Personal/Safety Supplies/Clothing	63,900	26,100	(37,800)
505981 Police Related Supplies	41,700	43,500	1,800
505989 Publications / Printed Matter	3,600	3,600	0
505992 Ammunition & Range Supplies	135,300	135,300	0
506176 Fixed Assets - Police Equipment	113,100	141,700	28,600
509993 Fleet Requests - Capital		0	0
509998 Other Capital		0	0
	\$4,259,300	\$4,273,100	\$13,800

Department: *OTTAWA POLICE SERVICE*

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Nuclear, Biological, Chemical Response Team</u>			
502112 Employee Development & Travel	7,400	7,400	0
502395 Memberships	300	300	0
502478 Misc. Repair and Maintenance	2,500	2,500	0
505478 Personal/Safety Supplies/Clothing	18,800	35,600	16,800
506176 Fixed Assets - Police Equipment	74,600	62,600	(12,000)
	\$103,600	\$108,400	\$4,800

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Canine</u>			
501059 Statutory Holiday Overtime Expense	5,900	5,900	0
501110 Compensation	778,700	795,600	16,900
501114 Dry Cleaning	3,200	3,200	0
501144 Court Time	19,100	19,100	0
501150 Overtime	38,100	38,100	0
501151 Shift Premium	1,400	1,400	0
501401 Salary Benefits	169,500	178,000	8,500
502112 Employee Development & Travel	8,000	15,200	7,200
502330 Professional Services	20,000	26,000	6,000
502395 Memberships	100	100	0
502899 Police Related Services	12,500	13,200	700
505478 Personal/Safety Supplies/Clothing	40,300	24,700	(15,600)
505981 Police Related Supplies	34,000	41,300	7,300
509996 Cell Phones and Pagers		0	0
	\$1,130,800	\$1,161,800	\$31,000

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Public Safety</u>			
501059 Statutory Holiday Overtime Expense	21,400	21,400	0
501110 Compensation	4,331,600	4,370,400	38,800
501114 Dry Cleaning	16,900	17,000	100
501144 Court Time	31,000	31,000	0
501149 Special Overtime - Off Duty	1,300,000	1,300,000	0
501150 Overtime	107,500	107,500	0
501151 Shift Premium	1,800	1,800	0
501401 Salary Benefits	984,300	1,019,100	34,800
502112 Employee Development & Travel	30,100	28,400	(1,700)
502210 Advertising, Promotion & Publication	100	100	0
502330 Professional Services	7,800	7,800	0
502394 Receptions & Luncheons	900	900	0
502395 Memberships	1,000	1,000	0
502457 R & M - Vehicles & Auto Equipment	25,000	25,000	0
502478 Misc. Repair and Maintenance	12,000	12,000	0
502899 Police Related Services	8,000	8,000	0
505343 Fuels & Lubricants	25,000	25,000	0
505478 Personal/Safety Supplies/Clothing	9,000	5,000	(4,000)
505479 Personal & Safety Equipment	22,700	7,500	(15,200)
505770 Laboratory Supplies	5,400	5,400	0
505776 Investigative Supplies	3,300	0	(3,300)
505981 Police Related Supplies	5,000	5,100	100
505984 Program Supplies	79,000	79,000	0
505989 Publications / Printed Matter	4,500	4,500	0
506176 Fixed Assets - Police Equipment	46,800	26,800	(20,000)
509993 Fleet Requests - Capital			
604101 Police Services - Off Duty Policing	(75,000)	(75,000)	0
402007 Provincial Conditional Transfers	(40,000)	(40,000)	0
407073 Revenue - Off Duty Policing	(1,500,000)	(1,660,000)	(160,000)
	\$5,465,100	\$5,334,700	(\$130,400)

Department: **OTTAWA POLICE SERVICE**

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Marine and Trail Enforcement Unit</u>			
501110 Compensation	655,200	661,500	6,300
501114 Dry Cleaning	2,800	2,800	0
501150 Overtime	15,900	15,900	0
501401 Salary Benefits	148,700	156,200	7,500
502112 Employee Development & Travel	30,000	30,000	0
502210 Advertising, Promotion & Publication	2,100	2,100	0
502357 Oxygen Supply & Services	1,500	1,500	0
502478 Misc. Repair and Maintenance	12,000	12,000	0
502610 Property Leases	24,000	15,000	(9,000)
502620 Rentals - Vehicles & Equipment	15,000	15,000	0
502899 Police Related Services	25,000	10,000	(15,000)
505343 Fuels & Lubricants	500	500	0
505478 Personal/Safety Supplies/Clothing	3,500	3,500	0
505479 Personal & Safety Equipment	7,500	7,500	0
505775 Small Tools & Parts	2,500	2,500	0
505981 Police Related Supplies	12,000	12,000	0
505989 Publications / Printed Matter	3,000	3,000	0
506176 Fixed Assets - Police Equipment	20,100	10,000	(10,100)
509993 Fleet Requests - Capital		0	0
	\$981,300	\$961,000	(\$20,300)

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Airport Policing Section</u>			
501059 Statutory Holiday Overtime Expense	14,000	14,000	0
501110 Compensation	1,872,200	1,882,600	10,400
501114 Dry Cleaning	7,400	7,400	0
501144 Court Time	6,100	6,100	0
501150 Overtime	95,100	75,100	(20,000)
501151 Shift Premium	2,400	2,400	0
501192 Terminal Allowance	119,100	119,100	0
501401 Salary Benefits	406,100	426,400	20,300
502112 Employee Development & Travel	28,600	28,600	0
502132 Basic Telephone Bill	11,500	11,500	0
502133 Data Communications	1,200	1,200	0
502134 Cellular Phones	4,800	4,800	0
502135 Long Distance Calls	700	700	0
502139 Pagers	500	500	0
502330 Professional Services	2,000	2,000	0
502373 Insurance	5,000	5,000	0
502694 Print Service Systems (Photocopiers)	2,400	2,400	0
502899 Police Related Services	6,300	6,300	0
505478 Personal/Safety Supplies/Clothing	25,200	25,200	0
505479 Personal & Safety Equipment	21,000	21,000	0
505981 Police Related Supplies	4,700	4,700	0
505990 Office Supplies	1,000	1,000	0
507330 Reserve Funds - VEP & General	21,200	21,200	0
407005 General Other Revenue	(2,962,300)	(2,962,000)	300
	(\$303,800)	(\$292,800)	\$11,000

Department: *OTTAWA POLICE SERVICE*

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Divisional Support - CIS</u>			
501110 Compensation	1,333,100	1,618,700	285,600
501113 Clothing Allowance	4,100	4,100	0
501114 Dry Cleaning	3,500	3,500	0
501144 Court Time	4,800	4,800	0
501150 Overtime	1,000	1,000	0
501401 Salary Benefits	302,300	381,500	79,200
502112 Employee Development & Travel	15,400	15,400	0
502131 Cablevision & Communications	1,600	0	(1,600)
502394 Receptions & Luncheons	900	900	0
502395 Memberships	2,000	0	(2,000)
502899 Police Related Services		0	0
505981 Police Related Supplies	300	300	0
505989 Publications / Printed Matter	1,100	500	(600)
505990 Office Supplies	47,000	47,400	400
506173 Fixed Assets - Furniture & Equip.	1,800	0	(1,800)
506176 Fixed Assets - Police Equipment	10,000	10,000	0
509994 One time funding requests		0	0
509999 New and Expanded Programs			
407005 General Other Revenue	(100)	0	100
	\$1,728,800	\$2,088,100	\$359,300

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Special Operations CIS</u>			
501059 Statutory Holiday Overtime Expense	5,600	5,600	0
501110 Compensation	7,145,100	6,999,600	(145,500)
501113 Clothing Allowance	68,900	69,900	1,000
501114 Dry Cleaning	23,600	23,900	300
501132 Lieu of Benefits	5,000	5,000	0
501144 Court Time	96,100	96,100	0
501150 Overtime	370,200	384,500	14,300
501151 Shift Premium	3,600	3,600	0
501193 Vacation Pay	3,400	3,400	0
501401 Salary Benefits	1,529,800	1,566,100	36,300
502112 Employee Development & Travel	52,400	68,800	16,400
502132 Basic Telephone Bill	204,600	204,600	0
502134 Cellular Phones	10,000	10,000	0
502210 Advertising, Promotion & Publication	500	0	(500)
502330 Professional Services	4,300	10,000	5,700
502394 Receptions & Luncheons	400	400	0
502395 Memberships	1,200	1,200	0
502478 Misc. Repair and Maintenance	45,000	45,000	0
502610 Property Leases	6,500	6,500	0
502620 Rentals - Vehicles & Equipment	120,000	120,000	0
502899 Police Related Services	31,200	35,000	3,800
502912 Licences & Permits	1,000	1,000	0
505343 Fuels & Lubricants	50,000	35,000	(15,000)
505478 Personal/Safety Supplies/Clothing	4,000	4,000	0
505776 Investigative Supplies	283,100	283,100	0
505981 Police Related Supplies	53,000	52,800	(200)
505989 Publications / Printed Matter	1,500	800	(700)
506176 Fixed Assets - Police Equipment	49,000	89,000	40,000
509993 Fleet Requests - Capital			
509998 Other Capital		0	0
	\$10,169,000	\$10,124,900	(\$44,100)

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Major Case Investigations</u>			
501059 Statutory Holiday Overtime Expense	23,300	23,300	0
501110 Compensation	7,988,600	7,914,300	(74,300)
501113 Clothing Allowance	82,500	85,600	3,100
501114 Dry Cleaning	28,900	29,400	500
501144 Court Time	288,600	288,600	0
501150 Overtime	437,700	437,700	0
501151 Shift Premium	7,800	7,800	0
501401 Salary Benefits	1,798,100	1,860,800	62,700
502112 Employee Development & Travel	57,200	66,700	9,500
502210 Advertising, Promotion & Publication	900	900	0
502330 Professional Services		700	700
502394 Receptions & Luncheons	1,500	1,500	0
502395 Memberships	700	700	0
502899 Police Related Services	3,000	3,000	0
505776 Investigative Supplies	8,500	8,500	0
505981 Police Related Supplies	16,600	15,600	(1,000)
505989 Publications / Printed Matter	3,500	1,700	(1,800)
506175 Fixed Assets - Computers & Peripherals		0	0
506176 Fixed Assets - Police Equipment	31,200	20,800	(10,400)
509992 Computer Hardware & Software		0	0
509996 Cell Phones and Pagers		0	0
	\$10,778,600	\$10,767,600	(\$11,000)

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Investigative Support</u>			
501059 Statutory Holiday Overtime Expense	21,400	21,400	0
501110 Compensation	8,166,500	8,210,400	43,900
501113 Clothing Allowance	77,300	84,600	7,300
501114 Dry Cleaning	32,400	32,200	(200)
501144 Court Time	86,100	86,100	0
501150 Overtime	250,000	250,000	0
501151 Shift Premium	3,400	3,400	0
501401 Salary Benefits	1,831,700	1,915,700	84,000
502112 Employee Development & Travel	66,400	117,100	50,700
502115 Car Mileage	300	300	0
502210 Advertising, Promotion & Publication	1,000	1,000	0
502330 Professional Services	13,300	16,300	3,000
502373 Insurance	200	200	0
502394 Receptions & Luncheons	2,400	1,700	(700)
502395 Memberships	3,700	5,300	1,600
502473 R & M - Office Equipment	8,100	9,000	900
502474 Software / Hardware Maintenance	4,400	4,400	0
502612 Equipment Leases		99,900	99,900
502620 Rentals - Vehicles & Equipment	1,000	1,200	200
502899 Police Related Services	27,900	15,700	(12,200)
505478 Personal/Safety Supplies/Clothing	400	400	0
505770 Laboratory Supplies	25,000	25,000	0
505776 Investigative Supplies	40,000	50,000	10,000
505981 Police Related Supplies	92,400	86,700	(5,700)
505989 Publications / Printed Matter	2,600	1,600	(1,000)
505990 Office Supplies	400	0	(400)
506176 Fixed Assets - Police Equipment	38,800	29,200	(9,600)
509992 Computer Hardware & Software		0	0
509993 Fleet Requests - Capital		0	0
509999 New and Expanded Programs		0	0
402007 Provincial Conditional Transfers	(540,000)	(440,000)	100,000
407081 Revenue - Secondment Revenue	(280,000)	(280,000)	0
	\$9,977,100	\$10,348,800	\$371,700

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Patrol Services Divisional Support</u>			
501059 Statutory Holiday Overtime Expense	491,100	491,100	0
501110 Compensation	2,311,000	1,883,000	(428,000)
501113 Clothing Allowance	1,400	1,100	(300)
501114 Dry Cleaning	6,300	6,400	100
501144 Court Time	1,500	1,500	0
501151 Shift Premium	127,900	127,900	0
501401 Salary Benefits	389,000	408,500	19,500
502112 Employee Development & Travel	4,000	5,000	1,000
502115 Car Mileage	100	100	0
502394 Receptions & Luncheons	1,100	1,100	0
502395 Memberships	800	0	(800)
505981 Police Related Supplies	2,000	21,500	19,500
505989 Publications / Printed Matter	200	200	0
505990 Office Supplies	18,700	18,700	0
506176 Fixed Assets - Police Equipment	22,700	13,700	(9,000)
509992 Computer Hardware & Software	0	0	0
	\$3,377,800	\$2,979,800	(\$398,000)

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Patrol Services Central</u>			
501110 Compensation	13,403,500	13,912,000	508,500
501113 Clothing Allowance	13,300	0	(13,300)
501114 Dry Cleaning	59,100	59,200	100
501144 Court Time	225,700	225,700	0
501150 Overtime	79,100	79,100	0
501401 Salary Benefits	3,042,600	3,246,500	203,900
502112 Employee Development & Travel	8,100	8,200	100
502394 Receptions & Luncheons	1,000	1,000	0
502395 Memberships	700	0	(700)
505478 Personal/Safety Supplies/Clothing	1,700	0	(1,700)
505981 Police Related Supplies	3,100	3,100	0
505989 Publications / Printed Matter	600	600	0
	\$16,838,500	\$17,535,400	\$696,900

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Patrol Services East</u>			
501110 Compensation	12,878,600	13,439,100	560,500
501113 Clothing Allowance	8,000	0	(8,000)
501114 Dry Cleaning	56,700	56,800	100
501144 Court Time	150,900	150,900	0
501150 Overtime	103,600	103,600	0
501401 Salary Benefits	2,923,300	3,127,500	204,200
502112 Employee Development & Travel	7,800	8,200	400
502394 Receptions & Luncheons	1,000	1,000	0
502395 Memberships	700	0	(700)
505478 Personal/Safety Supplies/Clothing	1,600	0	(1,600)
505981 Police Related Supplies	3,000	3,100	100
505989 Publications / Printed Matter	500	600	100
	\$16,135,700	\$16,890,800	\$755,100

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Patrol Services West</u>			
501110 Compensation	14,310,600	14,890,100	579,500
501113 Clothing Allowance	6,000	0	(6,000)
501114 Dry Cleaning	62,700	63,400	700
501144 Court Time	149,600	149,600	0
501150 Overtime	106,800	106,800	0
501401 Salary Benefits	3,248,600	3,473,100	224,500
502112 Employee Development & Travel	8,400	8,200	(200)
502394 Receptions & Luncheons	1,000	1,000	0
502395 Memberships	700	0	(700)
505478 Personal/Safety Supplies/Clothing	1,700	0	(1,700)
505981 Police Related Supplies	3,300	3,100	(200)
505989 Publications / Printed Matter	600	600	0
	\$17,900,000	\$18,695,900	\$795,900

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>District Services Divisional Support</u>			
501059 Statutory Holiday Overtime Expense	137,200	137,200	0
501110 Compensation	1,779,800	1,443,000	(336,800)
501113 Clothing Allowance	6,100	1,100	(5,000)
501114 Dry Cleaning	4,200	4,200	0
501132 Lieu of Benefits	600	0	(600)
501144 Court Time	5,100	3,200	(1,900)
501151 Shift Premium	21,000	21,000	0
501193 Vacation Pay	400	0	(400)
501401 Salary Benefits	325,700	339,600	13,900
502112 Employee Development & Travel	8,300	4,000	(4,300)
502115 Car Mileage	900	100	(800)
502394 Receptions & Luncheons	2,000	1,100	(900)
502395 Memberships	1,400	0	(1,400)
502899 Police Related Services	1,100	0	(1,100)
505981 Police Related Supplies	11,400	10,900	(500)
505989 Publications / Printed Matter	200	200	0
505990 Office Supplies	25,600	18,700	(6,900)
506176 Fixed Assets - Police Equipment	30,900	22,700	(8,200)
	\$2,361,900	\$2,007,000	(\$354,900)

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>District Services East</u>			
501059 Statutory Holiday Overtime Expense	0	0	0
501110 Compensation	4,424,600	4,555,600	131,000
501113 Clothing Allowance	10,300	24,700	14,400
501114 Dry Cleaning	18,400	18,400	0
501144 Court Time	43,200	43,200	0
501150 Overtime	45,200	45,200	0
501151 Shift Premium	0	0	0
501401 Salary Benefits	1,004,500	1,062,000	57,500
502112 Employee Development & Travel	10,900	10,900	0
502210 Advertising, Promotion & Publication	1,500	1,500	0
502394 Receptions & Luncheons	6,200	6,200	0
502395 Memberships	700	0	(700)
505981 Police Related Supplies	10,400	11,300	900
505989 Publications / Printed Matter	2,200	2,400	200
505990 Office Supplies	1,000	1,000	0
509992 Computer Hardware & Software	0	0	0
	\$5,579,100	\$5,782,400	\$203,300

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>District Services West</u>			
501059 Statutory Holiday Overtime Expense	0	0	0
501110 Compensation	4,773,900	4,845,200	71,300
501113 Clothing Allowance	18,500	26,700	8,200
501114 Dry Cleaning	19,600	19,600	0
501144 Court Time	62,200	62,200	0
501150 Overtime	51,600	51,600	0
501151 Shift Premium	0	0	0
501401 Salary Benefits	1,083,800	1,122,700	38,900
502112 Employee Development & Travel	11,500	11,500	0
502115 Car Mileage	0	700	700
502210 Advertising, Promotion & Publication	2,100	2,100	0
502394 Receptions & Luncheons	8,300	8,300	0
502395 Memberships	700	0	(700)
505981 Police Related Supplies	13,100	14,500	1,400
505989 Publications / Printed Matter	2,800	3,000	200
505990 Office Supplies	1,400	1,400	0
509992 Computer Hardware & Software	0	0	0
	\$6,049,500	\$6,169,500	\$120,000

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>District Services Central East</u>			
501059 Statutory Holiday Overtime Expense	0	0	0
501110 Compensation	4,163,600	4,354,400	190,800
501113 Clothing Allowance	8,200	30,900	22,700
501114 Dry Cleaning	17,300	17,300	0
501144 Court Time	110,900	110,900	0
501150 Overtime	53,300	53,300	0
501151 Shift Premium	0	0	0
501401 Salary Benefits	945,300	1,011,600	66,300
502112 Employee Development & Travel	10,500	10,500	0
502210 Advertising, Promotion & Publication	600	600	0
502394 Receptions & Luncheons	3,200	3,200	0
502395 Memberships	700	0	(700)
505981 Police Related Supplies	6,600	5,500	(1,100)
505989 Publications / Printed Matter	1,300	1,300	0
505990 Office Supplies	400	400	0
509992 Computer Hardware & Software	0	0	0
	\$5,321,900	\$5,599,900	\$278,000

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>District Services Central West</u>			
501059 Statutory Holiday Overtime Expense	0	0	0
501110 Compensation	2,871,400	2,900,600	29,200
501113 Clothing Allowance	5,100	0	(5,100)
501114 Dry Cleaning	12,000	12,000	0
501144 Court Time	55,400	55,400	0
501150 Overtime	12,500	12,500	0
501151 Shift Premium	0	0	0
501401 Salary Benefits	651,900	678,100	26,200
502112 Employee Development & Travel	8,100	8,100	0
502210 Advertising, Promotion & Publication	600	600	0
502394 Receptions & Luncheons	2,800	2,600	(200)
502395 Memberships	700	0	(700)
505981 Police Related Supplies	5,300	5,100	(200)
505989 Publications / Printed Matter	1,300	1,100	(200)
505990 Office Supplies	400	400	0
	\$3,627,500	\$3,676,500	\$49,000

Department: OTTAWA POLICE SERVICE

	2010 Budget	2011 Budget	Increase (Decrease)
<u>District Services District Support</u>			
501059 Statutory Holiday Overtime Expense	3,500	3,500	0
501110 Compensation	8,164,100	8,287,100	123,000
501113 Clothing Allowance	26,600	34,100	7,500
501114 Dry Cleaning	32,800	32,800	0
501144 Court Time	41,500	41,500	0
501150 Overtime	39,900	39,900	0
501151 Shift Premium	3,100	3,100	0
501193 Vacation Pay	0	2,500	2,500
501401 Salary Benefits	1,839,300	1,923,800	84,500
502112 Employee Development & Travel	19,800	52,500	32,700
502115 Car Mileage	0	1,500	1,500
502210 Advertising, Promotion & Publication	1,500	1,700	200
502394 Receptions & Luncheons	2,700	4,800	2,100
502395 Memberships	700	700	0
502457 R & M - Vehicles & Auto Equipment	7,000	0	(7,000)
502620 Rentals - Vehicles & Equipment	50,000	0	(50,000)
502899 Police Related Services	12,600	2,100	(10,500)
505776 Investigative Supplies	25,000	27,000	2,000
505981 Police Related Supplies	13,300	12,900	(400)
505989 Publications / Printed Matter	1,000	500	(500)
506176 Fixed Assets - Police Equipment	3,500	3,500	0
509991 Facility Related Capital	0	0	0
509992 Computer Hardware & Software	0	0	0
509993 Fleet Requests - Capital	0	0	0
509994 One time funding requests	0	0	0
	\$10,287,900	\$10,475,500	\$187,600

Department: *OTTAWA POLICE SERVICE*

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Insurance</u>			
502387 Liability Claims	272,300	272,300	0
604167 Insurance	239,700	278,800	39,100
	\$512,000	\$551,100	\$39,100

Department: *OTTAWA POLICE SERVICE*

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Retirement Costs</u>			
501110 Compensation	397,100	397,100	0
501113 Clothing Allowance	1,000	1,000	0
501114 Dry Cleaning	1,000	1,000	0
501123 Unused Annual Leave	740,000	740,000	0
501143 Survivor Benefit	60,000	60,000	0
501150 Overtime	6,000	6,000	0
501192 Terminal Allowance	5,400,000	5,400,000	0
501195 E. I. Rebate	800	800	0
501401 Salary Benefits	210,200	210,200	0
501422 Benefits For Retirees	1,110,000	1,200,000	90,000
	\$7,926,100	\$8,016,100	\$90,000

Department: *OTTAWA POLICE SERVICE*

	2010 Budget	2011 Budget	Increase (Decrease)
<u>Police Debt Charges</u>			
508801 Debt Charges	2,975,000	2,975,000	0
	\$2,975,000	\$2,975,000	\$0
Totals	\$227,935,900	\$242,695,000	\$14,759,100

Draft Budget

Draft Capital
Estimates
Annexes B-1 to B-3

OTTAWA POLICE SERVICE
2011
Draft Budget



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

**Ottawa Police Service
Capital Budget Works In Progress
December 31, 2010**

Capital Project		Budget	Spending Incl. Commitments	Unspent	Status
Project #	Description				
903033	Central Cellblock Expansion	2,670,000	2,657,861	12,139	Project Complete. To be closed for 4th Qtr 2010
903132	AMP 2005	1,346,000	1,346,000	0	Project Complete. To be closed for 4th Qtr 2010
904516	Comm Centre/911 Refit	4,000,000	91,942	3,908,058	Business planning stage started September 2009
Accommodation Master Plan		8,016,000	4,095,803	3,920,197	
904129	Facility Minor Capital - 2007	275,000	275,000	0	Project Complete. To be closed for 4th Qtr 2010
904522	Facility Minor Capital - 2008	390,000	361,959	28,041	\$18k Project Management (committed), \$6k PDC Front Desk, \$12k Greenbank Workstation Fit Up.
904531	2008 Operational Fit-up	1,535,000	1,154,164	380,836	Re-fit of Leased Space 19 Fairmont
905090	Facility Minor Capital - 2009	300,000	62,594	237,406	Held for SDP implementation
905485	Facility Minor Capital - 2010	510,000	218,699	291,301	Chair replacement Program & Projects as identified in the 2010 Budget tabling document
Facility Minor Capital		3,010,000	2,072,416	937,584	
902244	Algonquin Range	650,000	0	650,000	Purchase of remaining portion of the Range per agreement.
903133	Emergency Operations Facility	2,100,000	0	2,100,000	To be moved to South Facility Project
903447	Facility Acquisition - South	28,200,000	66,959	28,133,041	Initiating Site selection and project delivery methodology
903448	Facility Acquisition - West	21,680,000	20,352,411	1,327,589	Project in final stages...projected to come in on budget.
903660	Facility Strategic Plan	55,000	55,000	0	Project Complete. To be closed for 4th Qtr 2010
Facility Acquisition Plan		52,685,000	20,474,370	32,210,630	
903800	BSAC 2006/2007	1,175,000	1,175,000	0	Project Complete. To be closed for 4th Qtr 2010
905089	BSAC Security Upgrades 2009	156,000	156,000	0	Project Complete. To be closed for 4th Qtr 2010
904134	BSAC Security Upgrades 2010	461,000	140,076	320,924	\$171k -Security Enhancements & Upgrades, \$150k - Badgemaster
Building Security and Access Control		1,792,000	1,471,076	320,924	
904130	Facility Lifecycle - 2007	1,550,000	1,550,000	0	Project Complete. To be closed for 4th Qtr 2010
904523	Facility Lifecycle - 2008	1,550,000	1,411,860	138,140	To be completed in 2010, Project funding required.. delays to project experienced due to Elgin electrical review
905091	Facility Lifecycle - 2009	1,240,000	766,490	473,510	Projects ongoing, Delays encountered as work must be sequenced with OPS Facilities to lessen impact on Police Operations
904136	Facility Initiatives-2007	1,045,000	1,045,000	0	Project Complete. To be closed for 4th Qtr 2010
904524	Facility Initiatives-2008	650,000	406,799	243,201	Projects ongoing, Delays encountered as work must be sequenced with OPS Facilities to lessen impact on Police Operations
905092	Facility Initiatives-2009	750,000	483,817	266,183	Projects ongoing, Delays encountered as work must be sequenced with OPS Facilities to lessen impact on Police Operations
904137	Elgin Emergency Generator	2,500,000	0	2,500,000	Replacement of Main Emergency Generator
RPAM Facility Workplan		9,285,000	5,663,966	3,621,034	

**Ottawa Police Service
Capital Budget Works In Progress
December 31, 2010**

Capital Project		Budget	Spending Incl. Commitments	Unspent	Status
Project #	Description				
904518	IT Upgrade & Expansion - 2008	1,340,000	1,152,696	187,304	Hosted Desktops
905096	IT Infrastructure - 2009	1,240,000	1,239,894	106	Project Complete. To be closed for 4th Qtr 2010
905736	IT Infrastructure - 2010	722,000	394,286	327,714	Hardware replacement, Microsoft Exchange upgrade, security assessment and virus software upgrade
905737	IT Storage	960,000	122,179	837,821	Enterprise storage solution for retaining, managing data
905100	IT Applications - 2009	290,000	202,869	87,131	Server replacement/enhancements; DSS Roadmap; other mission critical application upgrades
905739	IT Applications - 2010	420,000	(88,932)	508,932	Upgrades to existing software tools and to invest in new solutions aimed at improved productivity and service delivery; includes \$97,000 recovery from City
905097	Telecommunications - 2009	365,000	242,875	122,125	Telecom Firewall, Security upgrade
905738	Telecommunications - 2010	220,000	85,968	134,032	Upgrades to remote sites, continued growth and expansion of IP telephony infrastructure
904133	IT Strategic Initiatives	1,370,000	450,134	919,866	Improvements to IT service delivery and upgrades to existing infrastructure
905093	Collision Reporting	370,000	0	370,000	New electronic platform for collision reporting
905235	Livescan & Mugshot System	327,000	306,973	20,027	
Information Technology & Telecommunications		7,624,000	4,108,943	3,515,057	
904725	Wireless Voice and Data	350,000	339,470	10,530	Project complete. To be closed 1st Qtr 2011.
Wireless Voice and Data (CDPD)		350,000	339,470	10,530	
904125	IT Mobile Workstations-2007/2008	2,045,000	939,141	1,105,859	\$425K for motorcycles and remainder for cars, along with 2010/2011 request
905095	IT Mobile Workstations-2010/2011	1,400,000	(23,000)	1,423,000	Continuation of in-car mobile workstation replacement program; includes \$23,000 recovery from City
Mobile Workstations		3,445,000	916,141	2,528,859	
505735	Vehicle Replacement - 2010	3,578,000	3,299,386	278,614	PO issued for 2011 model
Vehicle Replacement		3,578,000	3,299,386	278,614	
905101	Strategic Growth Initiative 2009	300,000	101,480	198,520	held for SDP implementation
903806	Strategic Growth Initiative 2010	300,000	11,970	288,030	held for SDP implementation
903450	Portable Radio Replacement	10,540,000	195,687	10,344,313	Phase 1 of radio upgrade
903452	OPS Share of Radio System	2,900,000	0	2,900,000	Working in partnership with the City of Ottawa, to upgrade existing radio network infrastructure
904420	2007 Ottawa Police Operational	312,000	300,568	11,432	
905103	2010 Ottawa Police Operational	318,000	138,164	179,836	For purchase of electronic control devices, JEPP Grant request, Laser and Glock handguns
Other Projects		14,670,000	747,869	13,922,131	
Report Total		104,455,000	43,189,439	61,265,561	

OTTAWA POLICE SERVICE
2011
Draft Budget

2011 to 2020 Capital Forecast
Annex B-2

2011 - 2020 CAPITAL FORECAST
(000's)

Department: Ottawa Police Service		Budget										Total Estimate					
		Guideline	2011	2012	2013	2014	2015	2016	2017	2018	2019		2020				
AUTHORITY SUMMARY																	
Category / Project Title																	
Renewal of Assets																	
Fleet Program	3,543	2,543	2,893	2,893	2,893	2,893	2,893	2,893	2,893	2,893	2,893	2,893	2,893	2,893	2,893	2,893	28,580
IT Mobile Workstations	1,300	2,060	-	5,000	-	5,000	-	5,000	-	5,000	-	5,000	-	5,000	-	5,000	17,060
IT Infrastructure	1,040	1,037	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,037
IT Storage	1,025	1,255	500	500	500	500	500	500	500	500	500	500	500	500	500	500	5,755
IT Telecommunication	585	420	400	400	400	400	400	400	400	400	400	400	400	400	400	400	4,020
IT Applications	1,550	382	500	500	500	500	500	500	500	500	500	500	500	500	500	500	4,882
Portable Radio Replacement	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	11,000
Building Security Access Control Upgrades	220	272	230	240	240	250	270	270	270	270	270	270	270	270	270	270	2,647
Facility Minor Capital Projects	335	440	440	440	440	440	440	440	440	440	440	440	440	440	440	440	4,610
Facility Lifecycle	2,000	2,039	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	21,839
Cellblock - Security Replacement	-	350	-	-	-	-	-	-	-	-	-	-	-	-	-	-	350
Greenbank Cladding *	2,000	-	4,438	-	-	-	-	-	-	-	-	-	-	-	-	-	4,438
Subtotal Renewal of Assets	13,598	10,798	12,601	8,173	13,183	8,193	8,203	8,203	8,213	8,218	8,218	8,218	8,218	8,218	8,218	24,428	115,218
Growth																	
Facility Acquisition - South *	12,100	-	24,200	-	-	-	-	-	-	-	-	-	-	-	-	-	24,200
Communication Centre Equipment *	-	-	5,000	-	-	-	-	-	-	-	-	-	-	-	-	-	5,000
Facility - Central Patrol Facility *	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	30,000
Subtotal Growth	12,100	-	29,200	-	-	30,000	-	-	-	-	-	-	-	-	-	-	59,200
Strategic Initiatives																	
Strategic Growth Initiative	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	3,000
Business Transformation	-	2,275	-	1,000	-	1,000	-	1,000	-	1,000	-	1,000	-	1,000	-	1,000	6,275
OPS Specialized Equipment	300	215	300	300	300	300	300	300	300	300	300	300	300	300	300	300	2,915
Facility Strategic Plan - Greenbank/Lefrim Refit %	-	650	300	300	-	2,000	2,000	2,000	-	-	-	-	-	-	-	-	5,250
Elgin Refit %	-	-	-	-	14,000	-	-	-	-	-	-	-	-	-	-	-	14,000
Swansea Refit *	-	-	-	-	-	-	10,000	-	-	-	-	-	-	-	-	-	10,000
Professional Development Expansion *	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10,000
Facility Initiatives	750	655	750	750	750	750	750	750	750	750	750	750	750	750	750	750	7,405
Subtotal Strategic Initiatives	1,350	4,095	1,650	2,650	25,350	4,350	13,350	13,350	1,350	2,350	1,350	2,350	2,350	1,350	1,350	1,350	58,845
Total	27,048	14,893	43,451	10,823	38,533	42,543	21,553	21,553	9,563	10,568	9,563	10,568	10,568	25,778	25,778	233,263	
FUNDING PLAN																	
General Capital Reserve Fund	9,405	12,350	6,920	7,930	18,640	8,650	7,660	7,660	6,670	7,675	6,670	7,675	7,675	22,885	22,885	112,045	
Fleet Replacement Reserve Fund	3,293	2,293	2,643	2,643	2,643	2,643	2,643	2,643	2,593	2,593	2,593	2,593	2,593	2,593	2,593	25,880	
Debt	11,325	-	33,638	-	17,000	31,000	11,000	-	-	-	-	-	-	-	-	-	92,638
Development Charges	2,775	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue	250	250	250	250	250	250	250	250	300	300	300	300	300	300	300	2,700	
Total	27,048	14,893	43,451	10,823	38,533	42,543	21,553	21,553	9,563	10,568	9,563	10,568	10,568	25,778	25,778	233,263	

* full debt financing

% full or partial debt financing

OTTAWA POLICE SERVICE
2011
Draft Budget

2011 Capital Budget Project Requests
Annex B-3
Renewal of Assets

**2011 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

Project: Fleet Program Project Number: 906046 Branch: Ottawa Police Service Ward: CW Category: Renewal of Assets Year of Completion: 2011	2011 Project Request	2,543
	Three Year Forecast	8,679
	Previous Budget Authority	0
	Total	11,222

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

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

The 2011 Program includes four additions to the fleet, following senior management review of operational needs in conjunction with the standards of the Authorized Vehicle Allocation Plan.

Scheduled purchase for 2011 include:

Police Package Cars	18
Vans/Unmarked Cars	27
Small Trucks/Speciality	6
Motorcycles	1
Additions to the Fleet	4
Total	<u>56</u>

	2011	2012	2013	2014
Project Request	2,543	2,893	2,893	2,893
Funding				
OPS Fleet Replacement Reserve Fund	2,293	2,643	2,643	2,643
OPS Capital Reserve Fund	0	0	0	0
Other Revenue	250	250	250	250

**2011 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

Project: IT Mobile Workstations Project Number: 906047 Branch: Ottawa Police Service Ward: CW Category: Renewal of Assets Year of Completion: 2011	2011 Project Request	2,060
	Three Year Forecast	5,000
	Previous Budget Authority	0
	Total	7,060

The current inventory of approximately 200 in-car mobile workstations (notebook computers) has reached the end of its operational life. Accordingly, this project aims to provide new replacement mobile workstations using a phased approach. The replacement computers will be selected following an examination of operational and technical requirements, as well as an evaluation of available product offerings and up-to-date technologies.

Additionally, a review of ergonomic factors and mounting designs will be conducted, particularly in light of the car manufacturer's elimination of the Crown Victoria Police Interceptor vehicle from production in 2011.

	2011	2012	2013	2014
Project Request	2,060	0	0	5,000
Funding OPS General Capital Reserve Fund	2,060	0	0	5,000

**2011 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

Project: IT Infrastructure Project Number: 906048 Branch: Ottawa Police Service Ward: CW Category: Renewal of Assets Year of Completion: 2011	2011 Project Request	1,037
	Three Year Forecast	3,000
	Previous Budget Authority	0
	Total	4,037

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

Funding in the amount of \$1.037 million for 2011 has been identified for the replacement of workstations and peripherals, and the upgrade of security and network software. The three-year forecast includes the expansion of secure wireless technology throughout the OPS.

2011 Major Initiatives:

- Hardware replacement (Desktops, Laptops, Printers, Monitors)
- Microsoft Exchange 2007 upgrade (email server)
- Infrastructure security assessment and virus software upgrade

	2011	2012	2013	2014
Project Request	1,037	1,000	1,000	1,000
Funding OPS General Capital Reserve Fund	1,037	1,000	1,000	1,000

**2011 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

Project: IT Storage Project Number: 906049 Branch: Ottawa Police Service Ward: CW Category: Renewal of Assets Year of Completion: 2011	2011 Project Request	1,255
	Three Year Forecast	1,500
	Previous Budget Authority	0
	Total	2,755

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

2011 Major Initiatives:

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

	2011	2012	2013	2014
Project Request	1,255	500	500	500
Funding OPS General Capital Reserve Fund	1,255	500	500	500

**2011 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

Project: IT Telecommunication Project Number: 906210 Branch: Ottawa Police Service Ward: CW Category: Renewal of Assets Year of Completion: 2011	2011 Project Request	420
	Three Year Forecast	1,200
	Previous Budget Authority	0
	Total	1,620

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

2011 Major Initiatives:

- VoIP Infrastructure at Greenbank
- VoIP Recording capability – Greenbank
- Server to back up voice services databases
- Replacement of OPS network switch
- Self Serve Voice Mail Password resets
- Mobile X - Extending desktop extensions to cell phones (300 users)
- Wireless Hardware replacement for Cells & BB's
- VoIP at 4 - 5 remote sites
- IVR at 613-236-1222

	2011	2012	2013	2014
Project Request	420	400	400	400
Funding OPS General Capital Reserve Fund	420	400	400	400

**2011 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

Project: IT Applications Project Number: 906211 Branch: Ottawa Police Service Ward: CW Category: Renewal of Assets Year of Completion: 2011	2011 Project Request	382
	Three Year Forecast	1,500
	Previous Budget Authority	0
	Total	1,882

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

2011 Major Initiatives:

- VGI (Versaterm Geographical Interface)
- VCAP (Victim of Crime Analysis Program)
- CAD (Computer Aided Dispatching) 7.3 upgrade
- MDT (Mobil Data Terminal) 7.3/MRE (Mobil Report Entry) 7.2 upgrade
- E-Ticketing enhancements
- Data Warehouse upgrade
- RMS (Records Management System) upgrade
- RMS Interface with Major Case Management
- Other applications upgrades

	2011	2012	2013	2014
Project Request	382	500	500	500
Funding OPS General Capital Reserve Fund	382	500	500	500

**2011 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

Project: Building Security Access Control Upgrades Project Number: 906164 Branch: Ottawa Police Service Ward: CW Category: Renewal of Assets Year of Completion: 2011	2011 Project Request	272
	Three Year Forecast	720
	Previous Budget Authority	0
	Total	992

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

In 2011, funding in the amount of \$272,000 is required for ongoing maintenance and enhancements to installations at existing facilities. This funding is essential to maintain and protect the OPS's investment in its ISMS building security systems.

	2011	2012	2013	2014
Project Request	272	230	240	250
Funding OPS General Capital Reserve Fund	272	230	240	250

**2011 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

Project: Facility Minor Capital Projects Project Number: 906165 Branch: Ottawa Police Service Ward: CW Category: Renewal of Assets Year of Completion: 2011	2011 Project Request	440
	Three Year Forecast	1,320
	Previous Budget Authority	0
	Total	1,760

This project provides ongoing capital funding to allow the OPS Facilities staff to perform required re-fits to meet operational needs and ensure that existing spaces are utilized to their fullest.

2011 Minor Capital Projects

- Chair Replacement Program
- 474 Elgin 3rd Floor Reconfiguration
- Fire Safety Plan
- Court Liaison Carpet Replacement
- Fitness Room Floor Replacement
- Funding to Implement Requirements Relating to Bill 168
- Elgin Lobby Seating
- Elgin 3rd Floor Boardroom Renovations
- Provision to Cover CPC Move and Fit Up Costs

	2011	2012	2013	2014
Project Request	440	440	440	440
Funding OPS General Capital Reserve Fund	440	440	440	440

**2011 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

Project: Facility Lifecycle Project Number: 905486 Branch: Ottawa Police Service Ward: CW Category: Renewal of Assets Year of Completion: 2011	2011 Project Request	2,039
	Three Year Forecast	6,600
	Previous Budget Authority	0
	Total	8,639

The Facility Lifecycle Project is designed to ensure that the Service's owned facilities at 474 Elgin, 245 Greenbank Road, 2799 Swansea Crescent, 3343 St Joseph Blvd. 211 Huntmar and 4561 Bank Street are properly maintained to standards established by the City of Ottawa. These expenditures represent a significant investment and are focused on maintaining or enhancing the useful life of the buildings. The 2011 Work plan amounts to \$2.04 million and includes the following (partial listing of projects):

Greenbank:

- Locker Room/Shower Room refit.
- Temporary Repairs to Masonry Cladding.
- Replacement of Electric Unit Heaters
- Upgrades to Existing Elevator Cabs
- Exterior Caulking

Elgin:

- Membrane & Topping Replacement (Phase 1 of 4).
- Drive Lane Membrane Repairs.
- UPS Battery replacement
- Replace Range Supply AHU

Bank:

- Roof Replacement.
- Replace exterior Doors

St Joseph:

- South Roof Repairs.
- Replace Front Lobby tiles.

Swansea:

- Sprinkler Installation

	2011	2012	2013	2014
Project Request	2,039	2,200	2,200	2,200
Funding OPS General Capital Reserve Fund	2,039	2,200	2,200	2,200

**2011 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

Project: Cellblock – Security Replacement Project Number: 906220 Branch: Ottawa Police Service Ward: CW Category: Renewal of Assets Year of Completion: 2011	2011 Project Request	350
	Three Year Forecast	0
	Previous Budget Authority	0
	Total	350

A surveillance camera system was installed at the Elgin Street Cellblock as part of the 2005 renovation. Comprised of 89 separate cameras, the system was designed to provide video coverage of the entire facility, from the cellblock to the individual cells. The cellblock is video-recorded 24 / 7, except for the individual cells, which are recorded at the discretion of the Cellblock Sergeant when required.

The video recordings are maintained and secured in a separate high-security area. The OPS has a Video Storage Clerk who oversees the video equipment and prepares video tapes for court or review purposes. There is presently no audio component to the system.

The new audio/ video monitoring system will provide necessary monitoring coverage that will assist in providing evidentiary value not only for judicial matters but for internal investigations (PSS) as well. The audio/video system will provide monitoring of the sallyport, NCO booking area, Special Constable booking area, hallways of the cellblocks, and the breathalyser / Drug Recognition rooms.

The project will also include providing audio/video monitoring capabilities at other OPS facilities that house temporary holding facilities. These include the Airport, Huntmar Station, Provincial Offences Court and ScotiaBank Place.

	2011	2012	2013	2014
Project Request	350	0	0	0
Funding OPS General Capital Reserve Fund	350	0	0	0

2011 Capital Budget Project Requests
Annex B-3
Strategic Initiatives

**2011 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

Project: Strategic Growth Initiative Project Number: 906212 Branch: Ottawa Police Service Ward: CW Category: Strategic Initiatives Year of Completion: 2011	2011 Project Request	300
	Three Year Forecast	900
	Previous Budget Authority	0
	Total	1,200

The project provides for the capital equipment needs emanating from the positions added to the Police Service through the 2010 SGI Plan (Strategic Growth Initiative). Under the plan, 23 civilian positions were added to the OPS in 2010.

These civilian positions were approved for staffing in the fourth quarter of 2010. The capital requirements for those positions are largely in the area of office equipment and fit-up and fall into 2011.

	2011	2012	2013	2014
Project Request	300	300	300	300
Funding OPS General Capital Reserve Fund	300	300	300	300

**2011 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

Project: Business Transformation Project Number: 906213 Branch: Ottawa Police Service Ward: CW Category: Strategic Initiatives Year of Completion: 2011	2011 Project Request	2,275
	Three Year Forecast	1,000
	Previous Budget Authority	0
	Total	3,275

These new projects are aimed at improving service delivery and upgrades to existing processes, systems and infrastructure. These projects include:

- Criminal Records Check process
- Collision Reporting Centres
- Client Self-reporting (Coplogic)
- E-disclosure/Electronic Documentation Integration
- Enterprise Risk Management
- Workforce Management
- Inventory Management software for Quartermaster
- Document classification system

	2011	2012	2013	2014
Project Request	2,275	0	1,000	0
Funding OPS General Capital Reserve Fund	2,275	0	1,000	0

**2011 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

Project: OPS Specialized Equipment Project Number: 906214 Branch: Ottawa Police Service Ward: CW Category: Strategic Initiatives Year of Completion: 2011	2011 Project Request	215
	Three Year Forecast	900
	Previous Budget Authority	0
	Total	1,115

This project provides funding for specific operational priorities of the Ottawa police in 2011.

The initiatives include:

Cameras \$150,000

The fleet of OPS cameras and related equipment (lenses, flashes, batteries etc) require repair, maintenance, updates, and replacement. Funds are required to remain operationally effective until the organizational camera standardization process can be executed.

Marine safety equipment \$65,000

In order to provide a more robust response during marine rescues, these funds will be used to outfit approximately 200 cars with personal floatation devices, throw bags and throw sticks.

	2011	2012	2013	2014
Project Request	215	300	300	300
Funding OPS General Capital Reserve Fund	215	300	300	300

**2011 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

Project: Facility Strategic Plan Project Number: 906166 Branch: Ottawa Police Service Ward: CW Category: Strategic Initiatives Year of Completion: 2011	2011 Project Request	650
	Three Year Forecast	600
	Previous Budget Authority	0
	Total	1,250

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

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

In the time since the finalization of the AMP the OPS has added new facilities to its portfolio, revised its service delivery model, and grown substantially to the point that the Service needs to address the functional use of its facilities. Projects identified for 2011 – 2016 are as follows.

2011:

- Fleet Relocation to Swansea Crescent.
- Interim Space refits – Elgin & Greenbank.

2012:

- Relocation of QM to Swansea Crescent.

2013:

- Fit up of Space for Records Section at Swansea.

2015:

- Major Refit of Space at Greenbank.

2016:

- Major Refit of Space at Leitrim

	2011	2012	2013	2014
Project Request	650	300	300	0
Funding OPS General Capital Reserve Fund	650	300	300	0

**2011 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

Project: Facility Initiatives Project Number: 905488 Branch: Ottawa Police Service Ward: CW Category: Strategic Initiatives Year of Completion: 2011	2011 Project Request	655
	Three Year Forecast	2,250
	Previous Budget Authority	0
	Total	2,905

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

The 2011 Work plan includes the following:

Elgin:

- Secondary Water Connection.
- Cell Door Replacement

CPC:

- Facility & Furniture Improvements at OPS CPC's (citywide)

OPS Wide:

- Divisional Facility Upgrades (as identified in the OPS Security Review)

	2011	2012	2013	2014
Project Request	655	750	750	750
Funding OPS General Capital Reserve Fund	655	750	750	750

