



Ottawa

Draft

BUDGET

2025

Investing in what matters, fighting for affordability

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Elected Officials 2025 Service Area Summary

The Mayor and all 24 City Councillors are given a Constituency Services Budget with which to run their offices. The Constituency Services Budget is used for such things as community events, sponsorships and donations, advertising and office supplies. The budget is also used to pay political staff and individuals who provide professional assistance to a Member of Council's Office. Expenditures are governed by the Council Expense Policy.

Programs/Services Offered

In accordance with the *Municipal Act, 2001*:

- Support the Statutory Role of Council, which includes but is not limited to:
 - Represent the public and consider the well-being and interests of the municipality
 - Develop and evaluate policies and programs and determine which services the municipality provides
 - Maintain the financial integrity of the municipality
 - Administrative and controllership policies to implement decisions of Council, and
 - Accountability and transparency of City's operations including the activities of senior management

- Support the Statutory Role of the Mayor, which includes but is not limited to:
 - Preside over Council meetings to ensure business is carried out efficiently and effectively
 - Provide information and recommendations to Council with respect to the role of Council concerning its administrative and controllership policies as well as the accountability and transparency of the City's operations; and
 - Provide information and recommendations to Council with respect to the role of Council concerning its administrative and controllership policies as well as the accountability and transparency of the City's operations; and
 - Uphold and promote purposes of the municipality as a representative of the municipality locally, nationally and internationally

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

	2023	2024		2025	\$ Change over 2024 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Mayor's Office	910	1,001	1,001	1,022	21
Constituency Services & Administration	12,875	13,591	13,591	13,885	294
Provision for Surplus	0	(550)	(550)	(550)	0
Gross Expenditure	13,785	14,041	14,041	14,356	315
Recoveries & Allocations	(6)	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	13,779	14,041	14,041	14,356	315
Expenditures by Type					
Salaries, Wages & Benefits	11,951	12,429	12,429	12,744	315
Overtime	20	0	0	0	0
Material & Services	1,574	1,254	1,254	1,254	0
Transfers/Grants/Financial Charges	142	242	242	242	0
Fleet Costs	12	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	86	116	116	116	0
Gross Expenditures	13,785	14,041	14,041	14,356	315
Recoveries & Allocations	(6)	0	0	0	0
Net Expenditure	13,779	14,041	14,041	14,356	315
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	13,779	14,041	14,041	14,356	315
Full Time Equivalents			0.00	0.00	0.00

Office of the City Clerk 2025 Service Area Summary

The City Clerk function ensures that all statutory obligations are administered to fully comply with Provincial legislation and City Council policy and by-laws (e.g., elections, access to information and privacy, information management, accessibility, French Language Services, archives, Council meetings, support for the Statutory Officers, including the Integrity Commissioner, etc.).

The Office provides governance support to elected officials and all departments. When requested, it provides guidance to some boards and commissions, such as to the Ottawa Police Services Board, Ottawa Board of Health, Committee of Adjustment and the Ottawa Public Library.

Programs/Services Offered

- Support to City Council meetings and provision of staff resources to Standing and Advisory Committees as well as several boards, pursuant to the *Municipal Act, 2001*, the *City of Ottawa Act, 1999* and related provincial statutes.
- Administration of the Accountability Framework (e.g. the Lobbyist Registry, Public Disclosure of Elected Officials' Office Expenses, support to Integrity Commissioner, etc.), governance policies and procedures.
- Point of contact on all matters of protocol between the City and federal, provincial and municipal governments, offices of government officials, diplomatic missions, military, civic, cultural and religious organizations as well as responsibility for a wide range of Protocol activities that include events, issuance of proclamations, courtesy calls with the Mayor, visiting delegations, flag protocol, gift bank and Council presentations.
- Fulfilling legislated and advisory responsibilities relating to elections and by-elections pursuant to the *Municipal Elections Act, 1996* as well as access to information and protection of privacy in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*, the *Personal Health Information Protection Act* and related provincial statutes and regulations.
- Providing advice and monitoring matters of accessibility, disability and the *Accessibility for Ontarians with Disabilities Act, 2005*.

- Identifying, preserving, and providing public access to archival records through the City of Ottawa Archives.
- Providing administrative support to elected officials, particularly in areas of finance, human resources, information technology and access to information requests.
- Providing advice to City staff on the implementation of the Bilingualism Policy; assisting departments in developing, implementing and evaluating programs and services offered in French; working with internal stakeholders to ensure a Francophone lens is applied when planning for municipal projects; providing advice on best practices related to French-language services delivery in support of the Service Excellence Through Innovation Council priority.
- Handling City-wide complaints pertaining to French-language services and providing translation and interpretation services to the corporation.
- Developing, monitoring and maintaining Corporate and departmental information management policies; design and maintenance of the corporate records classifications and the City's Retention and Disposition By-law pursuant to the *Municipal Act, 2001*.
- Processing printing requests, and delivering internal mail, coordinating courier services and processing external mail for the City and the Ottawa Police Service.
- Business support services related to a wide range of corporate initiatives and shared services.

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

	2023	2024		2025	\$ Change over 2024 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Office of the City Clerk	24,888	25,884	25,884	27,089	1,205
Gross Expenditure	24,888	25,884	25,884	27,089	1,205
Recoveries & Allocations	(2,937)	(3,044)	(3,044)	(3,044)	0
Revenue	(1,622)	(2,022)	(2,022)	(2,459)	(437)
Net Requirement	20,329	20,818	20,818	21,586	768
Expenditures by Type					
Salaries, Wages & Benefits	15,967	16,810	16,810	17,893	1,083
Overtime	59	67	67	67	0
Material & Services	7,624	7,246	7,246	7,677	431
Transfers/Grants/Financial Charges	0	340	340	0	(340)
Fleet Costs	107	148	148	148	0
Program Facility Costs	907	941	941	972	31
Other Internal Costs	224	332	332	332	0
Gross Expenditures	24,888	25,884	25,884	27,089	1,205
Recoveries & Allocations	(2,937)	(3,044)	(3,044)	(3,044)	0
Net Expenditure	21,951	22,840	22,840	24,045	1,205
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	(1,587)	(2,013)	(2,013)	(2,450)	(437)
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	(35)	(9)	(9)	(9)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(1,622)	(2,022)	(2,022)	(2,459)	(437)
Net Requirement	20,329	20,818	20,818	21,586	768
Full Time Equivalents			148.55	148.55	0.00

City of Ottawa
City Clerk - User Fees

	2023 Rate \$	2024 Rate \$	2025 Rate \$	% Change Over 2024	% Change Over 2023	Effective Date	2025 Revenue (\$000)
Digital Prints, B&W or Colour							
Up to 8 x 10	21.26	21.68	22.22	2.5%	4.5%	01-Jan-25	
On archival paper (add)	2.02	2.06	2.11	2.5%	4.5%	01-Jan-25	
11 x 14 or 16 x 20	57.44	58.58	60.05	2.5%	4.6%	01-Jan-25	
20 x 24	86.15	87.87	90.07	2.5%	4.6%	01-Jan-25	
On archival paper (add)	6.89	7.02	7.20	2.5%	4.6%	01-Jan-25	
Oversize photographs, black and white (per sq. ft)	21.26	21.68	22.22	2.5%	4.5%	01-Jan-25	
Oversize photographs, col. (per sq. ft)	21.26	21.68	22.22	2.5%	4.5%	01-Jan-25	
Frame (11 x 14) + mat	42.45	43.30	44.38	2.5%	4.5%	01-Jan-25	
Rush surcharge	50%	50%	100%	100.0%	100.0%	01-Jan-25	
Digital Scans							
Up to 8 x 10 target size, 100 dpi	8.34	8.51	8.72	2.5%	4.5%	01-Jan-25	
Up to 4 x 5 target size, 300 dpi	9.11	9.29	9.52	2.5%	4.5%	01-Jan-25	
Up to 8 x 10 target size, 300 dpi	15.51	15.82	16.22	2.5%	4.5%	01-Jan-25	
Up to 8 x 10 target size, 600 dpi	40.20	41.00	42.03	2.5%	4.6%	01-Jan-25	
Maps & plans, 300 dpi	17.24	17.58	18.02	2.5%	4.5%	01-Jan-25	
Custom photography / scanning (per hour)	42.45	43.30	44.38	2.5%	4.5%	01-Jan-25	
On CD or DVD (add)	2.88	2.93	3.01	2.5%	4.6%	01-Jan-25	
Rush surcharge	50%	50%	50%	0.0%	0.0%	01-Jan-25	
Audio-visual							
Duplication to CD or DVD (supported formats)	21.23	21.65	22.19	2.5%	4.5%	01-Jan-25	
Photocopies							
Photocopying (self-serve)	0.25	0.25	0.30	20.0%	20.0%	01-Jan-25	
Photocopying (large, self-serve)	1.00	1.00	1.00	0.0%	0.0%	01-Jan-25	
Photocopying (by staff)	0.50	0.50	0.50	0.0%	0.0%	01-Jan-25	

City of Ottawa
City Clerk - User Fees

	2023 Rate \$	2024 Rate \$	2025 Rate \$	% Change Over 2024	% Change Over 2023	Effective Date	2025 Revenue (\$000)
Research and Associated Fees							
Research	40.80	41.62	42.66	2.5%	4.6%	01-Jan-25	
Certified True Copy	Free	Free	Free	-	-	01-Jan-25	
Usage fees, commercial / internet publication, still images used in publication per image, non-exclusive, non-transferable, one-time only, single-language							
Fee per image, NFP	Free	Free	Free	-	-	01-Jan-25	
Fee per image, commercial	50.00	51.00	52.02	2.0%	4.0%	01-Jan-25	
Publications							
Individual titles	Cover price	Cover price	Cover price	-	-	01-Jan-25	
Rentals / Other							
Rooms as per existing Facility schedule	per rate	per rate	per rate	-	-	01-Jan-25	
After-hours Security services per Contract rate	-	per rate	per rate	-	-	01-Jan-25	
After-hours Facility services per Facility rate	-	per rate	per rate	-	-	01-Jan-25	
Room rental contract change fee	10.00	10.00	10.20	2.0%	2.0%	01-Jan-25	
Gallery space (commercial rental)	per contract	per contract	per contract	-	-	01-Jan-25	
Exhibit / artifact loan fee (per hour - intake / return)	50.00	50.00	51.00	2.0%	2.0%	01-Jan-25	
Exhibit case rental (per day)	250.00	250.00	255.00	2.0%	2.0%	01-Jan-25	
Exhibition design services (per hour)	50.00	51.00	52.02	2.0%	4.0%	01-Jan-25	
Archival quality boxes (20 cm box, per lot of 25)	60.75	61.97	63.20	2.0%	4.0%	01-Jan-25	
Home Archives Kit	65.00	65.00	66.30	2.0%	2.0%	01-Jan-25	
Deluxe Home Archives Kit	99.00	99.00	99.99	1.0%	1.0%	01-Jan-25	

City Manager's Office

2025 Service Area Summary - Legal Services

Legal Services is a centre of expertise providing high quality, proactive, efficient and cost-effective legal services to a broad range of clients, including all City departments, City Council, and various local boards, including the Ottawa Police Services Board and Ottawa Public Library Board. Legal Services utilizes both in-house and external legal resources to provide a full range of core legal services, in addition to labour relations (collective bargaining, grievance management, etc.) as well as claims and insurance management.

Programs/Services Offered

- Legal and procedural advice, including: legislative drafting, interpretation and application of statutes and by-laws; access to information and privacy law; financial and governance matters; municipal assessment and taxation legal issues
- Corporate and commercial law support, including: review and drafting of contracts, funding agreements; tendering and procurement law advice
- Labour relations support, including: support to management regarding employee issues; leading collective bargaining on behalf of the City; administration of the grievance process; and representation of the City in arbitrations and at tribunals.
- Advocacy on behalf of the City in all forms of litigation, including: civil litigation; prosecutions of charges laid pursuant to the City's by-laws and in respect of other provincial offences; receipt, investigation and adjudication of non-litigated claims against the City; administrative proceedings before provincial and federal tribunals
- Planning and development law advice, including: preparation and review of development-related agreements; processing of real estate transactions involving the City; and, representation of the City in matters before the Local Planning Appeals Tribunal
- Advice and oversight of the City's Insurance programs
- Ethics advice and guidance

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

	2023	2024		2025	\$ Change over 2024 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Legal Services	15,842	14,756	13,976	14,591	615
Gross Expenditure	15,842	14,756	13,976	14,591	615
Recoveries & Allocations	(3,676)	(3,618)	(3,618)	(3,618)	0
Revenue	(7)	0	0	0	0
Net Requirement	12,159	11,138	10,358	10,973	615
Expenditures by Type					
Salaries, Wages & Benefits	10,822	12,255	12,255	12,870	615
Overtime	6	31	31	31	0
Material & Services	4,961	2,413	1,633	1,633	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	53	57	57	57	0
Gross Expenditures	15,842	14,756	13,976	14,591	615
Recoveries & Allocations	(3,676)	(3,618)	(3,618)	(3,618)	0
Net Expenditure	12,166	11,138	10,358	10,973	615
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	(7)	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(7)	0	0	0	0
Net Requirement	12,159	11,138	10,358	10,973	615
Full Time Equivalents			97.00	99.00	2.00

City Manager's Office 2025 Service Area Summary

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

Programs/Services Offered

The City Manager's Office supports the City Manager in:

- Leading the implementation of City Council decisions
- Facilitating responsiveness and access in all areas of programs, services and policy development
- Providing leadership by working to maintain the integrity of the organization
- Promoting and advancing Council direction to other levels of government and external organizations
- Providing advice and information to Council, staff and senior management
- Establishing the corporation's administrative governance structure and processes
- Providing policy and strategic advice to Council in key areas and activities, including upper-tier legislation and its implications on City operations
- Fostering intergovernmental relations, including participation in provincial, national and international municipal associations, such as the Association of Ontario Municipalities (AMO), the Federation of Canadian Municipalities (FCM), the Mayors and Regional Chairs of Ontario (MARCO), the Regional Chief Administrative Officers (CAOs), and provincial and federal ministries, etc.
- Point of contact for intergovernmental matters, applying a strategic lens to issues in order to communicate effectively to senior decision makers
- Overseeing the Corporate Legislative Agenda (review and quality control) and enterprise risk management

- Fostering and maintaining the City's relationship with the Office of the Auditor General (OAG), and serving as the Administration's main point of contact with the OAG for audit activities and Fraud and Waste investigations
- Preparing for Council, Finance and Corporate Services Committee and Audit Committee
- Proactively supporting and advancing relations with Council, key stakeholders, and the community at large
- Proactively supporting the City Manager's internal communications and outreach
- Providing leadership in the strategic management of key corporate initiatives, such as the Service Review Program and the City Data Alliance partnership for the development of a Citywide Data Strategy
- Proactively supporting continuous improvement and innovation
- Fostering data informed decision-making and value realization reporting of corporate initiatives

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

	2023	2024		2025	\$ Change over 2024 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
City Manager's Office	3,541	5,063	5,063	5,213	150
Gross Expenditure	3,541	5,063	5,063	5,213	150
Recoveries & Allocations	13	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	3,554	5,063	5,063	5,213	150
Expenditures by Type					
Salaries, Wages & Benefits	3,417	4,840	4,840	4,990	150
Overtime	0	0	0	0	0
Material & Services	90	206	206	206	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	34	18	18	18	0
Gross Expenditures	3,541	5,063	5,063	5,213	150
Recoveries & Allocations	13	0	0	0	0
Net Expenditure	3,554	5,063	5,063	5,213	150
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	3,554	5,063	5,063	5,213	150
Full Time Equivalents			37.00	37.00	0.00

Transit Services Department 2025 Service Area Summary - Rail Construction Program

The role of the Rail Construction Program (RCP) is to lead the close-out of the Stage 1 O-Train Confederation Line Light Rail Transit (LRT) project and lead the construction and implementation of the Stage 2 LRT project.

The O-Train Confederation Line 1 provides rapid and high-quality transit service from Tunney's Pasture Station in the west to Blair Station in the east. The Stage 2 project will extend the Confederation Line from Tunney's Pasture to Baseline Station (Line 3) and Moodie Station in the west, and from Blair Station to Trim Road in the east. Stage 2 LRT will also extend the existing Trillium Line farther south to Limebank Road (Line 2), with a new rail link to the Ottawa Macdonald-Cartier International Airport (Line 4). Several municipal infrastructure projects are bundled with the Stage 2 project along with the delivery of works and activities associated with the City's Memorandum of Understanding with Rideau Transit Group (RTG) to support and maintain the expanded Confederation Line. The Rail Construction Program administers certain contractual matters with the Stage 1 construction consortium, RTG, and the Stage 2 project consortiums, East West Connectors (EWC) and TransitNEXT for the O-Train Confederation Line and Trillium Line expansion project respectively.

Program/Services Offered

- Ensure technical compliance with the Project Agreements requirements for each project.
- Lead the design and construction of the Stage 2 O-Train Confederation and Trillium Line extensions, civil works, environmental controls, traffic and facilities, including stations, tracks and tunnels, rail systems, vehicles, testing and commissioning and integration with the existing system.
- Manage the projects scope, cost and schedule.
- Manage risk, change and dispute resolution.
- Identify land and property requirements.
- Coordinate planning works to support Official Plan (OP) land use goals, Transportation Master Plan (TMP) goals, and arts and culture.

- Coordinate urban design and support business development opportunities.
- Lead all rail related City bundled projects.
- Manage communications for all projects associated with light rail construction, including stakeholder relations and community engagement.
- Administer the Public Art Program for light rail capital projects.
- Administer senior government contribution agreements.
- Oversee completion and administration of related property acquisitions, easements (both temporary and permanent), as well as third party agreements.

City of Ottawa
Transit Services Department
Rail Construction Program Service - Operating Resource Requirement
In Thousands (\$000)

	2023	2024		2025	\$ Change over 2024 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Rail Construction Program Service	11,132	11,793	14,282	16,215	1,933
Gross Expenditure	11,132	11,793	14,282	16,215	1,933
Recoveries & Allocations	(11,132)	(11,788)	(14,277)	(16,210)	(1,933)
Revenue	0	(5)	(5)	(5)	0
Net Requirement	0	0	0	0	0
Expenditures by Type					
Salaries, Wages & Benefits	10,843	11,607	13,787	15,910	2,123
Overtime	272	181	490	300	(190)
Material & Services	0	5	5	5	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	17	0	0	0	0
Gross Expenditures	11,132	11,793	14,282	16,215	1,933
Recoveries & Allocations	(11,132)	(11,788)	(14,277)	(16,210)	(1,933)
Net Expenditure	0	5	5	5	0
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	(5)	(5)	(5)	0
Total Revenue	0	(5)	(5)	(5)	0
Net Requirement	0	0	0	0	0
Full Time Equivalents			7.00	7.00	0.00

City of Ottawa
Transit Services Department
Rail Construction Program Service - User Fees

	2023 Rate \$	2024 Rate \$	2025 Rate \$	% Change Over 2024	% Change Over 2023	Effective Date	2025 Revenue (\$000)
Proximity Fees							
Shoring – Design & Monitoring Plan							
Level 1 Fee	586	598	610	2%	4%	01-Jan-25	
Level 2 Fee	2,342	2,389	2,437	2%	4%	01-Jan-25	
Level 3 Fee	4,685	4,779	4,874	2%	4%	01-Jan-25	
Excavation Support System							
Level 2 Fee	586	598	610	2%	4%	01-Jan-25	
Level 3 Fee	1,757	1,792	1,828	2%	4%	01-Jan-25	
Geotechnical Hydrogeological Analysis							
Level 2 Fee	1,171	1,194	1,218	2%	4%	01-Jan-25	
Level 3 Fee	1,171	1,194	1,218	2%	4%	01-Jan-25	
Groundwater Control Plan							
Level 1 Fee	586	598	610	2%	4%	01-Jan-25	
Level 2 Fee	2,342	2,389	2,437	2%	4%	01-Jan-25	
Level 3 Fee	2,342	2,389	2,437	2%	4%	01-Jan-25	
Waterproofing System							
Level 2 Fee	586	598	610	2%	4%	01-Jan-25	
Level 3 Fee	1,171	1,194	1,218	2%	4%	01-Jan-25	
Structural Analysis –Loading							
Level 2 Fee	2,342	2,389	2,437	2%	4%	01-Jan-25	
Level 3 Fee	2,342	2,389	2,437	2%	4%	01-Jan-25	
Fire Ventilation							
Level 2 Fee	586	598	610	2%	4%	01-Jan-25	
Level 3 Fee	1,171	1,194	1,218	2%	4%	01-Jan-25	
Station Ventilation							
Level 2 Fee	586	598	610	2%	4%	01-Jan-25	
Level 3 Fee	1,171	1,194	1,218	2%	4%	01-Jan-25	
Access Requirements (including AODA)							
Level 1 Fee	586	598	610	2%	4%	01-Jan-25	
Level 2 Fee	586	598	610	2%	4%	01-Jan-25	
Level 3 Fee	878	896	913	2%	4%	01-Jan-25	
Noise and Vibration Study							
Level 1 Fee	586	598	610	2%	4%	01-Jan-25	
Level 2 Fee	1,171	1,194	1,218	2%	4%	01-Jan-25	
Level 3 Fee	2,342	2,389	2,437	2%	4%	01-Jan-25	

City of Ottawa
Transit Services Department
Rail Construction Program Service - User Fees

	2023 Rate \$	2024 Rate \$	2025 Rate \$	% Change Over 2024	% Change Over 2023	Effective Date	2025 Revenue (\$000)
EMI/Stray Current							
Level 2 Fee	586	598	610	2%	4%	01-Jan-25	
Level 3 Fee	586	598	610	2%	4%	01-Jan-25	
Construction Coordination Protocols							
Level 1 Fee	586	598	610	2%	4%	01-Jan-25	
Level 2 Fee	1,757	1,792	1,828	2%	4%	01-Jan-25	
Level 3 Fee	3,514	3,584	3,656	2%	4%	01-Jan-25	
Pre-Post Construction Surveys							
Level 1 Fee	586	598	610	2%	4%	01-Jan-25	
Level 2 Fee	586	598	610	2%	4%	01-Jan-25	
Level 3 Fee	1,757	1,792	1,828	2%	4%	01-Jan-25	
Set-Back Requirements from Structures in the Zone of Influence							
Level 1 Fee	586	598	610	2%	4%	01-Jan-25	
Level 2 Fee	1,171	1,194	1,218	2%	4%	01-Jan-25	
Level 3 Fee	1,757	1,792	1,828	2%	4%	01-Jan-25	
Fire/Smoke Dispersion Analysis							
Level 2 Fee	1,757	1,792	1,828	2%	4%	01-Jan-25	
Level 3 Fee	2,342	2,389	2,437	2%	4%	01-Jan-25	
Crane Swing and Lifting Loads							
Level 1 Fee	586	598	610	2%	4%	01-Jan-25	
Level 2 Fee	1,171	1,194	1,218	2%	4%	01-Jan-25	
Level 3 Fee	1,757	1,792	1,828	2%	4%	01-Jan-25	
Insurance Requirements							
Level 2 Fee	586	598	610	2%	4%	01-Jan-25	
Level 3 Fee	586	598	610	2%	4%	01-Jan-25	
Property – M&L Requirements							
Level 2 Fee	586	598	610	2%	4%	01-Jan-25	
Level 3 Fee	1,171	1,194	1,218	2%	4%	01-Jan-25	
Utility relocations and Installations							
Level 1 Fee	586	598	610	2%	4%	01-Jan-25	
Level 2 Fee	1,171	1,194	1,218	2%	4%	01-Jan-25	
Level 3 Fee	1,757	1,792	1,828	2%	4%	01-Jan-25	
Entrance Connection Agreement							
Level 2 Fee	4,685	4,779	4,874	2%	4%	01-Jan-25	
Level 3 Fee	5,856	5,973	6,093	2%	4%	01-Jan-25	

City of Ottawa
 Transit Services Department
 Rail Construction Program Service - User Fees

	2023 Rate \$	2024 Rate \$	2025 Rate \$	% Change Over 2024	% Change Over 2023	Effective Date	2025 Revenue (\$000)
Security Plan							
Level 2 Fee	1,757	1,792	1,828	2%	4%	01-Jan-25	
Level 3 Fee	1,757	1,792	1,828	2%	4%	01-Jan-25	
Construction As-Built Drawings							
Level 2 Fee	586	598	610	2%	4%	01-Jan-25	
Level 3 Fee	1,757	1,792	1,828	2%	4%	01-Jan-25	

Strategic Initiatives Department 2025 Service Area Summary – Strategic Projects Office

Strategic Projects Office is part of the Strategic Initiatives (SI) Department and is composed of three units. The Strategic Projects Office manages the City’s strategic planning process and includes multi-disciplinary teams to respond to new and emerging priorities by leading short- and long-term transformational projects and initiatives to support the growth and evolution of our city. The team also supports the success of the Strategic Initiatives Department by delivering business support services in accordance with the Business Support Services model.

Programs/Services Offered

- Lead the Corporate strategic planning process and performance measurement framework.
- Management of the Corporate Environics Program.
- Delivery of all internal business supports to the Strategic Initiatives Department in accordance with the Business Support Services model.
- Provide leadership, oversight, and integration, to ensure the effective delivery of key initiatives aligned to the City Strategic Plan, the Corporate Plan, and emerging issues.

City of Ottawa
Strategic Initiatives Department
GM's Office and Business Support Services - Operating Resource Requirement
In Thousands (\$000)

	2023	2024		2025	\$ Change over 2024 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
GM's Office	0	340	285	323	38
Business Support Services	0	944	944	997	53
Strategic Projects Office	911	1,248	1,248	1,337	89
Gross Expenditure	911	2,532	2,477	2,657	180
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	911	2,532	2,477	2,657	180
Expenditures by Type					
Salaries, Wages & Benefits	768	2,261	2,261	2,441	180
Overtime	0	0	0	0	0
Material & Services	142	267	212	212	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	1	4	4	4	0
Gross Expenditures	911	2,532	2,477	2,657	180
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	911	2,532	2,477	2,657	180
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	911	2,532	2,477	2,657	180
Full Time Equivalents			16.00	16.00	0.00

Strategic Initiatives Department 2025 Service Area Summary – Economic Development

Strategic Initiatives – Economic Development is part of the Strategic Initiatives (SI) Department, a department that fosters an innovative and dynamic environment where staff come together to tackle new and emerging issues and develop creative solutions that can be implemented with departments.

Economic Development Services is responsible for driving the city's economic growth, prosperity, diversification and resilience through economic development programs and projects that will help position Ottawa as a destination of choice to live, work, play, invest, learn and visit. Economic Development Services also works to foster relationships with local, provincial and federal partners to strengthen the local economy and advocate for the city's interest.

Programs/Services Offered

- **Community, Policy and Partnerships:** In collaboration with key economic development partners, develops and implements economic development programs, projects, and initiatives under the umbrella of the City's Economic Development Strategy to facilitate local economic growth, support key sectors, enable job creation, and capitalize on assets and opportunities to diversify the city's economy as a key element of broader city building.
- **ByWard Market Strategic Projects Office:** Responsible for the revitalization of the ByWard Market through the multi-phase implementation of the Council approved ByWard Market Public Realm Plan. City liaison and support for the ByWard Market District Authority (BMDA) and the Service and Asset Management Agreement between the City and the BMDA.
- **Nightlife Commissioner Office:** In collaboration with partners, leads the implementation of the Nightlife Economy Action Plan, addressing the economic opportunities and challenges of Ottawa's nightlife through a series of actions that support a vibrant and safe nightlife and the development and delivery of nightlife infrastructure, amenities, and experiences.

City of Ottawa
Strategic Initiatives Department
Economic Development - Operating Resource Requirement
In Thousands (\$000)

	2023	2024		2025	\$ Change over 2024 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	470	302	337	343	6
Community, Policy and Partnerships	8,535	7,570	7,824	10,924	3,100
Byward Market Strategic Project	0	1,139	800	940	140
Gross Expenditure	9,005	9,011	8,961	12,207	3,246
Recoveries & Allocations	(1)	(470)	(135)	(139)	(4)
Revenue	(57)	0	0	(2,650)	(2,650)
Net Requirement	8,947	8,541	8,826	9,418	592
Expenditures by Type					
Salaries, Wages & Benefits	1,572	1,890	1,861	2,057	196
Overtime	9	3	6	6	0
Material & Services	296	273	246	446	200
Transfers/Grants/Financial Charges	7,124	6,843	6,843	9,693	2,850
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	4	2	5	5	0
Gross Expenditures	9,005	9,011	8,961	12,207	3,246
Recoveries & Allocations	(1)	(470)	(135)	(139)	(4)
Net Expenditure	9,004	8,541	8,826	12,068	3,242
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	(2,650)	(2,650)
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	(57)	0	0	0	0
Total Revenue	(57)	0	0	(2,650)	(2,650)
Net Requirement	8,947	8,541	8,826	9,418	592
Full Time Equivalents			13.00	13.00	0.00

City of Ottawa
 Strategic Initiatives Department
 Economic Development - User Fees

	2023 Rate \$	2024 Rate \$	2025 Rate \$	% Change Over 2024	% Change Over 2023	Effective Date	2025 Revenue (\$000)
Retail Business Holidays Act exemption application fee	2,720.00	2,790.00	2,870.00	2.9%	5.5%	01-Jan-25	

Finance and Corporate Services Department

2025 Service Area Summary – Chief Information Security Officer Service Area

The Chief Information Security Office is responsible for delivering and overseeing cyber security and digital risk management programs across all City business lines, including strategic enablement and emerging threats identification, policy and implementation oversight, digital risk management, and security governance and culture transformation.

The Chief Information Security Officer (CISO) has overall accountability to the corporation for approving and implementing standards, policies, practices and, guidelines related to digital security and digital risk, including identifying and mitigating the risk of compromise and leading integrated incident response and crisis resolution.

Programs/Services Offered

The CISO office advises and influences executive management on development and implementation of security strategies to mitigate digital risks and enhance the City's cyber security posture and ensuring the protection of digital assets. The CISO office would deliver centralised security services to the organization across four key cyber security areas:

- **Strategic Enablement and Emerging Security:** Would proactively identify emerging threats and future security challenges for the business. Forecasts and analytical assessments from this team will inform business and shape policies needs to provide the strategic security direction for all City business lines.
- **Cyber security policy and Implementation Oversight:** Would develop and oversee the implementation of cybersecurity policies and standards. The output from this team would provide technical security expectations for all City business lines.
- **Digital Risk Management and Advisory:** Based on strategic direction, identifies and assess unique business digital security risks and remediation needs. The risk assessments and mitigation strategies developed by this team would inform the work of the other teams who will be identified as risk or controls owners
- **Governance, Culture and Awareness:** Based on unique business needs and risk mitigation strategies develops City's security education programs to enable security strategic alignment for all stakeholders. Would manage security culture transformation and report on cybersecurity and digital risks to the governance bodies and internal stakeholders.

City of Ottawa
Finance and Corporate Services Department
Office of the CISO - Operating Resource Requirement
In Thousands (\$000)

	2023	2024		2025	\$ Change over 2024 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Office of the CISO	0	612	662	1,802	1,140
Gross Expenditure	0	612	662	1,802	1,140
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	0	612	662	1,802	1,140
Expenditures by Type					
Salaries, Wages & Benefits	0	612	662	1,227	565
Overtime	0	0	0	0	0
Material & Services	0	0	0	575	575
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	0	0	0	0	0
Gross Expenditures	0	612	662	1,802	1,140
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	0	612	662	1,802	1,140
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	0	612	662	1,802	1,140
Full Time Equivalents			4.00	7.00	3.00

City Manager's Office

2025 Service Area Summary - Public Information and Media Relations

Public Information and Media Relations (PIMR) informs and engages Ottawa residents on programs, services and issues that are important to them and that help improve their quality of life. It guides strategic communications that align with the City's priorities, focusing on inclusivity and providing critical information. PIMR collaborates with all City departments to deliver clear and timely communications support with transparency, impartiality, respect and accountability. PIMR leads the City's emergency communications response including the City's COVID-19 activities and vaccination roll-out, the truck convoy, tornados, the derecho and ice storms. PIMR anticipates clients' needs and offers a consistent experience that is positive and successful across all channels to demonstrate that the City is a trusted partner.

Programs/Services offered

- **Corporate Communications:** Creates the annual corporate communications calendar and develops and measures communications campaigns that promote City priorities and services to the public. The implementation of these plans includes writing media and public products, such as public service announcements, news releases, online articles and advertising, as well as the development of videos, photos and graphics. This group also maintains the public engagement strategy and manages corporate engagement tools, engages with residents via the City's social media channels, and manages the communications and stakeholder relations for major City-building projects.
- **Media Relations and Legislative Support:** Leads corporate media relations, media monitoring, issues management, event coordination and the development of speaking notes. This group provides strategic communications advice on the legislative agenda, supports the legislative communications needs of Chairs, Committees and departments, and develops Committee and Council updates for the public. Their responsibilities also include major corporate files that align with the legislative agenda, such as budget communications products.

City of Ottawa
City Manager's Office
Public Information & Media Relations - Operating Resource Requirement
In Thousands (\$000)

	2023	2024		2025	\$ Change over 2024 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Public Information & Media Relations	4,291	4,703	4,703	4,733	30
Gross Expenditure	4,291	4,703	4,703	4,733	30
Recoveries & Allocations	(28)	(225)	(225)	(190)	35
Revenue	8	0	0	0	0
Net Requirement	4,271	4,478	4,478	4,543	65
Expenditures by Type					
Salaries, Wages & Benefits	4,061	4,403	4,403	4,433	30
Overtime	32	30	30	30	0
Material & Services	172	253	253	253	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	26	17	17	17	0
Gross Expenditures	4,291	4,703	4,703	4,733	30
Recoveries & Allocations	(28)	(225)	(225)	(190)	35
Net Expenditure	4,263	4,478	4,478	4,543	65
Revenues By Type					
Federal	8	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	8	0	0	0	0
Net Requirement	4,271	4,478	4,478	4,543	65
Full Time Equivalents			33.00	33.00	0.00

Finance and Corporate Services Department 2025 Service Area Summary - Human Resources Services

Human Resources Services (HR) supports a thriving organization by partnering with clients to deliver a full range of services to meet employee and business needs with the goal of maximizing the workforce potential to deliver excellent service. As an integrated team, HR Services provides:

- Forward-thinking human resource expertise tailored to the unique business and strategic needs of our clients
- Expertise and services to create an inclusive, healthy, safe and collaborative workforce
- Support for the development of a high performing workforce with a seamless experience for the City's talent throughout their career with an employer of choice
- An explicit governance framework that enables management decision-making through clear roles and responsibilities

Programs/Services Offered

- Business Services - Portfolio-focused HR service hubs provide departments with a dedicated team of cross disciplinary HR professionals who provide tailored HR solutions to meet operational needs and achieve unique business goals.
- HR Strategic Supports Systems & Analytics - Oversees HR systems strategy, systems maintenance and information management to enable process improvement and strategic decision-making, communications, change management, channel management, employee engagement and strategic support for corporate HR initiatives.
- Programs & Planning - Develops HR programs and plans to effectively attract, motivate and retain employees and ensure our workforce is healthy, diverse, adaptive and engaged.
- Workplace Safety, Prevention and Compliance – is responsible for the development of the Occupational Health and Safety Management System (OHSMS) and corporate framework and for prevention initiatives, including the governance of Workers Safety & Insurance Board (WSIB) and Workplace Violence & Harassment (WVH) programs.

City of Ottawa
Finance and Corporate Services Department
Human Resources - Operating Resource Requirement
In Thousands (\$000)

	2023	2024		2025	\$ Change over 2024 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	743	355	355	365	10
HR Strategic Support and Analytics	2,647	1,616	1,616	1,675	59
Wellness and Benefits	3,129	2,214	2,214	2,251	37
HR Programs & Planning	4,495	5,815	5,815	6,247	432
HR Business Services	8,148	8,242	8,242	8,706	464
Workplace Safety & Compliance	0	1,857	1,857	1,940	83
HR Organizational Development	934	573	573	583	10
Gross Expenditure	20,096	20,672	20,672	21,767	1,095
Recoveries & Allocations	(278)	(980)	(980)	(980)	0
Revenue	(765)	(765)	(765)	(765)	0
Net Requirement	19,053	18,927	18,927	20,022	1,095
Expenditures by Type					
Salaries, Wages & Benefits	16,547	15,720	15,720	16,510	790
Overtime	18	3	3	3	0
Material & Services	3,431	4,799	4,799	5,104	305
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	100	150	150	150	0
Gross Expenditures	20,096	20,672	20,672	21,767	1,095
Recoveries & Allocations	(278)	(980)	(980)	(980)	0
Net Expenditure	19,818	19,692	19,692	20,787	1,095

City of Ottawa
 Finance and Corporate Services Department
 Human Resources - Operating Resource Requirement
 In Thousands (\$000)

	2023	2024		2025	\$ Change over 2024 Budget
	Actual	Forecast	Budget	Estimate	
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	(765)	(765)	(765)	(765)	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(765)	(765)	(765)	(765)	0
Net Requirement	19,053	18,927	18,927	20,022	1,095
Full Time Equivalents			126.80	126.80	0.00

Finance and Corporate Services Department 2025 Service Area Summary - ServiceOttawa

ServiceOttawa streamlines access to City services by delivering consistent, timely, and quality interactions through evolving channels in support of our clients' needs and of the City's operational and strategic objectives.

ServiceOttawa is the first stop for City information and services for residents, businesses, visitors and internal partners.

Programs/Services Offered

- The Digital Services Branch manages the city's primary digital assets, including ottawa.ca, MyServiceOttawa and the Ottawa App, and provides expertise on digital accessibility and user experience
- The 3-1-1 Contact Centre responds to inquiries and submits requests for service on behalf of our corporate partners. The Contact Centre will liaise with departments to ensure prompt resolution of public safety concerns
- The Counter Services Branch provides in-person and phone service related to licenses, permits, payments, and municipal Provincial Offence Act court matters, such as parking tickets and automated camera-based offences.
- In the first three quarters of 2024, ServiceOttawa staff have answered over 325,000 phone calls, processed over 75,000 in person transactions and responded to over 21,000 emails from the public, Councillors and City staff.

City of Ottawa
Finance and Corporate Services Department
Service Ottawa - Operating Resource Requirement
In Thousands (\$000)

	2023	2024		2025	\$ Change over 2024 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Service Ottawa	18,237	31,136	31,136	23,768	(7,368)
Gross Expenditure	18,237	31,136	31,136	23,768	(7,368)
Recoveries & Allocations	(3,082)	(15,753)	(15,753)	(7,700)	8,053
Revenue	(1,616)	(1,503)	(1,303)	(1,403)	(100)
Net Requirement	13,539	13,880	14,080	14,665	585
Expenditures by Type					
Salaries, Wages & Benefits	13,559	15,050	15,050	15,735	685
Overtime	177	169	169	169	0
Material & Services	3,942	15,317	15,317	7,264	(8,053)
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	559	600	600	600	0
Gross Expenditures	18,237	31,136	31,136	23,768	(7,368)
Recoveries & Allocations	(3,082)	(15,753)	(15,753)	(7,700)	8,053
Net Expenditure	15,155	15,383	15,383	16,068	685
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	(1,616)	(1,503)	(1,303)	(1,403)	(100)
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(1,616)	(1,503)	(1,303)	(1,403)	(100)
Net Requirement	13,539	13,880	14,080	14,665	585
Full Time Equivalents			151.07	152.07	1.00

City of Ottawa
Finance and Corporate Services Department
Service Ottawa - User Fees

	2023 Rate \$	2023 Rate \$	2025 Rate \$	% Change Over 2024	% Change Over 2023	Effective Date	2025 Revenue (\$000)
Vital Stats Program							
Marriage License	178.43	182.00	186.55	2%	5%	01-Jan-25	
Death Registration	50.10	51.00	52.28	3%	4%	01-Jan-25	
Commission of Oaths (Affidavits)	15.71	16.00	16.40	2%	4%	01-Jan-25	
Express Processing (Xpresspost)	41.93	42.75	43.82	2%	5%	01-Jan-25	
Civil Marriages							
Option A: M-F (business hours)	156.06	159.20	163.18	2%	5%	01-Jan-25	
Option B: Friday evening & Saturday afternoons	234.09	238.75	244.72	2%	5%	01-Jan-25	
Community and Customer Service							
Photocopies							
First Page	1.25	1.30	1.33	3%	7%	01-Jan-25	
Each additional page	0.36	0.35	0.36	2%	0%	01-Jan-25	
Promotional Merchandise							
Flag Large 9x5	200.80	204.80	209.92	2%	5%	01-Jan-25	
Flag Small 6x3	87.39	89.15	91.38	2%	5%	01-Jan-25	
Lapel Pins	0.73	0.75	0.77	2%	5%	01-Jan-25	

Finance and Corporate Services Department 2025 Service Area Summary - Information Technology Services

Information Technology Services (ITS) partners with all service areas across the City of Ottawa, enabling technology solutions that support optimized, efficient, and innovative service delivery while providing a strong, interconnected, secure, modern, and data-driven technology environment. Residents rely on digital, accessible, secure, convenient, and efficient ways to obtain City services. Employees trust ITS to provide expert guidance and support in achieving their business priorities through innovative technology while considering cyber security and statutory obligations.

ITS shapes the current state and future of technology at the City by balancing cost, innovation, responsiveness, transparency, and value. By making sure that investments into technology are purposeful and prioritized, ITS can ensure that City lines of business continue to operate smoothly, and that residents experience the highest quality service.

IT Services Core Operations

- Support the corporation by ensuring that information technologies are secure, highly available and perform at their peak for all departments.
- Provide 24/7 frontline support for day-to-day technologies and city-wide projects and initiatives that contribute to the future of work and innovation.
- Enable the organization to utilize and manage data effectively, supporting decision-making and initiatives that address the needs of Ottawa's expanding and diverse community.
- Replace legacy systems with powerful platforms and continuing to modernize the IT skills portfolio and service delivery model.
- Maximize return on technology investment by supporting employees to use existing approved software services and equipment.
- Protect the corporation's technology network, services and data against harm by way of theft, unauthorized use, disclosure, modification, damage and/or loss to the City's digital infrastructure.

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

	2023	2024		2025	\$ Change over 2024 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Office of the CIO	1,148	367	367	390	23
Network Operations	17,193	13,924	13,674	15,246	1,572
Frontline Services	26,515	25,308	25,158	26,530	1,372
Applications Management	24,093	20,413	20,413	21,590	1,177
SAP Solutions	10,259	10,717	10,717	11,143	426
Technology Security	3,307	3,850	3,850	4,213	363
Technology Modernization	5,032	3,446	3,446	3,497	51
Technology Solutions	4,158	3,246	3,246	3,303	57
Gross Expenditure	91,705	81,271	80,871	85,912	5,041
Recoveries & Allocations	(16,163)	(4,459)	(4,459)	(5,835)	(1,376)
Revenue	(827)	0	0	0	0
Net Requirement	74,715	76,812	76,412	80,077	3,665
Expenditures by Type					
Salaries, Wages & Benefits	46,145	39,191	38,941	40,496	1,555
Overtime	217	258	258	258	0
Material & Services	45,075	41,762	41,612	45,098	3,486
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	268	60	60	60	0
Gross Expenditures	91,705	81,271	80,871	85,912	5,041
Recoveries & Allocations	(16,163)	(4,459)	(4,459)	(5,835)	(1,376)
Net Expenditure	75,542	76,812	76,412	80,077	3,665

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

	2023	2024		2025	\$ Change over 2024 Budget
	Actual	Forecast	Budget	Estimate	
Revenues By Type					
Federal	0	0	0	0	0
Provincial	(827)	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(827)	0	0	0	0
Net Requirement	74,715	76,812	76,412	80,077	3,665
Full Time Equivalents			305.00	307.00	2.00

Finance and Corporate Services Department 2025 Service Area Summary - Supply Services

Supply Services is responsible for managing and directing the strategic procurement of all goods, services and construction services, for the City of Ottawa, Ottawa Police, and Ottawa Public Library, in accordance with the City of Ottawa Procurement By-law, federal and provincial legislation, and established policies and procedures.

Supply Services works with all City departments, providing clients with expert advice to ensure that procurement across the organization prioritizes best value for taxpayer dollars; fair, open and equitable treatment to all suppliers; and ensuring that the competitive process is cost-effective and used whenever possible.

Programs/Services Offered

Procurement

- Responsible for managing and directing procurement activities for all goods, services and construction for the City of Ottawa, Ottawa Police Service and Library Board, focusing on best value, industry-accepted best practices and managed risk.

Strategic Sourcing

- Responsible for managing the City's supply chain, including vendor relationships, procurement bylaw compliance monitoring and reporting.

Strategic Projects

- Responsible for managing strategic procurement programs.

City of Ottawa
Finance and Corporate Services Department
Supply Services - Operating Resource Requirement
In Thousands (\$000)

	2023	2024		2025	\$ Change over 2024 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Supply Services	7,304	6,440	6,140	6,635	495
Gross Expenditure	7,304	6,440	6,140	6,635	495
Recoveries & Allocations	(1,503)	(1,364)	(1,364)	(1,364)	0
Revenue	(3,096)	(3,290)	(2,990)	(3,140)	(150)
Net Requirement	2,705	1,785	1,785	2,130	345
Expenditures by Type					
Salaries, Wages & Benefits	7,235	6,367	6,067	6,562	495
Overtime	5	7	7	7	0
Material & Services	47	51	51	51	0
Transfers/Grants/Financial Charges	4	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	13	15	15	15	0
Gross Expenditures	7,304	6,440	6,140	6,635	495
Recoveries & Allocations	(1,503)	(1,364)	(1,364)	(1,364)	0
Net Expenditure	5,801	5,075	4,775	5,270	495
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	(3,096)	(3,290)	(2,990)	(3,140)	(150)
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(3,096)	(3,290)	(2,990)	(3,140)	(150)
Net Requirement	2,705	1,785	1,785	2,130	345
Full Time Equivalents			51.99	52.99	1.00

Business and Technical Support Services – Finance and Corporate Services 2025 Service Area Summary

The Business and Technical Support Services unit (BTSS) provides centralized strategic and operational support to all services within the department. It provides key business support functions and expertise such as project and program management, communications, legislative agenda, audit coordination, policy review and development, digital services support, and fulfilling corporate obligations and reporting. The BTSS supports the General Manager's office, department leadership, and operational services/branches, and works with the other BTSS/BSS units across the corporation to increase organizational effectiveness, efficiency, and collaboration between departments. The BTSS also provides technical support services that provide unique and specialized technical expertise that support core departmental operations, programs, activities, or systems.

City of Ottawa
Finance and Corporate Services Department
Chief Financial Officer/Treasurer & Business Support Services - Operating Resource Requirement
In Thousands (\$000)

	2023	2024		2025	\$ Change over 2024 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Chief Financial Officer/Treasurer	423	401	401	414	13
Business Support Services	4,121	3,612	3,612	3,824	212
Gross Expenditure	4,544	4,013	4,013	4,238	225
Recoveries & Allocations	(201)	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	4,343	4,013	4,013	4,238	225
Expenditures by Type					
Salaries, Wages & Benefits	4,365	3,564	3,564	3,789	225
Overtime	5	10	10	10	0
Material & Services	90	336	336	336	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	84	102	102	102	0
Gross Expenditures	4,544	4,013	4,013	4,238	225
Recoveries & Allocations	(201)	0	0	0	0
Net Expenditure	4,343	4,013	4,013	4,238	225
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	4,343	4,013	4,013	4,238	225
Full Time Equivalents			33.00	33.00	0.00

Finance and Corporate Services Department 2025 Service Area Summary - Financial Strategies, Planning and Client Services

The Financial Strategies, Planning and Client Services (FSPCS) area coordinates corporate business planning and budget processes and develops key strategic business planning initiatives, including the long-range financial plan. FSPCS also provides ongoing financial service support to client departments to ensure the quality of financial transactions and compliance with all financial legislation, by-laws and governance requirements.

Programs/Services Offered

Core services include:

- Providing financial support and services to all City Departments and various boards and agencies
- Developing, presenting and monitoring the City of Ottawa's operating, capital, and rate budgets
- Conducting analytical reviews for fiscal sustainability and development of the Long-Range Financial Plans
- Providing advisory and consultative services to clients on departmental business plans and complex corporate finance issues
- Providing financial transaction processing support, advice and coordination ensuring compliance with financial policies and procedures

City of Ottawa
Finance and Corporate Services Department
Financial Strategies, Planning and Client Services (FSPCS) - Operating Resource Requirement
In Thousands (\$000)

	2023	2024		2025	\$ Change over 2024 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
FSPCS	11,822	12,301	12,301	13,051	750
Gross Expenditure	11,822	12,301	12,301	13,051	750
Recoveries & Allocations	(1,090)	(1,062)	(1,062)	(1,062)	0
Revenue	0	0	0	0	0
Net Requirement	10,732	11,239	11,239	11,989	750
Expenditures by Type					
Salaries, Wages & Benefits	11,605	12,157	12,157	12,939	782
Overtime	63	48	48	16	(32)
Material & Services	83	62	62	62	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	71	34	34	34	0
Gross Expenditures	11,822	12,301	12,301	13,051	750
Recoveries & Allocations	(1,090)	(1,062)	(1,062)	(1,062)	0
Net Expenditure	10,732	11,239	11,239	11,989	750
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	10,732	11,239	11,239	11,989	750
Full Time Equivalents			113.35	113.35	0.00

Finance and Corporate Services Department 2025 Service Area Summary - Revenue Services

The Revenue service area (“Revenue”) supports the delivery of City services by: providing excellent service to the public and City departments; partnering with clients to develop innovative solutions to business needs; and ensuring compliance with all legislation, by-laws and other governance requirements.

Programs/Services Offered

Revenue Services provides a broad range of services to internal and external clients. The service area plays a critical role throughout the corporation, and shares commonalities that will help the department to become more efficient. Revenue Services upholds the statutory requirements of the *Municipal Act* and other Acts of Legislation; provides services and expertise on all financial revenue matters within the organization; and establishes policies that support the City in its goal to become financially sustainable.

Core services include:

- Developing the City’s tax policies, issuing and collecting all City tax bills, administering the assessment roll, managing assessment appeals, administering tax mitigation programs, and maintaining all customer tax accounts
- Developing the City’s revenue billing policies, issuing and collecting all City water bills, maintaining all customer water accounts, maintenance of all water meters, setting water meter standards and oversight of the automated meter reading infrastructure across the City
- Provides billing and collection services for all accounts receivable (corporate accounts receivable, provincial offences fines, payment in lieu of taxation, etc.)
- Oversight of the Municipal Accommodation Tax, Vacant Unit Tax and the City’s corporate cash handling policies and procedures
- Oversees the City’s customer payment strategy and Resident payment experience by managing and offering multiple payment channel options.

City of Ottawa
Finance and Corporate Services Department
Revenue Services - Operating Resource Requirement
In Thousands (\$000)

	2023	2024		2025	\$ Change over 2024 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Revenue Services	27,849	28,516	28,516	32,206	3,690
Gross Expenditure	27,849	28,516	28,516	32,206	3,690
Recoveries & Allocations	(14,769)	(15,593)	(15,593)	(18,468)	(2,875)
Revenue	(8,069)	(8,107)	(7,607)	(7,907)	(300)
Net Requirement	5,011	4,816	5,316	5,831	515
Expenditures by Type					
Salaries, Wages & Benefits	21,188	22,545	22,545	26,235	3,690
Overtime	191	17	17	17	0
Material & Services	5,452	5,400	5,400	5,400	0
Transfers/Grants/Financial Charges	70	130	130	130	0
Fleet Costs	253	268	268	268	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	695	156	156	156	0
Gross Expenditures	27,849	28,516	28,516	32,206	3,690
Recoveries & Allocations	(14,769)	(15,593)	(15,593)	(18,468)	(2,875)
Net Expenditure	13,080	12,923	12,923	13,738	815
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	(8,069)	(8,107)	(7,607)	(7,907)	(300)
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(8,069)	(8,107)	(7,607)	(7,907)	(300)
Net Requirement	5,011	4,816	5,316	5,831	515
Full Time Equivalents			226.45	234.45	8.00

City of Ottawa
Finance and Corporate Services Department
Revenue Services - User Fees

	2023 Rate \$	2024 Rate \$	2025 Rate \$	% Change Over 2024	% Change Over 2023	Effective Date	2025 Revenue (\$000)
Revenue - User Fees							
Tax Certificates	73.00	74.00	74.00	0.0%	1.4%	01-Jan-25	
Water Certificates	73.00	74.00	74.00	0.0%	1.4%	01-Jan-25	
Reminder Notice: Tax	8.90	9.40	9.90	5.3%	11.2%	01-Jan-25	
Reminder Notice: Water	8.90	9.40	9.90	5.3%	11.2%	01-Jan-25	
New Account Fee: Tax	77.00	77.00	79.00	2.6%	2.6%	01-Jan-25	
New Account Fee: Water	79.00	81.00	86.00	6.2%	8.9%	01-Jan-25	
Tax Change of Ownership/Name	48.00	48.00	48.00	0.0%	0.0%	01-Jan-25	
Water Change of Ownership/Occupancy	48.00	49.00	49.00	0.0%	2.1%	01-Jan-25	
Bill Reprint/Statement of Account History : Tax	40.00	41.00	41.00	0.0%	2.5%	01-Jan-25	
Bill Reprint/Statement of Account History : Water	40.00	41.00	41.00	0.0%	2.5%	01-Jan-25	
Return Cheque Fee: Tax	50.00	53.00	55.00	3.8%	10.0%	01-Jan-25	
Return Cheque Fee: Water	50.00	53.00	55.00	3.8%	10.0%	01-Jan-25	
Return PTP/PAD Fee: Tax	50.00	52.00	55.00	5.8%	10.0%	01-Jan-25	
Return PTP/PAD Fee: Water	38.00	39.00	43.00	10.3%	13.2%	01-Jan-25	
Return Payment Fee: Accounts Receivable	50.00	53.00	55.00	3.8%	10.0%	01-Jan-25	
Return Payment Fee: Overpayment Recovery	50.00	53.00	55.00	3.8%	10.0%	01-Jan-25	
Deferral Program: New Application	154.00	160.00	164.00	2.5%	6.5%	01-Jan-25	
Deferral Program: Renewal	54.00	56.00	58.00	3.6%	7.4%	01-Jan-25	
Tax/Water Payment Redistribution	31.00	33.00	34.00	3.0%	9.7%	01-Jan-25	
Refund Processing Fee	31.00	33.00	34.00	3.0%	9.7%	01-Jan-25	
Mortgage List and Bulk Maintenance: Tax	17.00	19.00	20.00	5.3%	17.6%	01-Jan-25	
Arrears list research for mortgage companies	41.00	42.00	43.00	2.4%	4.9%	01-Jan-25	
Water Termination Notice	48.50	52.00	75.00	44.2%	54.6%	01-Jan-25	
Water Consumption Report	44.00	45.00	46.00	2.2%	4.5%	01-Jan-25	
Small Business Tax Class Appeal Fee	318.00	318.00	350.00	10.1%	10.1%	01-Jan-25	

City of Ottawa
Finance and Corporate Services Department
Revenue Services - User Fees

	2023 Rate \$	2024 Rate \$	2025 Rate \$	% Change Over 2024	% Change Over 2023	Effective Date	2025 Revenue (\$000)
Tax Sales Fees							
Municipal Tax Sale: Step 1A	0.00	555.00	600.00	8.1%	100.0%	01-Jan-25	
Municipal Tax Sale: Step 1B	1,524.00	1,315.00	1,400.00	6.5%	-8.1%	01-Jan-25	
Municipal Tax Sale: Step 2	461.00	600.00	615.00	2.5%	33.4%	01-Jan-25	
Extension Agreement	922.00	945.00	969.00	2.5%	5.1%	01-Jan-25	
Survey	Actual cost	Actual cost	Actual cost	0.0%	0.0%	01-Jan-25	
Sale of Land by Tender Process							
Expenses for Tax Sale Proceedings	1,159.00	1,200.00	1,300.00	8.3%	12.2%	01-Jan-25	
After Tender Opening: Mailing Costs	312.00	320.00	328.00	2.5%	5.1%	01-Jan-25	
After Tender Opening: Registration	461.00	480.00	492.00	2.5%	6.7%	01-Jan-25	
After Tender Opening: Distribution of Sale	461.00	480.00	530.00	10.4%	15.0%	01-Jan-25	
Tender Package Purchase	47.50	49.00	62.00	26.5%	30.5%	01-Jan-25	
Advertising Costs	Actual cost	Actual cost	Actual cost	0.0%	0.0%	01-Jan-25	
Legal Cost	Actual cost	Actual cost	Actual cost	0.0%	0.0%	01-Jan-25	
Collection Fees							
Collection Handling Fee	47.00	50.00	53.00	6.0%	12.8%	01-Jan-25	
Private Collection Agency Fee Recovery	Actual %	Actual %	Actual %	0.0%	0.0%	01-Jan-25	
Account Statement Fee: Accounts Receivable	40.00	41.00	42.00	2.4%	5.0%	01-Jan-25	
Additions to Tax Roll	50.00	52.00	53.00	1.9%	6.0%	01-Jan-25	
Registered Letter for Arrears on Tax Account	47.00	50.00	55.00	10.0%	17.0%	01-Jan-25	
Corporate Accounts Receivable Interest	1.25 % Compounded per month	1.25 % Compounded per month	1.25 % Compounded per month	0.0%	0.0%	01-Jan-25	
Water Bill Interest Applied after the due date, every 15 days thereafter and before each bill.	0.0417% Daily Rate	0.0417% Daily Rate	0.0417% Daily Rate	0.0%	0.0%	01-Jan-25	
Credit Card/Mastercard Visa Debit Service fee	1.99%	1.99%	1.99%	0.0%	0.0%	01-Jan-25	

City of Ottawa
 Finance and Corporate Services Department
 Revenue Services - User Fees

	2023 Rate \$	2024 Rate \$	2025 Rate \$	% Change Over 2024	% Change Over 2023	Effective Date	2025 Revenue (\$000)
Municipal Accommodation Tax							
Municipal Accommodation Tax Rate	4.00%	5.00%	5.00%	0.0%	25.0%	01-Jan-25	
Vacant Unit Tax							
Late Declaration Fee	250.00	250.00	250.00	0.0%	0.0%	01-Jan-25	
Late Appeal Fee	0.00	0.00	500.00	100.0%	100.0%	01-Jan-25	
Total Departmental							(300)

Finance and Corporate Services Department 2025 Service Area Summary - Corporate Finance Service Area

The Corporate Finance service area provides financial oversight, financial systems support and reporting to the Corporation; partnering with clients to develop innovative solutions to business needs; and ensuring compliance with all legislation, by-laws and other governance requirements.

Programs/Services Offered

Comprised of Accounting, Treasury, Financial Reporting and Systems, Business Systems Modernization and Commodity Tax Compliance, these areas uphold the statutory requirements of the *Municipal Act* and other Acts of Legislation; provides services and expertise on all financial matters within the organization; and establishes policies that support the City in its goal to become financially sustainable. The Business Systems Modernization branch is responsible for driving innovation within our Enterprise Resource Planning (ERP) system from a business perspective.

Core services include:

- Preparing the City's annual financial statements and related reporting, including financial information returns to the Province
- Managing the issuance of City debt, sinking funds and investment portfolios
- Providing financial system design, testing, implementation and training for the service area and clients
- Modernizing the Corporation's ERP system functionality and reporting capability.
- Providing for Commodity Tax and Harmonized Sales Tax oversight
- Providing expert financial and accounting advise for complex Corporate strategic initiatives.

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

	2023	2024		2025	\$ Change over 2024 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Corporate Finance	7,265	8,431	8,431	9,141	710
Gross Expenditure	7,265	8,431	8,431	9,141	710
Recoveries & Allocations	(801)	(1,088)	(1,088)	(1,088)	0
Revenue	0	0	0	0	0
Net Requirement	6,464	7,343	7,343	8,053	710
Expenditures by Type					
Salaries, Wages & Benefits	6,771	7,705	7,705	8,415	710
Overtime	37	3	3	3	0
Material & Services	333	657	657	657	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	124	66	66	66	0
Gross Expenditures	7,265	8,431	8,431	9,141	710
Recoveries & Allocations	(801)	(1,088)	(1,088)	(1,088)	0
Net Expenditure	6,464	7,343	7,343	8,053	710
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	6,464	7,343	7,343	8,053	710
Full Time Equivalents			70.54	71.54	1.00

Finance and Corporate Services Department 2025 Service Area Summary - Payroll, Pensions and Benefits Service Area

The Payroll, Pensions and Benefits service area supports the delivery of city services by providing excellent service to employees of City departments, Ottawa Police Services, Ottawa Public Library, and Ottawa Public Health; partnering with clients to develop innovative solutions to business needs; and ensuring compliance with all federal and provincial regulatory legislation, collective agreements and other governance requirements.

Programs/Services Offered

Comprised of Payroll Operations, Employee Service Centre, Employee onboarding and cross boarding transaction processing, SAP Systems Interfaces and Time Management, Pension and Benefit Administration, Financial Management, and Compliance Oversight. Provides services and expertise on all employee movement processing, time management, payroll, benefits and pension matters within the organization; and establishes programs and policies that support all employees on a daily basis and the City in its goal to be financially sustainable.

Core services include:

- Producing accurate pay for employees
- Administering employee benefit programs
- Administering Employers Pension plan responsibilities including OMERs, OC Transpo, COSF
- Providing oversight for centralized and decentralized time and attendance management
- Preparing and reporting all 3rd party payroll, pension, and benefits remittances
- Providing expertise for SAP HR, pay and time solutions
- Developing policies to promote equitable payroll practises across the corporation
- Managing the reimbursement of many employee related expenses
- Managing the employee onboarding and cross boarding transactions
- Maintaining and monitoring payroll compliance with contractual and legislated requirements

City of Ottawa
Finance and Corporate Services Department
Payroll, Pensions & Benefits Service - Operating Resource Requirement
In Thousands (\$000)

	2023	2024		2025	\$ Change over 2024 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Payroll	10,520	9,165	8,895	9,655	760
Gross Expenditure	10,520	9,165	8,895	9,655	760
Recoveries & Allocations	(2,384)	(626)	(626)	(626)	0
Revenue	(940)	0	0	0	0
Net Requirement	7,196	8,539	8,269	9,029	760
Expenditures by Type					
Salaries, Wages & Benefits	9,932	8,823	8,553	9,313	760
Overtime	24	20	20	20	0
Material & Services	236	209	209	209	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	328	113	113	113	0
Gross Expenditures	10,520	9,165	8,895	9,655	760
Recoveries & Allocations	(2,384)	(626)	(626)	(626)	0
Net Expenditure	8,136	8,539	8,269	9,029	760
Revenues By Type					
Federal	0	0	0	0	0
Provincial	(940)	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(940)	0	0	0	0
Net Requirement	7,196	8,539	8,269	9,029	760
Full Time Equivalents			79.33	82.33	3.00

Strategic Initiatives Department 2025 Service Area Summary - Housing Solutions and Investments

Housing Solutions and Investments is part of the Strategic Initiatives (SI) Department, a department that fosters an innovative and dynamic environment where staff come together to tackle new and emerging issues and develop creative solutions that can be implemented with departments.

Housing Solutions and Investments Service Area is responsible for facilitating investments in new supportive and affordable housing, developing strategies to increase and accelerate housing options, providing innovative real estate solutions, and managing the City's real estate portfolio.

Programs/Services Offered

- Acquisition of land and buildings to support a wide variety of City services, programs and initiatives
- Disposal of property that is surplus to the City's needs
- Environmental assessment and soil remediation of City-owned land
- Leasing, oversight of interim portfolio and property tax assessment review of City-owned properties
- Valuation and appraisal
- Realty initiatives, strategic land development and special projects
- Management of the Build Ottawa development corporation (formerly OCLDC)

City of Ottawa
Strategic Initiatives Department
Housing Solutions and Investment Service - Operating Resource Requirement
In Thousands (\$000)

	2023	2024		2025	\$ Change over 2024 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	283	383	423	423	0
Realty Services	1,641	2,128	2,098	2,181	83
Realty Initiatives & Development	11,014	12,409	13,639	13,765	126
Gross Expenditure	12,938	14,920	16,160	16,369	209
Recoveries & Allocations	(4,784)	(6,084)	(6,124)	(6,124)	0
Revenue	(421)	(619)	(619)	(619)	0
Net Requirement	7,733	8,217	9,417	9,626	209
Expenditures by Type					
Salaries, Wages & Benefits	4,886	5,496	5,636	5,845	209
Overtime	0	24	24	24	0
Material & Services	3,188	3,920	4,560	4,560	0
Transfers/Grants/Financial Charges	4,589	5,196	5,696	5,696	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	275	284	244	244	0
Gross Expenditures	12,938	14,920	16,160	16,369	209
Recoveries & Allocations	(4,784)	(6,084)	(6,124)	(6,124)	0
Net Expenditure	8,154	8,836	10,036	10,245	209
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	(421)	(619)	(619)	(619)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(421)	(619)	(619)	(619)	0
Net Requirement	7,733	8,217	9,417	9,626	209
Full Time Equivalents			41.00	41.00	0.00

City of Ottawa
Strategic Initiatives Department
Housing Solutions and Investment Service - User Fees

	2023 Rate \$	2024 Rate \$	2025 Rate \$	% Change Over 2024	% Change Over 2023	Effective Date	2025 Revenue (\$000)
Real Estate Agreements							
Lease agreements	1,168.00	1,200.00	1,240.00	3.3%	6.2%	01-Jan-25	
Lease Assignment Amendment	584.00	600.00	620.00	3.3%	6.2%	01-Jan-25	
Lease Renewal Agreements	584.00	600.00	620.00	3.3%	6.2%	01-Jan-25	
License of Occupation Agreements	1,168.00	1,200.00	1,240.00	3.3%	6.2%	01-Jan-25	
License Assignment	584.00	600.00	620.00	3.3%	6.2%	01-Jan-25	
License Renewal	584.00	600.00	620.00	3.3%	6.2%	01-Jan-25	
Consent to Enter Agreements	291.00	300.00	310.00	3.3%	6.5%	01-Jan-25	
Reconveyance of Dedicated Road Widening requirements	584.00	600.00	620.00	3.3%	6.2%	01-Jan-25	
Appraisal fee for cash-in-lieu of parkland	800.00	820.00	850.00	3.7%	6.3%	01-Jan-25	
Cost of Negotiation of off-site management agreement	1,751.00	1,800.00	1,870.00	3.9%	6.8%	01-Jan-25	
Cost of Negotiation fee	1,751.00	1,800.00	1,870.00	3.9%	6.8%	01-Jan-25	
Cost of appraisal	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-25	
Cost of appraisal admin fee	1,751.00	1,800.00	1,870.00	3.9%	6.8%	01-Jan-25	
Cost of survey	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-25	
Cost of survey admin fee	1,751.00	1,800.00	1,870.00	3.9%	6.8%	01-Jan-25	
Recovery of actual costs relating to real estate operations	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-25	
Administration and overhead charge for third party requests wherein the benefit is for the party's sole interest.	15%	15%	15%	n/a	n/a	01-Jan-25	

Non-Departmental 2025 Service Area Summary

Programs/Services Offered

Corporate Human Resource Provision

- Sick Leave Banks: Applies only to staff hired before the introduction of income protection plans in the late 1970's
- Retiree Costs: Includes Benefits for Retirees and Pension Supplementation
- Employee Benefits: Includes Past Service Pension and Disability Accommodation Provision

Capital Formation Costs

- Contribution to Reserves: The yearly contributions from the operating budget to various reserves
- Vacant Unit Tax: Net revenue from vacant residential properties directed towards affordable housing initiatives
- Endowment Fund: The fund payout policy provides for an annual payout which is the lesser of the earnings in the year or 6.5 per cent, which are used to support the capital program
- Debt Charges: The annual principal and interest payments made to holders of municipal debentures (bonds).
- Sale of Surplus Lands: Income generated by the sale of lands identified by the City as surplus
- Ottawa Lands Development: Council-approved land sales generated by the Ottawa Community Lands Development Corporation
- 100 Constellation lease payment

Corporate Common Expenditures

- Financial Charges and Other: expenditures relating to daily cash management, placing and servicing long term financing, and other sundry financial charges
- Community Improvement Grants: Brownfield assistance programs to provide financial incentives for redevelopment of contaminated sites

Corporate Common Revenues

- Penalties and Interest: Revenue earned from accounts in arrears on their taxes, water bills and accounts receivable
- Investment Income: Income generated by the City's positive cash flow not required for current operations
- Hydro Ottawa – Dividend Payment: Annual payment to the City in the amount, which is the greater of \$20 million or 60 per cent of Hydro Ottawa's net income
- Other: Includes the City's share of *Provincial Offence Act* fine revenue, net proceeds from Rideau Carleton Raceway and Lottery Fees, Municipal Accommodation Tax revenue and other various revenues

Tax Related Revenues and Expenditures

- Tax Rebates and Remissions: Includes reimbursement of property taxes for charities
- Municipal Property Assessment Corporation (MPAC): The City's proportionate share of the annual MPAC operating costs
- Supplementary Assessment: Tax revenue from new properties assessed after the return of the annual assessment roll
- Payments in lieu of Taxation: Payments made by Federal and Provincial government institutions on their properties including the taxes for education raised from these properties but retained by the City
- Public Institutions: Payments made by the Provincial government for payment in lieu of taxes for hospitals, universities and penitentiaries
- Local Improvement Revenue: Taxes raised to reimburse the costs incurred by the City for works constructed on behalf of benefiting taxpayers
- Property Taxes: The main source of revenue for funding municipal services

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

	2023	2024		2025	\$ Change over 2024 Budget
	Actual	Forecast	Budget	Estimate	
Corporate Human Resource Provision					
Expenditure					
Sick Leave Banks	3,020	3,020	3,020	3,020	0
Retiree Costs	2,500	2,500	2,500	2,500	0
Employee Benefits	1,717	1,128	1,128	1,128	0
Benefit Adjustments	79	75	75	75	0
Gross Expenditure	7,316	6,723	6,723	6,723	0
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	7,316	6,723	6,723	6,723	0
Revenue					
Vested Employee Benefits Reserve	(75)	0	0	0	0
Total Revenue	(75)	0	0	0	0
Net Corp HR Provision Requirement	7,241	6,723	6,723	6,723	0
Capital Formation Costs					
Expenditure					
Contribution to City Wide Capital Reserve	171,267	184,617	184,617	195,087	10,470
Contribution to Tax Stabilization Reserve	17,456	14,156	14,156	11,756	(2,400)
Contribution to Gas Tax Reserve Fund	99,640	102,467	102,467	102,467	0
Transfer to CW Capital from Endowment Earnings	6,000	13,000	13,000	13,000	0
Transfer to Housing Reserve from Vacant Unit Tax	10,977	12,600	11,000	11,000	0
Transfer to CW Capital from Build Ottawa	0	6,400	5,000	5,000	0
Transfer to CW Capital from Sale of Surplus Land	1,560	5,400	2,500	2,500	0
City Wide Debt Charges	93,648	101,535	93,535	98,765	5,230
100 Constellation Lease	6,411	6,413	6,413	6,413	0
Gross Expenditure	406,959	446,588	432,688	445,988	13,300
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	406,959	446,588	432,688	445,988	13,300

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

	2023	2024		2025	\$ Change over 2024 Budget
	Actual	Forecast	Budget	Estimate	
Revenue					
Contribution from Tax Stabilization Reserve	(9,170)	(4,065)	(4,065)	(4,125)	(60)
Vacant Unit Tax	(11,479)	(12,600)	(11,000)	(11,000)	0
Gas Tax Receipts	(99,640)	(102,467)	(102,467)	(102,467)	0
Endowment Fund Earnings	(6,000)	(13,000)	(13,000)	(13,000)	0
Build Ottawa (OCLDC)	0	(6,400)	(5,000)	(5,000)	0
Sale of Surplus Land	(2,562)	(5,400)	(2,500)	(2,500)	0
City Wide Debt Charge Funding	(8,935)	(8,257)	(8,257)	(11,487)	(3,230)
Total Revenue	(137,786)	(152,189)	(146,289)	(149,579)	(3,290)
Net Capital Formation Costs Requirement	269,173	294,399	286,399	296,409	10,010
Corporate Common Expenditures					
Expenditure					
Financial Charges & Other	7,719	37,533	38,533	35,873	(2,660)
Gross Expenditure	7,719	37,533	38,533	35,873	(2,660)
Recoveries & Allocations	(49,277)	(80,393)	(80,393)	(82,418)	(2,025)
Net Expenditure	(41,558)	(42,860)	(41,860)	(46,545)	(4,685)
Net Corporate Common Expenditures Requirement	(41,558)	(42,860)	(41,860)	(46,545)	(4,685)
Corporate Common Revenues					
Expenditure					
Penalty & Interest	2,268	0	0	0	0
Investment Income	326	326	326	326	0
Provincial Offences Act	671	137	137	137	0
Hydro Ottawa Dividends	0	0	0	0	0
Municipal Accommodation Tax	17,323	27,800	21,800	21,558	(243)
Net Expenditure	20,588	29,068	23,068	22,866	(203)

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

	2023	2024		2025	\$ Change over 2024 Budget
	Actual	Forecast	Budget	Estimate	
Revenue					
Penalty & Interest	(21,567)	(21,609)	(18,109)	(20,209)	(2,100)
Investment Income	(47,225)	(45,007)	(28,007)	(33,117)	(5,110)
Hydro Ottawa Dividends	(20,000)	(20,000)	(20,000)	(20,000)	0
Provincial Offences Act	(5,666)	(7,370)	(6,770)	(7,869)	(1,099)
Red Light Camera	(9,789)	(12,025)	(11,725)	(11,765)	(40)
Rideau Carleton Raceway	(6,778)	(6,000)	(6,000)	(6,000)	0
Lottery Fees	(292)	(604)	(1,004)	(1,004)	0
Municipal Accommodation Tax	(18,912)	(31,305)	(24,605)	(24,605)	0
Other Miscellaneous Revenue	(4,238)	(4,337)	(4,337)	(3,837)	500
Total Revenue	(134,467)	(148,257)	(120,557)	(128,406)	(7,849)
Net Corporate Common Revenues Requirement	(113,879)	(119,189)	(97,489)	(105,540)	(8,051)
Tax Related Expenditures and Revenues					
Expenditure					
Tax Rebates & Remissions	31,343	23,774	23,774	23,774	0
Municipal Property Assessment Corp	13,870	13,817	13,817	13,937	120
Net Expenditure	45,213	37,591	37,591	37,711	120
Revenue					
Supplemental Assessment	(34,627)	(29,434)	(29,434)	(29,434)	0
Payments-in-Lieu Taxation	(205,699)	(169,909)	(169,909)	(178,105)	(8,196)
Public Institutions	(6,835)	(6,800)	(6,800)	(6,800)	0
Property Tax Revenue	(2,014,934)	(2,102,815)	(2,102,815)	(2,184,990)	(82,175)
Total Revenue	(2,262,095)	(2,308,958)	(2,308,958)	(2,399,329)	(90,371)
Net Tax Related Expenditures and Revenues	(2,216,882)	(2,271,367)	(2,271,367)	(2,361,618)	(90,251)
Total Net Requirement	(2,095,905)	(2,132,294)	(2,117,594)	(2,210,571)	(92,977)

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

	2023	2024		2025	\$ Change over 2024 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Type					
Salaries, Wages & Benefits	7,914	8,978	8,978	8,478	(500)
Overtime	0	0	0	0	0
Material & Services	18,006	18,573	19,573	17,913	(1,660)
Transfers/Grants/Financial Charges	472,177	513,518	493,618	505,906	12,288
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	(9,219)	15,629	15,629	16,059	430
Gross Expenditures	488,878	556,698	537,798	548,356	10,558
Recoveries & Allocations	(50,360)	(79,588)	(79,588)	(81,613)	(2,025)
Net Expenditure	438,518	477,110	458,210	466,743	8,533
Revenues By Type					
Federal	(61,836)	(63,977)	(63,977)	(63,977)	0
Provincial	(47,231)	(46,170)	(46,170)	(46,170)	0
Municipal	0	0	0	0	0
Own Funds	(9,831)	(4,065)	(4,065)	(4,125)	(60)
Property Taxes	(2,079,533)	(2,132,249)	(2,132,249)	(2,214,424)	(82,175)
Investment Income	(73,797)	(78,332)	(61,332)	(66,412)	(5,080)
Development Charges	(7,476)	(7,100)	(7,100)	(10,390)	(3,290)
PIL	(212,534)	(176,710)	(176,710)	(184,906)	(8,196)
Fees and Services	(2,456)	(45,053)	(37,153)	(37,060)	93
Fines	(36,150)	(42,418)	(38,018)	(41,257)	(3,239)
Other	(3,579)	(13,330)	(9,030)	(8,593)	437
Total Revenue	(2,534,423)	(2,609,404)	(2,575,804)	(2,677,314)	(101,510)
Net Requirement	(2,095,905)	(2,132,294)	(2,117,594)	(2,210,571)	(92,977)

City Of Ottawa
2025 Draft Capital Budget
Finance and Corporate Services Committee
Capital Funding Summary
In Thousands (\$000)

	Revenues	Tax Supported/ Dedicated	Rate Supported	Develop. Charges	Gas Tax	Tax Supported/ Dedicated Debt	Rate Supported Debt	Develop. Charges Debt	Gas Tax Debt	Total
General Government										
Renewal of City Assets										
911258 24-26 Buildings-General Government	0	1,550	0	0	0	500	0	0	0	2,050
Renewal of City Assets Total	0	1,550	0	0	0	500	0	0	0	2,050
Service Enhancements										
911267 24-26 Accessibility - General Government	0	410	0	0	0	200	0	0	0	610
Service Enhancements Total	0	410	0	0	0	200	0	0	0	610
General Government Total	0	1,960	0	0	0	700	0	0	0	2,660
Information Technology										
Renewal of City Assets										
911376 Technology Infrastructure - 24-26	0	6,350	480	0	0	0	0	0	0	6,830
911377 ITS Managed - 24-26	0	9,800	9,800	0	0	0	0	0	0	19,600
Renewal of City Assets Total	0	16,150	10,280	0	0	0	0	0	0	26,430
Information Technology Total	0	16,150	10,280	0	0	0	0	0	0	26,430
Transportation Services										
Growth										
911247 Canadian Shield Avenue	3,200	0	0	0	0	0	0	0	0	3,200
Growth Total	3,200	0	0	0	0	0	0	0	0	3,200
Transportation Services Total	3,200	0	0	0	0	0	0	0	0	3,200
Corporate Real Estate Office										
Growth										
910331 1010 Somerset Master Concept Plan	0	1,235	0	0	0	0	0	0	0	1,235
Growth Total	0	1,235	0	0	0	0	0	0	0	1,235
Corporate Real Estate Office Total	0	1,235	0	0	0	0	0	0	0	1,235
Total	3,200	19,345	10,280	0	0	700	0	0	0	33,525