



Ottawa

Draft

BUDGET

2025

Investing in what matters, fighting for affordability

Table of Contents

Finance and Corporate Services Committee

Elected Officials	1
Service Area Summary	1
Operating Resource Requirement	2
City Clerk	3
Service Area Summary	3
Operating Resource Requirement	5
User Fees	6
Legal Services.	8
Service Area Summary	8
Operating Resource Requirement	9
City Manager's Office	10
Service Area Summary	10
Operating Resource Requirement	12
Rail Construction Program	13
Service Area Summary	13
Operating Resource Requirement	15
User Fees	16
GM's Office, Business Support Services & Strategic Projects Office	19
Service Area Summary	19
Operating Resource Requirement	20
Economic Development	21
Service Area Summary	21
Operating Resource Requirement	22
User Fees	23
Chief Information Security Officer.	24

Service Area Summary	24
Operating Resource Requirement	25
Public Information & Media Relations	26
Service Area Summary	26
Operating Resource Requirement	27
Human Resources Services	28
Service Area Summary	28
Operating Resource Requirement	29
ServiceOttawa.	31
Service Area Summary	31
Operating Resource Requirement	32
User Fees	33
Information Technology (IT) Services	34
Service Area Summary	34
Operating Resource Requirement	35
Supply Services	37
Service Area Summary	37
Operating Resource Requirement	38
Chief Financial Officer/Treasurer & Business Support Services	39
Service Area Summary	39
Operating Resource Requirement	40
Financial Strategies, Planning and Client Services.	41
Service Area Summary	41
Operating Resource Requirement	42
Revenue Services	43
Service Area Summary	43
Operating Resource Requirement	44

User Fees	45
Corporate Finance Services	48
Service Area Summary	48
Operating Resource Requirement	49
Payroll, Pensions and Benefits Service	50
Service Area Summary	50
Operating Resource Requirement	51
Housing Solutions and Investments	52
Service Area Summary	52
Operating Resource Requirement	53
User Fees	54
Non Departmental	55
Service Area Summary	55
Operating Resource Requirement	57
Capital Funding Summary	61
Operating Budget Supplemental Summaries	62
Elected Officials	63
Operating Analysis	63
Explanatory Notes	64
City Clerk	65
Operating Analysis	65
Explanatory Notes	67
Legal Services	68
Operating Analysis	68
Explanatory Notes	69
City Manager's Office	70
Operating Analysis	70

Explanatory Notes	71
Rail Construction Program	72
Operating Analysis	72
Explanatory Notes	73
GM's Office and Business and Technical Support Services	74
Operating Analysis	74
Explanatory Notes	75
Economic Development	76
Operating Analysis	76
Explanatory Notes	77
Chief Information Security Officer.	78
Operating Analysis	78
Explanatory Notes	79
Public Information & Media Relations	80
Operating Analysis	80
Explanatory Notes	81
Human Resources.	82
Operating Analysis	82
Explanatory Notes	84
Service Ottawa	85
Operating Analysis	85
Explanatory Notes	87
Information Technology (IT) Services	89
Operating Analysis	89
Explanatory Notes	91
Supply Services	92
Operating Analysis	92

Explanatory Notes	93
Chief Financial Officer/Treasurer & Business Support Services	94
Operating Analysis	94
Explanatory Notes	95
Financial Strategies, Planning and Client Services.	96
Operating Analysis	96
Explanatory Notes	97
Revenue Services	98
Operating Analysis	98
Explanatory Notes	99
Corporate Finance.	101
Operating Analysis	101
Explanatory Notes	102
Payroll, Pensions & Benefits Service	103
Operating Analysis	103
Explanatory Notes	104
Housing Solutions and Investment	105
Operating Analysis	105
Explanatory Notes	107
Non Departmental	108
Operating Analysis	108
Explanatory Notes	111
Capital Budget Supplemental Summaries	114
Project Details.	115
Corporate Real Estate Office	115
General Government	117
Information Technology	122

Transportation 124
Four Year Forecast 126
Capital Works-In-Progress 128

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

Operating Budget Supplemental Summaries

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Mayor's Office	1,001	1,001	0	21	0	0	0	0	1,022	21
Constituency Services & Administration	13,591	13,591	0	294	0	0	0	0	13,885	294
Provision for Surplus	(550)	(550)	0	0	0	0	0	0	(550)	0
Gross Expenditure	14,041	14,041	0	315	0	0	0	0	14,356	315
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0	0	0
Net Requirement	14,041	14,041	0	315	0	0	0	0	14,356	315
Expenditures by Type										
Salaries, Wages & Benefits	12,429	12,429	0	315	0	0	0	0	12,744	315
Overtime	0	0	0	0	0	0	0	0	0	0
Material & Services	1,254	1,254	0	0	0	0	0	0	1,254	0
Transfers/Grants/Financial Charges	242	242	0	0	0	0	0	0	242	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	116	116	0	0	0	0	0	0	116	0
Gross Expenditures	14,041	14,041	0	315	0	0	0	0	14,356	315
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0
Net Expenditure	14,041	14,041	0	315	0	0	0	0	14,356	315
Percent Change over Prior Year Net Expenditure Budget			0.0%	2.2%	0.0%	0.0%	0.0%	0.0%	2.2%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Property Taxes	0	0	0	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0
Percent Change over Prior Year Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	14,041	14,041	0	315	0	0	0	0	14,356	315
Percent Change over Prior Year Net Requirement Budget			0.0%	2.2%	0.0%	0.0%	0.0%	0.0%	2.2%	
Full Time Equivalents (FTEs)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent Change over Prior Year FTEs			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

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

2024 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	0	0	0	
Total Surplus / (Deficit)	0	0	0	
2025 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2025 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2025 cost of living, increments and benefit adjustments.	315	0	315	0.00
Total Maintain Services	315	0	315	0.00
Total Budget Changes	315	0	315	0.00

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Office of the City Clerk	25,884	25,884	0	1,205	0	0	0	0	27,089	1,205
Gross Expenditure	25,884	25,884	0	1,205	0	0	0	0	27,089	1,205
Recoveries & Allocations	(3,044)	(3,044)	0	0	0	0	0	0	(3,044)	0
Revenue	(2,022)	(2,022)	0	(437)	0	0	0	0	(2,459)	(437)
Net Requirement	20,818	20,818	0	768	0	0	0	0	21,586	768
Expenditures by Type										
Salaries, Wages & Benefits	16,810	16,810	0	1,083	0	0	0	0	17,893	1,083
Overtime	67	67	0	0	0	0	0	0	67	0
Material & Services	7,246	7,246	0	431	0	0	0	0	7,677	431
Transfers/Grants/Financial Charges	340	340	0	(340)	0	0	0	0	0	(340)
Fleet Costs	148	148	0	0	0	0	0	0	148	0
Program Facility Costs	941	941	0	31	0	0	0	0	972	31
Other Internal Costs	332	332	0	0	0	0	0	0	332	0
Gross Expenditures	25,884	25,884	0	1,205	0	0	0	0	27,089	1,205
Recoveries & Allocations	(3,044)	(3,044)	0	0	0	0	0	0	(3,044)	0
Net Expenditure	22,840	22,840	0	1,205	0	0	0	0	24,045	1,205
Percent Change over Prior Year Net Expenditure Budget			0.0%	5.3%	0.0%	0.0%	0.0%	0.0%	5.3%	

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	(2,013)	(2,013)	0	(437)	0	0	0	0	(2,450)	(437)
Property Taxes	0	0	0	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0	0	0	0	0	0
Fees and Services	(9)	(9)	0	0	0	0	0	0	(9)	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	(2,022)	(2,022)	0	(437)	0	0	0	0	(2,459)	(437)
Percent Change over Prior Year Revenue Budget			0.0%	21.6%	0.0%	0.0%	0.0%	0.0%	21.6%	
Net Requirement	20,818	20,818	0	768	0	0	0	0	21,586	768
Percent Change over Prior Year Net Requirement Budget			0.0%	3.7%	0.0%	0.0%	0.0%	0.0%	3.7%	
Full Time Equivalents (FTEs)		148.55	0.00	0.00	0.00	0.00	0.00	0.00	148.55	0.00
Percent Change over Prior Year FTEs			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

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

2024 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	0	0	0	
Total Surplus / (Deficit)	0	0	0	
2025 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2025 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2025 cost of living, increments and benefit adjustments.	441	0	441	0.00
Election requirement funded from Tax Stabilization Reserve.	437	(437)	0	0.00
Inflationary increase on simultaneous interpretation of Council and Committee meetings, records storage and translation services.	165	0	165	0.00
On-going cost for support, maintenance and hosting fees for ATIP case management and file redaction software.	140	0	140	0.00
Increase in facility costs related to inflation on compensation contracts, hydro increases, security and maintenance contracts.	22	0	22	0.00
Total Maintain Services	1,205	(437)	768	0.00
2025 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2025 Changes	FTE Impact
User Fees & Revenues				
See following user fee schedule for details on the specific rates.	0	0	0	0.00
Total User Fees & Revenues	0	0	0	0.00
Total Budget Changes	1,205	(437)	768	0.00

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Legal Services	14,756	13,976	0	350	0	265	0	0	14,591	615
Gross Expenditure	14,756	13,976	0	350	0	265	0	0	14,591	615
Recoveries & Allocations	(3,618)	(3,618)	0	0	0	0	0	0	(3,618)	0
Revenue	0	0	0	0	0	0	0	0	0	0
Net Requirement	11,138	10,358	0	350	0	265	0	0	10,973	615
Expenditures by Type										
Salaries, Wages & Benefits	12,255	12,255	0	350	0	265	0	0	12,870	615
Overtime	31	31	0	0	0	0	0	0	31	0
Material & Services	2,413	1,633	0	0	0	0	0	0	1,633	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	57	57	0	0	0	0	0	0	57	0
Gross Expenditures	14,756	13,976	0	350	0	265	0	0	14,591	615
Recoveries & Allocations	(3,618)	(3,618)	0	0	0	0	0	0	(3,618)	0
Net Expenditure	11,138	10,358	0	350	0	265	0	0	10,973	615
Percent Change over Prior Year Net Expenditure Budget			0.0%	3.4%	0.0%	2.6%	0.0%	0.0%	5.9%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Property Taxes	0	0	0	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0
Percent Change over Prior Year Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	11,138	10,358	0	350	0	265	0	0	10,973	615
Percent Change over Prior Year Net Requirement Budget			0.0%	3.4%	0.0%	2.6%	0.0%	0.0%	5.9%	
Full Time Equivalents (FTEs)		97.00	0.00	0.00	0.00	2.00	0.00	0.00	99.00	2.00
Percent Change over Prior Year FTEs			0.0%	0.0%	0.0%	2.1%	0.0%	0.0%	2.1%	

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

2024 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)				
	Expense	Revenue	Net		
Increased legal fees and arbitration costs for various ongoing legal matters.	(780)	0	(780)		
Total Surplus / (Deficit)	(780)	0	(780)		
Increase / (Decrease)					
2025 Pressure Category / Explanation	Expense	Revenue	Net 2025 Changes	FTE Impact	
Maintain Services					
All programs include an adjustment for potential 2025 cost of living, increments and benefit adjustments.	350	0	350	0.00	
Total Maintain Services	350	0	350	0.00	
Increase / (Decrease)					
2025 Pressure Category / Explanation	Expense	Revenue	Net 2025 Changes	FTE Impact	
Growth					
Resources required to address increased labour relations matters and insurance policies complexity.	265	0	265	2.00	
Total Growth	265	0	265	2.00	
Total Budget Changes	615	0	615	2.00	

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
City Manager's Office	5,063	5,063	0	150	0	0	0	0	5,213	150
Gross Expenditure	5,063	5,063	0	150	0	0	0	0	5,213	150
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0	0	0
Net Requirement	5,063	5,063	0	150	0	0	0	0	5,213	150
Expenditures by Type										
Salaries, Wages & Benefits	4,840	4,840	0	150	0	0	0	0	4,990	150
Overtime	0	0	0	0	0	0	0	0	0	0
Material & Services	206	206	0	0	0	0	0	0	206	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	18	18	0	0	0	0	0	0	18	0
Gross Expenditures	5,063	5,063	0	150	0	0	0	0	5,213	150
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0
Net Expenditure	5,063	5,063	0	150	0	0	0	0	5,213	150
Percent Change over Prior Year Net Expenditure Budget			0.0%	3.0%	0.0%	0.0%	0.0%	0.0%	3.0%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Property Taxes	0	0	0	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0
Percent Change over Prior Year Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	5,063	5,063	0	150	0	0	0	0	5,213	150
Percent Change over Prior Year Net Requirement Budget			0.0%	3.0%	0.0%	0.0%	0.0%	0.0%	3.0%	
Full Time Equivalents (FTEs)		37.00	0.00	0.00	0.00	0.00	0.00	0.00	37.00	0.00
Percent Change over Prior Year FTEs			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

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

2024 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	0	0	0	
Total Surplus / (Deficit)	0	0	0	
2025 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2025 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2025 cost of living, increments and benefit adjustments.	150	0	150	0.00
Total Maintain Services	150	0	150	0.00
Total Budget Changes	150	0	150	0.00

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Rail Construction Program Service	11,793	14,282	1,543	390	0	0	0	0	16,215	1,933
Gross Expenditure	11,793	14,282	1,543	390	0	0	0	0	16,215	1,933
Recoveries & Allocations	(11,788)	(14,277)	(1,543)	(390)	0	0	0	0	(16,210)	(1,933)
Revenue	(5)	(5)	0	0	0	0	0	0	(5)	0
Net Requirement	0	0	0	0	0	0	0	0	0	0
Expenditures by Type										
Salaries, Wages & Benefits	11,607	13,787	1,733	390	0	0	0	0	15,910	2,123
Overtime	181	490	(190)	0	0	0	0	0	300	(190)
Material & Services	5	5	0	0	0	0	0	0	5	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0
Gross Expenditures	11,793	14,282	1,543	390	0	0	0	0	16,215	1,933
Recoveries & Allocations	(11,788)	(14,277)	(1,543)	(390)	0	0	0	0	(16,210)	(1,933)
Net Expenditure	5	5	0	0	0	0	0	0	5	0
Percent Change over Prior Year Net Expenditure Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Property Taxes	0	0	0	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	(5)	(5)	0	0	0	0	0	0	(5)	0
Total Revenue	(5)	(5)	0	0	0	0	0	0	(5)	0
Percent Change over Prior Year Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	0	0	0	0	0	0	0	0	0	0
Percent Change over Prior Year Net Requirement Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTEs)		7.00	0.00	0.00	0.00	0.00	0.00	0.00	7.00	0.00
Percent Change over Prior Year FTEs			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

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

2024 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variance to report.	0	0	0	
Total Surplus / (Deficit)	0	0	0	
Increase / (Decrease)				
2024 Baseline Adjustment / Explanation	Expense	Revenue	Net 2025 Changes	FTE Impact
Staffing level and office budget adjustment for Rail Construction Program.	1,543	0	1,543	0.00
Increased capital recoveries as a result of higher staffing levels and office budget adjustment.	(1,543)	0	(1,543)	0.00
Total Adjustments to Base Budget	0	0	0	0.00
Increase / (Decrease)				
2025 Pressure Category / Explanation	Expense	Revenue	Net 2025 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2025 cost of living, increments and benefit adjustments.	390	0	390	0.00
Increased capital recoveries for cost of living, increments and benefits adjustment.	(390)	0	(390)	0.00
Total Maintain Services	0	0	0	0.00
Increase / (Decrease)				
2025 Pressure Category / Explanation	Expense	Revenue	Net 2025 Changes	FTE Impact
User Fees & Revenues				
See following user fee schedule for details on the specific rates.	0	0	0	0.00
Total User Fees & Revenues	0	0	0	0.00
Total Budget Changes	0	0	0	0.00

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
GM's Office	340	285	0	38	0	0	0	0	323	38
Business Support Services	944	944	0	53	0	0	0	0	997	53
Strategic Projects Office	1,248	1,248	0	89	0	0	0	0	1,337	89
Gross Expenditure	2,532	2,477	0	180	0	0	0	0	2,657	180
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0	0	0
Net Requirement	2,532	2,477	0	180	0	0	0	0	2,657	180
Expenditures by Type										
Salaries, Wages & Benefits	2,261	2,261	0	180	0	0	0	0	2,441	180
Overtime	0	0	0	0	0	0	0	0	0	0
Material & Services	267	212	0	0	0	0	0	0	212	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	4	4	0	0	0	0	0	0	4	0
Gross Expenditures	2,532	2,477	0	180	0	0	0	0	2,657	180
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0
Net Expenditure	2,532	2,477	0	180	0	0	0	0	2,657	180
Percent Change over Prior Year Net Expenditure Budget			0.0%	7.3%	0.0%	0.0%	0.0%	0.0%	7.3%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Property Taxes	0	0	0	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0
Percent Change over Prior Year Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	2,532	2,477	0	180	0	0	0	0	2,657	180
Percent Change over Prior Year Net Requirement Budget			0.0%	7.3%	0.0%	0.0%	0.0%	0.0%	7.3%	
Full Time Equivalents (FTEs)		16.00	0.00	0.00	0.00	0.00	0.00	0.00	16.00	0.00
Percent Change over Prior Year FTEs			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

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

2024 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Expected shortfall due to executive search for General Manager position.	(55)	0	(55)	
Total Surplus / (Deficit)	(55)	0	(55)	
2025 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2025 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2025 cost of living, increments and benefit adjustments.	180	0	180	0.00
Total Maintain Services	180	0	180	0.00
Total Budget Changes	180	0	180	0.00

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Director's Office	302	337	0	6	0	0	0	0	343	6
Community, Policy and Partnerships	7,570	7,824	0	50	0	200	2,850	0	10,924	3,100
Byward Market Strategic Project	1,139	800	0	0	0	0	140	0	940	140
Gross Expenditure	9,011	8,961	0	56	0	200	2,990	0	12,207	3,246
Recoveries & Allocations	(470)	(135)	0	(4)	0	0	0	0	(139)	(4)
Revenue	0	0	0	0	0	0	(2,650)	0	(2,650)	(2,650)
Net Requirement	8,541	8,826	0	52	0	200	340	0	9,418	592
Expenditures by Type										
Salaries, Wages & Benefits	1,890	1,861	0	56	0	0	140	0	2,057	196
Overtime	3	6	0	0	0	0	0	0	6	0
Material & Services	273	246	0	0	0	0	200	0	446	200
Transfers/Grants/Financial Charges	6,843	6,843	0	0	0	200	2,650	0	9,693	2,850
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	2	5	0	0	0	0	0	0	5	0
Gross Expenditures	9,011	8,961	0	56	0	200	2,990	0	12,207	3,246
Recoveries & Allocations	(470)	(135)	0	(4)	0	0	0	0	(139)	(4)
Net Expenditure	8,541	8,826	0	52	0	200	2,990	0	12,068	3,242
Percent Change over Prior Year Net Expenditure Budget			0.0%	0.6%	0.0%	2.3%	33.9%	0.0%	36.7%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	(2,650)	0	(2,650)	(2,650)
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Property Taxes	0	0	0	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	(2,650)	0	(2,650)	(2,650)
Percent Change over Prior Year Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	8,541	8,826	0	52	0	200	340	0	9,418	592
Percent Change over Prior Year Net Requirement Budget			0.0%	0.6%	0.0%	2.3%	3.9%	0.0%	6.7%	
Full Time Equivalents (FTEs)		13.00	0.00	0.00	0.00	0.00	0.00	0.00	13.00	0.00
Percent Change over Prior Year FTEs			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

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

2024 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Expenditure surplus largely due to staffing shortages in the first six months of the year.	285	0	285	
Total Surplus / (Deficit)	285	0	285	
	Increase / (Decrease)			
2025 Pressure Category / Explanation	Expense	Revenue	Net 2025 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2025 cost of living, increments and benefit adjustments.	52	0	52	0.00
Total Maintain Services	52	0	52	0.00
	Increase / (Decrease)			
2025 Pressure Category / Explanation	Expense	Revenue	Net 2025 Changes	FTE Impact
Growth				
Additional funding to support the Mural and Architectural Design Feature Grant Program.	100	0	100	0.00
One-time funding for the Ottawa Film Office to support the development of the business case for a new soundstage at the Greenbelt Research Farm.	100	0	100	0.00
Total Growth	200	0	200	0.00
	Increase / (Decrease)			
2025 Pressure Category / Explanation	Expense	Revenue	Net 2025 Changes	FTE Impact
Service Initiatives / Savings				
Funding for the Nightlife Economy Action Plan implementation, led by the Nightlife Commissioner Office (ACS2023-PRE-EDP-0008).	200	0	200	0.00
One-time temporary resource for the Bytown/ByWard Market 200th Anniversary Celebrations from 2025-2027 to co-lead the planning and execution of a celebrations program with Ottawa Tourism and other partners.	140	0	140	0.00
Funding for Downtown Economic Recovery Initiatives. Offset with Provincial funding as per the Ontario-Ottawa Transfer Payment Agreement.	2,650	(2,650)	0	0.00
Total Service Initiatives / Savings	2,990	(2,650)	340	0.00
Total Budget Changes	3,242	(2,650)	592	0.00

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Office of the CISO	612	662	0	15	0	1,125	0	0	1,802	1,140
Gross Expenditure	612	662	0	15	0	1,125	0	0	1,802	1,140
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0	0	0
Net Requirement	612	662	0	15	0	1,125	0	0	1,802	1,140
Expenditures by Type										
Salaries, Wages & Benefits	612	662	0	15	0	550	0	0	1,227	565
Overtime	0	0	0	0	0	0	0	0	0	0
Material & Services	0	0	0	0	0	575	0	0	575	575
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0
Gross Expenditures	612	662	0	15	0	1,125	0	0	1,802	1,140
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0
Net Expenditure	612	662	0	15	0	1,125	0	0	1,802	1,140
Percent Change over Prior Year Net Expenditure Budget			0.0%	2.3%	0.0%	169.9%	0.0%	0.0%	172.2%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Property Taxes	0	0	0	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0
Percent Change over Prior Year Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	612	662	0	15	0	1,125	0	0	1,802	1,140
Percent Change over Prior Year Net Requirement Budget			0.0%	2.3%	0.0%	169.9%	0.0%	0.0%	172.2%	
Full Time Equivalents (FTEs)		4.00	0.00	0.00	0.00	3.00	0.00	0.00	7.00	3.00
Percent Change over Prior Year FTEs			0.0%	0.0%	0.0%	75.0%	0.0%	0.0%	75.0%	

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

2024 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)				
	Expense	Revenue	Net		
Compensation savings due to vacancies.	50	0	50		
Total Surplus / (Deficit)	50	0	50		
Increase / (Decrease)					
2025 Pressure Category / Explanation	Expense	Revenue	Net 2025 Changes	FTE Impact	
Maintain Services					
All programs include an adjustment for potential 2025 cost of living, increments and benefit adjustments.	15	0	15	0.00	
Total Maintain Services	15	0	15	0.00	
Increase / (Decrease)					
2025 Pressure Category / Explanation	Expense	Revenue	Net 2025 Changes	FTE Impact	
Growth					
Resources required to support digital strategy enablement, emerging security trends, policy development and implementation.	420	0	420	3.00	
Temporary resource required to advance the evolution of digital risk management, and security culture and reporting.	130	0	130	0.00	
Professional services costs to implement specialized staff training and risk analysis of City networks and systems.	575	0	575	0.00	
Total Growth	1,125	0	1,125	3.00	
Total Budget Changes	1,140	0	1,140	3.00	

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Public Information & Media Relations	4,703	4,703	(100)	130	0	0	0	0	4,733	30
Gross Expenditure	4,703	4,703	(100)	130	0	0	0	0	4,733	30
Recoveries & Allocations	(225)	(225)	100	(65)	0	0	0	0	(190)	35
Revenue	0	0	0	0	0	0	0	0	0	0
Net Requirement	4,478	4,478	0	65	0	0	0	0	4,543	65
Expenditures by Type										
Salaries, Wages & Benefits	4,403	4,403	(100)	130	0	0	0	0	4,433	30
Overtime	30	30	0	0	0	0	0	0	30	0
Material & Services	253	253	0	0	0	0	0	0	253	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	17	17	0	0	0	0	0	0	17	0
Gross Expenditures	4,703	4,703	(100)	130	0	0	0	0	4,733	30
Recoveries & Allocations	(225)	(225)	100	(65)	0	0	0	0	(190)	35
Net Expenditure	4,478	4,478	0	65	0	0	0	0	4,543	65
Percent Change over Prior Year Net Expenditure Budget			0.0%	1.5%	0.0%	0.0%	0.0%	0.0%	1.5%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Property Taxes	0	0	0	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0
Percent Change over Prior Year Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	4,478	4,478	0	65	0	0	0	0	4,543	65
Percent Change over Prior Year Net Requirement Budget			0.0%	1.5%	0.0%	0.0%	0.0%	0.0%	1.5%	
Full Time Equivalents (FTEs)		33.00	0.00	0.00	0.00	0.00	0.00	0.00	33.00	0.00
Percent Change over Prior Year FTEs			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

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

2024 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	0	0	0	
Total Surplus / (Deficit)	0	0	0	
Increase / (Decrease)				
2024 Baseline Adjustment / Explanation	Expense	Revenue	Net 2025 Changes	FTE Impact
Remove temporary Senior Communications Officer for road safety communications funded for 2 years by Automated Speed Enforcement (ASE) program revenues.	100	0	100	0.00
Remove 2-year ASE program funding for a Senior Communications Officer for road safety communications.	(100)	0	(100)	0.00
Total Adjustments to Base Budget	0	0	0	0.00
Increase / (Decrease)				
2025 Pressure Category / Explanation	Expense	Revenue	Net 2025 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2025 cost of living, increments and benefit adjustments.	65	0	65	0.00
6-month temporary Senior Communications Officer for road safety communications funded by ASE revenues.	65	0	65	0.00
6-month ASE program funding for a Senior Communications Officer for road safety communications.	(65)	0	(65)	0.00
Total Maintain Services	65	0	65	0.00
Total Budget Changes	65	0	65	0.00

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Director's Office	355	355	0	10	0	0	0	0	365	10
HR Strategic Support and Analytics	1,616	1,616	0	59	0	0	0	0	1,675	59
Wellness and Benefits	2,214	2,214	0	37	0	0	0	0	2,251	37
HR Programs & Planning	5,815	5,815	0	432	0	0	0	0	6,247	432
HR Business Services	8,242	8,242	0	464	0	0	0	0	8,706	464
Workplace Safety & Compliance	1,857	1,857	0	83	0	0	0	0	1,940	83
HR Organizational Development	573	573	0	10	0	0	0	0	583	10
Gross Expenditure	20,672	20,672	0	1,095	0	0	0	0	21,767	1,095
Recoveries & Allocations	(980)	(980)	0	0	0	0	0	0	(980)	0
Revenue	(765)	(765)	0	0	0	0	0	0	(765)	0
Net Requirement	18,927	18,927	0	1,095	0	0	0	0	20,022	1,095
Expenditures by Type										
Salaries, Wages & Benefits	15,720	15,720	0	790	0	0	0	0	16,510	790
Overtime	3	3	0	0	0	0	0	0	3	0
Material & Services	4,799	4,799	0	305	0	0	0	0	5,104	305
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	150	150	0	0	0	0	0	0	150	0
Gross Expenditures	20,672	20,672	0	1,095	0	0	0	0	21,767	1,095
Recoveries & Allocations	(980)	(980)	0	0	0	0	0	0	(980)	0
Net Expenditure	19,692	19,692	0	1,095	0	0	0	0	20,787	1,095
Percent Change over Prior Year Net Expenditure Budget			0.0%	5.6%	0.0%	0.0%	0.0%	0.0%	5.6%	

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	(765)	(765)	0	0	0	0	0	0	(765)	0
Property Taxes	0	0	0	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	(765)	(765)	0	0	0	0	0	0	(765)	0
Percent Change over Prior Year Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	18,927	18,927	0	1,095	0	0	0	0	20,022	1,095
Percent Change over Prior Year Net Requirement Budget			0.0%	5.8%	0.0%	0.0%	0.0%	0.0%	5.8%	
Full Time Equivalents (FTEs)		126.80	0.00	0.00	0.00	0.00	0.00	0.00	126.80	0.00
Percent Change over Prior Year FTEs			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

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

2024 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	0	0	0	
Total Surplus / (Deficit)	0	0	0	
2025 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2025 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2025 cost of living, increments and benefit adjustments.	790	0	790	0.00
Inflationary increase on contracted services.	305	0	305	0.00
Total Maintain Services	1,095	0	1,095	0.00
Total Budget Changes	1,095	0	1,095	0.00

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Service Ottawa	31,136	31,136	0	(9,065)	0	100	1,597	0	23,768	(7,368)
Gross Expenditure	31,136	31,136	0	(9,065)	0	100	1,597	0	23,768	(7,368)
Recoveries & Allocations	(15,753)	(15,753)	0	9,650	0	0	(1,597)	0	(7,700)	8,053
Revenue	(1,503)	(1,303)	0	0	0	0	0	(100)	(1,403)	(100)
Net Requirement	13,880	14,080	0	585	0	100	0	(100)	14,665	585
Expenditures by Type										
Salaries, Wages & Benefits	15,050	15,050	0	585	0	100	0	0	15,735	685
Overtime	169	169	0	0	0	0	0	0	169	0
Material & Services	15,317	15,317	0	(9,650)	0	0	1,597	0	7,264	(8,053)
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	600	600	0	0	0	0	0	0	600	0
Gross Expenditures	31,136	31,136	0	(9,065)	0	100	1,597	0	23,768	(7,368)
Recoveries & Allocations	(15,753)	(15,753)	0	9,650	0	0	(1,597)	0	(7,700)	8,053
Net Expenditure	15,383	15,383	0	585	0	100	0	0	16,068	685
Percent Change over Prior Year Net Expenditure Budget			0.0%	3.8%	0.0%	0.7%	0.0%	0.0%	4.5%	

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Property Taxes	0	0	0	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0	0	0	0	0	0
Fees and Services	(1,503)	(1,303)	0	0	0	0	0	(100)	(1,403)	(100)
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	(1,503)	(1,303)	0	0	0	0	0	(100)	(1,403)	(100)
Percent Change over Prior Year Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	7.7%	7.7%	
Net Requirement	13,880	14,080	0	585	0	100	0	(100)	14,665	585
Percent Change over Prior Year Net Requirement Budget			0.0%	4.2%	0.0%	0.7%	0.0%	-0.7%	4.2%	
Full Time Equivalents (FTEs)		151.07	0.00	0.00	0.00	1.00	0.00	0.00	152.07	1.00
Percent Change over Prior Year FTEs			0.0%	0.0%	0.0%	0.7%	0.0%	0.0%	0.7%	

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

	Surplus / (Deficit)			
2024 Forecast vs. Budget Variance Explanation	Expense	Revenue	Net	
Higher than anticipated revenues from marriage licensing and services.	0	200	200	
Total Surplus / (Deficit)	0	200	200	
2025 Pressure Category / Explanation	Expense	Revenue	Net 2025 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2025 cost of living, increments and benefit adjustments.	585	0	585	0.00
Adjustment of ticket processing and temporary resource costs to support the Automated Speed Enforcement (ASE) program based on ticket volumes funded from program revenues.	(9,650)	0	(9,650)	0.00
Decrease in ASE program funding due to lower than anticipated ticket volumes.	9,650	0	9,650	0.00
Total Maintain Services	585	0	585	0.00
	Increase / (Decrease)			
2025 Pressure Category / Explanation	Expense	Revenue	Net 2025 Changes	FTE Impact
Growth				
Permanent resource to support the increased volumes to 311 call centre.	100	0	100	1.00
Total Growth	100	0	100	1.00
	Increase / (Decrease)			
2025 Pressure Category / Explanation	Expense	Revenue	Net 2025 Changes	FTE Impact
Service Initiatives / Savings				
One-time costs for implementation of Administrative Penalty System (APS) (ACS2024-FCS-SO-0001).	1,597	0	1,597	0.00
Funding for the implementation of APS from ASE, Red Light Camera and Parking revenues (ACS2024-FCS-SO-0001).	(1,597)	0	(1,597)	0.00
Total Service Initiatives / Savings	0	0	0	0.00

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

2025 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2025 Changes	FTE Impact
User Fees & Revenues				
See following user fee schedule for details on the specific rates.	0	(100)	(100)	0.00
Total User Fees & Revenues	0	(100)	(100)	0.00
Total Budget Changes	685	(100)	585	1.00

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Office of the CIO	367	367	0	23	0	0	0	0	390	23
Network Operations	13,924	13,674	0	1,572	0	0	0	0	15,246	1,572
Frontline Services	25,308	25,158	0	1,372	0	0	0	0	26,530	1,372
Applications Management	20,413	20,413	0	1,177	0	0	0	0	21,590	1,177
SAP Solutions	10,717	10,717	0	426	0	0	0	0	11,143	426
Technology Security	3,850	3,850	0	143	0	220	0	0	4,213	363
Technology Modernization	3,446	3,446	0	51	0	0	0	0	3,497	51
Technology Solutions	3,246	3,246	0	57	0	0	0	0	3,303	57
Gross Expenditure	81,271	80,871	0	4,821	0	220	0	0	85,912	5,041
Recoveries & Allocations	(4,459)	(4,459)	0	(1,376)	0	0	0	0	(5,835)	(1,376)
Revenue	0	0	0	0	0	0	0	0	0	0
Net Requirement	76,812	76,412	0	3,445	0	220	0	0	80,077	3,665
Expenditures by Type										
Salaries, Wages & Benefits	39,191	38,941	0	1,335	0	220	0	0	40,496	1,555
Overtime	258	258	0	0	0	0	0	0	258	0
Material & Services	41,762	41,612	0	3,486	0	0	0	0	45,098	3,486
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	60	60	0	0	0	0	0	0	60	0
Gross Expenditures	81,271	80,871	0	4,821	0	220	0	0	85,912	5,041
Recoveries & Allocations	(4,459)	(4,459)	0	(1,376)	0	0	0	0	(5,835)	(1,376)
Net Expenditure	76,812	76,412	0	3,445	0	220	0	0	80,077	3,665
Percent Change over Prior Year Net Expenditure Budget			0.0%	4.5%	0.0%	0.3%	0.0%	0.0%	4.8%	

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Property Taxes	0	0	0	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0
Percent Change over Prior Year Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	76,812	76,412	0	3,445	0	220	0	0	80,077	3,665
Percent Change over Prior Year Net Requirement Budget			0.0%	4.5%	0.0%	0.3%	0.0%	0.0%	4.8%	
Full Time Equivalents (FTEs)		305.00	0.00	0.00	0.00	2.00	0.00	0.00	307.00	2.00
Percent Change over Prior Year FTEs			0.0%	0.0%	0.0%	0.7%	0.0%	0.0%	0.7%	

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

2024 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Increased staffing costs due to technology infrastructure maintenance and client systems work.	(250)	0	(250)	
Higher than anticipated inflationary increases in computer software due to pricing structure changes.	(150)	0	(150)	
Total Surplus / (Deficit)	(400)	0	(400)	
Increase / (Decrease)				
2025 Pressure Category / Explanation	Expense	Revenue	Net 2025 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2025 cost of living, increments and benefit adjustments.	1,335	0	1,335	0.00
Inflationary impact on maintenance contracts, purchased services, materials and supplies.	3,590	0	3,590	0.00
Recovery from Water Services for support of Maximo software.	(1,480)	0	(1,480)	0.00
Total Maintain Services	3,445	0	3,445	0.00
Increase / (Decrease)				
2025 Pressure Category / Explanation	Expense	Revenue	Net 2025 Changes	FTE Impact
Growth				
Permanent resources to support data analytics, software enhancements and cyber security.	220	0	220	2.00
Total Growth	220	0	220	2.00
Total Budget Changes	3,665	0	3,665	2.00

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Supply Services	6,440	6,140	0	370	0	125	0	0	6,635	495
Gross Expenditure	6,440	6,140	0	370	0	125	0	0	6,635	495
Recoveries & Allocations	(1,364)	(1,364)	0	0	0	0	0	0	(1,364)	0
Revenue	(3,290)	(2,990)	0	0	0	(150)	0	0	(3,140)	(150)
Net Requirement	1,785	1,785	0	370	0	(25)	0	0	2,130	345
Expenditures by Type										
Salaries, Wages & Benefits	6,367	6,067	0	370	0	125	0	0	6,562	495
Overtime	7	7	0	0	0	0	0	0	7	0
Material & Services	51	51	0	0	0	0	0	0	51	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	15	15	0	0	0	0	0	0	15	0
Gross Expenditures	6,440	6,140	0	370	0	125	0	0	6,635	495
Recoveries & Allocations	(1,364)	(1,364)	0	0	0	0	0	0	(1,364)	0
Net Expenditure	5,075	4,775	0	370	0	125	0	0	5,270	495
Percent Change over Prior Year Net Expenditure Budget			0.0%	7.7%	0.0%	2.6%	0.0%	0.0%	10.4%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Property Taxes	0	0	0	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0	0	0	0	0	0
Fees and Services	(3,290)	(2,990)	0	0	0	(150)	0	0	(3,140)	(150)
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	(3,290)	(2,990)	0	0	0	(150)	0	0	(3,140)	(150)
Percent Change over Prior Year Revenue Budget			0.0%	0.0%	0.0%	5.0%	0.0%	0.0%	5.0%	
Net Requirement	1,785	1,785	0	370	0	(25)	0	0	2,130	345
Percent Change over Prior Year Net Requirement Budget			0.0%	20.7%	0.0%	-1.4%	0.0%	0.0%	19.3%	
Full Time Equivalents (FTEs)		51.99	0.00	0.00	0.00	1.00	0.00	0.00	52.99	1.00
Percent Change over Prior Year FTEs			0.0%	0.0%	0.0%	1.9%	0.0%	0.0%	1.9%	

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

2024 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Higher than anticipated compensation costs offset by additional purchasing card rebate revenue.	(300)	300	0	
Total Surplus / (Deficit)	(300)	300	0	
2025 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2025 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2025 cost of living, increments and benefit adjustments.	370	0	370	0.00
Total Maintain Services	370	0	370	0.00
2025 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2025 Changes	FTE Impact
Growth				
Additional Procurement Officer to support the growth in contracts, vendor performance management activities and sustainability efforts.	125	0	125	1.00
Purchasing card rebate revenue increase.	0	(150)	(150)	0.00
Total Growth	125	(150)	(25)	1.00
Total Budget Changes	495	(150)	345	1.00

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Chief Financial Officer/Treasurer	401	401	0	13	0	0	0	0	414	13
Business Support Services	3,612	3,612	0	212	0	0	0	0	3,824	212
Gross Expenditure	4,013	4,013	0	225	0	0	0	0	4,238	225
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0	0	0
Net Requirement	4,013	4,013	0	225	0	0	0	0	4,238	225
Expenditures by Type										
Salaries, Wages & Benefits	3,564	3,564	0	225	0	0	0	0	3,789	225
Overtime	10	10	0	0	0	0	0	0	10	0
Material & Services	336	336	0	0	0	0	0	0	336	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	102	102	0	0	0	0	0	0	102	0
Gross Expenditures	4,013	4,013	0	225	0	0	0	0	4,238	225
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0
Net Expenditure	4,013	4,013	0	225	0	0	0	0	4,238	225
Percent Change over Prior Year Net Expenditure Budget			0.0%	5.6%	0.0%	0.0%	0.0%	0.0%	5.6%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Property Taxes	0	0	0	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0
Percent Change over Prior Year Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	4,013	4,013	0	225	0	0	0	0	4,238	225
Percent Change over Prior Year Net Requirement Budget			0.0%	5.6%	0.0%	0.0%	0.0%	0.0%	5.6%	
Full Time Equivalents (FTEs)		33.00	0.00	0.00	0.00	0.00	0.00	0.00	33.00	0.00
Percent Change over Prior Year FTEs			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

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

2024 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	0	0	0	
Total Surplus / (Deficit)	0	0	0	
2025 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2025 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2025 cost of living, increments and benefit adjustments.	225	0	225	0.00
Total Maintain Services	225	0	225	0.00
Total Budget Changes	225	0	225	0.00

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
FSPCS	12,301	12,301	0	750	0	0	0	0	13,051	750
Gross Expenditure	12,301	12,301	0	750	0	0	0	0	13,051	750
Recoveries & Allocations	(1,062)	(1,062)	0	0	0	0	0	0	(1,062)	0
Revenue	0	0	0	0	0	0	0	0	0	0
Net Requirement	11,239	11,239	0	750	0	0	0	0	11,989	750
Expenditures by Type										
Salaries, Wages & Benefits	12,157	12,157	0	782	0	0	0	0	12,939	782
Overtime	48	48	0	(32)	0	0	0	0	16	(32)
Material & Services	62	62	0	0	0	0	0	0	62	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	34	34	0	0	0	0	0	0	34	0
Gross Expenditures	12,301	12,301	0	750	0	0	0	0	13,051	750
Recoveries & Allocations	(1,062)	(1,062)	0	0	0	0	0	0	(1,062)	0
Net Expenditure	11,239	11,239	0	750	0	0	0	0	11,989	750
Percent Change over Prior Year Net Expenditure Budget			0.0%	6.7%	0.0%	0.0%	0.0%	0.0%	6.7%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Property Taxes	0	0	0	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0
Percent Change over Prior Year Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	11,239	11,239	0	750	0	0	0	0	11,989	750
Percent Change over Prior Year Net Requirement Budget			0.0%	6.7%	0.0%	0.0%	0.0%	0.0%	6.7%	
Full Time Equivalents (FTEs)		113.35	0.00	0.00	0.00	0.00	0.00	0.00	113.35	0.00
Percent Change over Prior Year FTEs			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

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

2024 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	0	0	0	
Total Surplus / (Deficit)	0	0	0	
2025 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2025 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2025 cost of living, increments and benefit adjustments.	750	0	750	0.00
Total Maintain Services	750	0	750	0.00
Total Budget Changes	750	0	750	0.00

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Revenue Services	28,516	28,516	0	3,060	0	630	0	0	32,206	3,690
Gross Expenditure	28,516	28,516	0	3,060	0	630	0	0	32,206	3,690
Recoveries & Allocations	(15,593)	(15,593)	0	(2,245)	0	(630)	0	0	(18,468)	(2,875)
Revenue	(8,107)	(7,607)	0	0	0	0	0	(300)	(7,907)	(300)
Net Requirement	4,816	5,316	0	815	0	0	0	(300)	5,831	515
Expenditures by Type										
Salaries, Wages & Benefits	22,545	22,545	0	3,060	0	630	0	0	26,235	3,690
Overtime	17	17	0	0	0	0	0	0	17	0
Material & Services	5,400	5,400	0	0	0	0	0	0	5,400	0
Transfers/Grants/Financial Charges	130	130	0	0	0	0	0	0	130	0
Fleet Costs	268	268	0	0	0	0	0	0	268	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	156	156	0	0	0	0	0	0	156	0
Gross Expenditures	28,516	28,516	0	3,060	0	630	0	0	32,206	3,690
Recoveries & Allocations	(15,593)	(15,593)	0	(2,245)	0	(630)	0	0	(18,468)	(2,875)
Net Expenditure	12,923	12,923	0	815	0	0	0	0	13,738	815
Percent Change over Prior Year Net Expenditure Budget			0.0%	6.3%	0.0%	0.0%	0.0%	0.0%	6.3%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Property Taxes	0	0	0	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0	0	0	0	0	0
Fees and Services	(8,107)	(7,607)	0	0	0	0	0	(300)	(7,907)	(300)
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	(8,107)	(7,607)	0	0	0	0	0	(300)	(7,907)	(300)
Percent Change over Prior Year Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	3.9%	3.9%	
Net Requirement	4,816	5,316	0	815	0	0	0	(300)	5,831	515
Percent Change over Prior Year Net Requirement Budget			0.0%	15.3%	0.0%	0.0%	0.0%	-5.6%	9.7%	
Full Time Equivalents (FTEs)		226.45	0.00	2.00	0.00	6.00	0.00	0.00	234.45	8.00
Percent Change over Prior Year FTEs			0.0%	0.9%	0.0%	2.6%	0.0%	0.0%	3.5%	

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

2024 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Higher than anticipated revenues from water and tax billing services.	0	500	500	
Total Surplus / (Deficit)	0	500	500	
2025 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2025 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2025 cost of living, increments and benefit adjustments.	1,380	0	1,380	0.00
Annual support increase for ongoing sustainment of the Automated Speed Enforcement (ASE) Program.	1,460	0	1,460	0.00
Annual support increase for ongoing sustainment of the ASE Program funded from program revenues.	(1,460)	0	(1,460)	0.00
Annual support increase for ongoing sustainment of the Vacant Unit Tax (VUT) Program funded from program revenues.	(170)	0	(170)	0.00
Annual support increase for ongoing sustainment of the Water Billing Program funded from program revenues.	(395)	0	(395)	0.00
Permanent resources required to support the VUT Program.	220	0	220	2.00
Permanent resources required to support the VUT Program funded from program revenues.	(220)	0	(220)	0.00
Total Maintain Services	815	0	815	2.00
2025 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2025 Changes	FTE Impact
Growth				
Additional resources required for parking revenue collection.	330	0	330	3.00
Additional resources required for parking revenue collection funded from parking revenues.	(330)	0	(330)	0.00
Permanent resources to support the water billing system.	300	0	300	3.00
Permanent resources to support the water billing system funded from water rate revenue.	(300)	0	(300)	0.00
Total Growth	0	0	0	6.00

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

2025 Pressure Category / Explanation	(Increase) / Decrease			
	Expense	Revenue	Net 2025 Changes	FTE Impact
User Fees & Revenues				
See following user fee schedule for details on the specific rates.	0	(300)	(300)	0.00
Total User Fees & Revenues	0	(300)	(300)	0.00
Total Budget Changes	815	(300)	515	8.00

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Corporate Finance	8,431	8,431	0	600	0	110	0	0	9,141	710
Gross Expenditure	8,431	8,431	0	600	0	110	0	0	9,141	710
Recoveries & Allocations	(1,088)	(1,088)	0	0	0	0	0	0	(1,088)	0
Revenue	0	0	0	0	0	0	0	0	0	0
Net Requirement	7,343	7,343	0	600	0	110	0	0	8,053	710
Expenditures by Type										
Salaries, Wages & Benefits	7,705	7,705	0	600	0	110	0	0	8,415	710
Overtime	3	3	0	0	0	0	0	0	3	0
Material & Services	657	657	0	0	0	0	0	0	657	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	66	66	0	0	0	0	0	0	66	0
Gross Expenditures	8,431	8,431	0	600	0	110	0	0	9,141	710
Recoveries & Allocations	(1,088)	(1,088)	0	0	0	0	0	0	(1,088)	0
Net Expenditure	7,343	7,343	0	600	0	110	0	0	8,053	710
Percent Change over Prior Year Net Expenditure Budget			0.0%	8.2%	0.0%	1.5%	0.0%	0.0%	9.7%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Property Taxes	0	0	0	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0
Percent Change over Prior Year Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	7,343	7,343	0	600	0	110	0	0	8,053	710
Percent Change over Prior Year Net Requirement Budget			0.0%	8.2%	0.0%	1.5%	0.0%	0.0%	9.7%	
Full Time Equivalents (FTEs)		70.54	0.00	0.00	0.00	1.00	0.00	0.00	71.54	1.00
Percent Change over Prior Year FTEs			0.0%	0.0%	0.0%	1.4%	0.0%	0.0%	1.4%	

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

2024 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	0	0	0	
Total Surplus / (Deficit)	0	0	0	
2025 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2025 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2025 cost of living, increments and benefit adjustments.	600	0	600	0.00
Total Maintain Services	600	0	600	0.00
2025 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2025 Changes	FTE Impact
Growth				
Additional resource required for Prudent Investor program and financial instruments analytics and support.	110	0	110	1.00
Total Growth	110	0	110	1.00
Total Budget Changes	710	0	710	1.00

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Payroll	9,165	8,895	0	440	0	320	0	0	9,655	760
Gross Expenditure	9,165	8,895	0	440	0	320	0	0	9,655	760
Recoveries & Allocations	(626)	(626)	0	0	0	0	0	0	(626)	0
Revenue	0	0	0	0	0	0	0	0	0	0
Net Requirement	8,539	8,269	0	440	0	320	0	0	9,029	760
Expenditures by Type										
Salaries, Wages & Benefits	8,823	8,553	0	440	0	320	0	0	9,313	760
Overtime	20	20	0	0	0	0	0	0	20	0
Material & Services	209	209	0	0	0	0	0	0	209	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	113	113	0	0	0	0	0	0	113	0
Gross Expenditures	9,165	8,895	0	440	0	320	0	0	9,655	760
Recoveries & Allocations	(626)	(626)	0	0	0	0	0	0	(626)	0
Net Expenditure	8,539	8,269	0	440	0	320	0	0	9,029	760
Percent Change over Prior Year Net Expenditure Budget			0.0%	5.3%	0.0%	3.9%	0.0%	0.0%	9.2%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Property Taxes	0	0	0	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0
Percent Change over Prior Year Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	8,539	8,269	0	440	0	320	0	0	9,029	760
Percent Change over Prior Year Net Requirement Budget			0.0%	5.3%	0.0%	3.9%	0.0%	0.0%	9.2%	
Full Time Equivalents (FTEs)		79.33	0.00	0.00	0.00	3.00	0.00	0.00	82.33	3.00
Percent Change over Prior Year FTEs			0.0%	0.0%	0.0%	3.8%	0.0%	0.0%	3.8%	

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

	Surplus / (Deficit)			
2024 Forecast vs. Budget Variance Explanation	Expense	Revenue	Net	
Higher costs to support increased transaction volumes.	(270)	0	(270)	
Total Surplus / (Deficit)	(270)	0	(270)	
	Increase / (Decrease)			
2025 Pressure Category / Explanation	Expense	Revenue	Net 2025 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2025 cost of living, increments and benefit adjustments.	440	0	440	0.00
Total Maintain Services	440	0	440	0.00
	Increase / (Decrease)			
2025 Pressure Category / Explanation	Expense	Revenue	Net 2025 Changes	FTE Impact
Growth				
Additional resources to support expanded workload, collective agreement settlements, and provincial legislative changes.	320	0	320	3.00
Total Growth	320	0	320	3.00
Total Budget Changes	760	0	760	3.00

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Director's Office	383	423	0	0	0	0	0	0	423	0
Realty Services	2,128	2,098	0	83	0	0	0	0	2,181	83
Realty Initiatives & Development	12,409	13,639	0	126	0	0	0	0	13,765	126
Gross Expenditure	14,920	16,160	0	209	0	0	0	0	16,369	209
Recoveries & Allocations	(6,084)	(6,124)	0	0	0	0	0	0	(6,124)	0
Revenue	(619)	(619)	0	0	0	0	0	0	(619)	0
Net Requirement	8,217	9,417	0	209	0	0	0	0	9,626	209
Expenditures by Type										
Salaries, Wages & Benefits	5,496	5,636	0	209	0	0	0	0	5,845	209
Overtime	24	24	0	0	0	0	0	0	24	0
Material & Services	3,920	4,560	0	0	0	0	0	0	4,560	0
Transfers/Grants/Financial Charges	5,196	5,696	0	0	0	0	0	0	5,696	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	284	244	0	0	0	0	0	0	244	0
Gross Expenditures	14,920	16,160	0	209	0	0	0	0	16,369	209
Recoveries & Allocations	(6,084)	(6,124)	0	0	0	0	0	0	(6,124)	0
Net Expenditure	8,836	10,036	0	209	0	0	0	0	10,245	209
Percent Change over Prior Year Net Expenditure Budget			0.0%	2.1%	0.0%	0.0%	0.0%	0.0%	2.1%	

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Property Taxes	0	0	0	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0	0	0	0	0	0
Fees and Services	(619)	(619)	0	0	0	0	0	0	(619)	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	(619)	(619)	0	0	0	0	0	0	(619)	0
Percent Change over Prior Year Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	8,217	9,417	0	209	0	0	0	0	9,626	209
Percent Change over Prior Year Net Requirement Budget			0.0%	2.2%	0.0%	0.0%	0.0%	0.0%	2.2%	
Full Time Equivalents (FTEs)		41.00	0.00	0.00	0.00	0.00	0.00	0.00	41.00	0.00
Percent Change over Prior Year FTEs			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

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

2024 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Savings from purchased services and higher than anticipated property tax refunds for exempt properties.	1,200	0	1,200	
Total Surplus / (Deficit)	1,200	0	1,200	
2025 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2025 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for 2025 cost of living, increments and benefit adjustments.	209	0	209	0.00
Total Maintain Services	209	0	209	0.00
2025 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2025 Changes	FTE Impact
User Fees & Revenues				
See following user fee schedule for details on the specific rates.	0	0	0	0.00
Total User Fees & Revenues	0	0	0	0.00
Total Budget Changes	209	0	209	0.00

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Corporate Human Resource Provision										
Expenditure										
Sick Leave Banks	3,020	3,020	0	0	0	0	0	0	3,020	0
Retiree Costs	2,500	2,500	0	0	0	0	0	0	2,500	0
Employee Benefits	1,128	1,128	0	0	0	0	0	0	1,128	0
Benefit Adjustments	75	75	0	0	0	0	0	0	75	0
Net Expenditure	6,723	6,723	0	0	0	0	0	0	6,723	0
Revenue										
Vested Employee Benefits Reserve	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0
Net Corp HR Provision Requirement	6,723	6,723	0	0	0	0	0	0	6,723	0
Capital Formation Costs										
Expenditure										
Contribution to City Wide Capital Reserve	184,617	184,617	0	9,470	0	1,000	0	0	195,087	10,470
Contribution to Tax Stabilization Reserve	14,156	14,156	(2,400)	0	0	0	0	0	11,756	(2,400)
Contribution to Gas Tax Reserve Fund	102,467	102,467	0	0	0	0	0	0	102,467	0
Transfer to CW Capital from Endowment Earnings	13,000	13,000	0	0	0	0	0	0	13,000	0
Transfer to Housing Reserve from Vacant Unit Tax	12,600	11,000	0	0	0	0	0	0	11,000	0
Transfer to CW Capital from Build Ottawa	6,400	5,000	0	0	0	0	0	0	5,000	0
Transfer to CW Capital from Sale of Surplus Land	5,400	2,500	0	0	0	0	0	0	2,500	0
City Wide Debt Charges	101,535	93,535	1,930	0	0	3,300	0	0	98,765	5,230
100 Constellation Lease	6,413	6,413	0	0	0	0	0	0	6,413	0
Net Expenditure	446,588	432,688	(470)	9,470	0	4,300	0	0	445,988	13,300
Revenue										
Contribution from Tax Stabilization Reserve	(4,065)	(4,065)	1,655	(1,715)	0	0	0	0	(4,125)	(60)
Vacant Unit Tax	(12,600)	(11,000)	0	0	0	0	0	0	(11,000)	0
Gas Tax Receipts	(102,467)	(102,467)	0	0	0	0	0	0	(102,467)	0
Endowment Fund Earnings	(13,000)	(13,000)	0	0	0	0	0	0	(13,000)	0
Build Ottawa (OCLDC)	(6,400)	(5,000)	0	0	0	0	0	0	(5,000)	0
Sale of Surplus Land	(5,400)	(2,500)	0	0	0	0	0	0	(2,500)	0
City Wide Debt Charge Funding	(8,257)	(8,257)	(3,230)	0	0	0	0	0	(11,487)	(3,230)
Total Revenue	(152,189)	(146,289)	(1,575)	(1,715)	0	0	0	0	(149,579)	(3,290)
Net Capital Formation Costs Requirement	294,399	286,399	(2,045)	7,755	0	4,300	0	0	296,409	10,010

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Corporate Common Expenditures										
Expenditure										
Financial Charges & Other	37,533	38,533	(500)	(1,760)	0	0	(400)	0	35,873	(2,660)
Gross Expenditure	37,533	38,533	(500)	(1,760)	0	0	(400)	0	35,873	(2,660)
Recoveries & Allocations	(80,393)	(80,393)	(1,900)	(125)	0	0	0	0	(82,418)	(2,025)
Net Expenditure	(42,860)	(41,860)	(2,400)	(1,885)	0	0	(400)	0	(46,545)	(4,685)
Net Corporate Common Expenditures Requirement	(42,860)	(41,860)	(2,400)	(1,885)	0	0	(400)	0	(46,545)	(4,685)
Corporate Common Revenues										
Expenditure										
Investment Income	326	326	0	0	0	0	0	0	326	0
Provincial Offences Act	137	137	0	0	0	0	0	0	137	0
Municipal Accommodation Tax	27,800	21,800	(243)	0	0	0	0	0	21,558	(243)
Gross Expenditure	28,263	22,263	(243)	0	0	0	0	0	22,021	(243)
Recoveries & Allocations	805	805	0	40	0	0	0	0	845	40
Net Expenditure	29,068	23,068	(243)	40	0	0	0	0	22,866	(203)
Revenue										
Penalty & Interest	(21,609)	(18,109)	0	(2,100)	0	0	0	0	(20,209)	(2,100)
Investment Income	(45,007)	(28,007)	0	0	0	(5,110)	0	0	(33,117)	(5,110)
Hydro Ottawa Dividends	(20,000)	(20,000)	0	0	0	0	0	0	(20,000)	0
Provincial Offences Act	(7,370)	(6,770)	0	(1,099)	0	0	0	0	(7,869)	(1,099)
Red Light Camera	(12,025)	(11,725)	0	(40)	0	0	0	0	(11,765)	(40)
Rideau Carleton Raceway	(6,000)	(6,000)	0	0	0	0	0	0	(6,000)	0
Lottery Fees	(604)	(1,004)	0	0	0	0	0	0	(1,004)	0
Municipal Accommodation Tax	(31,305)	(24,605)	0	0	0	0	0	0	(24,605)	0
Other Miscellaneous Revenue	(4,337)	(4,337)	500	0	0	0	0	0	(3,837)	500
Total Revenue	(148,257)	(120,557)	500	(3,239)	0	(5,110)	0	0	(128,406)	(7,849)
Net Corporate Common Revenues Requirement	(119,189)	(97,489)	258	(3,199)	0	(5,110)	0	0	(105,540)	(8,051)

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

	2024 Baseline			2025 Adjustments					2025	\$ Change over 2024 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Tax Related Expenditures and Revenues										
Expenditure										
Tax Rebates & Remissions	23,774	23,774	0	0	0	0	0	0	23,774	0
Municipal Property Assessment Corp	13,817	13,817	0	120	0	0	0	0	13,937	120
Net Expenditure	37,591	37,591	0	120	0	0	0	0	37,711	120
Revenue										
Supplemental Assessment	(29,434)	(29,434)	0	0	0	0	0	0	(29,434)	0
Payments-in-Lieu Taxation	(169,909)	(169,909)	0	(8,196)	0	0	0	0	(178,105)	(8,196)
Public Institutions	(6,800)	(6,800)	0	0	0	0	0	0	(6,800)	0
Property Tax Revenue	(2,102,815)	(2,102,815)	31,520	(82,155)	0	(31,540)	0	0	(2,184,990)	(82,175)
Total Revenue	(2,308,958)	(2,308,958)	31,520	(90,351)	0	(31,540)	0	0	(2,399,329)	(90,371)
Net Tax Related Expenditures and Revenues	(2,271,367)	(2,271,367)	31,520	(90,231)	0	(31,540)	0	0	(2,361,618)	(90,251)
Total Net Requirement	(2,132,294)	(2,117,594)	27,333	(87,560)	0	(32,350)	(400)	0	(2,210,571)	(92,977)

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

2024 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Vacant Unit Tax revenue higher than expected resulting in a higher contribution to fund housing expenditures.	(1,600)	1,600	0	
Investment income increase as a result of higher short-term interest rates and larger short-term investment balances.	(8,000)	17,000	9,000	
Sale of Surplus Land - higher than projected sales resulting in higher than contribution to the reserves to fund capital expenditures.	(2,900)	2,900	0	
Build Ottawa - higher than expected land sales resulting in a higher contribution to reserves to fund capital expenditures.	(1,400)	1,400	0	
Municipal Accommodation Tax (MAT) revenue higher than expected and corresponding contribution to Ottawa Tourism to promote and develop Ottawa as a tourist destination.	(6,000)	6,000	0	
Penalties and Interest and other revenues - growth in fees collected.	0	3,500	3,500	
Higher than anticipated MAT revenue from AirBnB.	0	700	700	
Financial Charge savings.	1,000	0	1,000	
Lottery revenues lower than expected.	0	(400)	(400)	
Red Light Camera revenue lower than anticipated.	0	300	300	
Provincial Offences Act - higher than expected revenues due to the increase in volume of tickets issued.	0	600	600	
Total Surplus / (Deficit)	(18,900)	33,600	14,700	
2024 Baseline Adjustment / Explanation	Increase / (Decrease)			FTE Impact
	Expense	Revenue	Net 2025 Changes	
Conversion of the Solid Waste funding model from tax supported to a fully recoverable fee model as per Solid Waste Long-Range Financial Plan (ACS2024-FCS-FIN-0008).	0	31,520	31,520	0.00
Removal of 2024 Council approved one-time items funded from the Tax Stabilization Reserve and other miscellaneous funding adjustments.	(1,213)	(1,075)	(2,288)	0.00
Program support related to Ontario Works program and land ambulance service.	(1,900)	0	(1,900)	0.00
Total Adjustments to Base Budget	(3,113)	30,445	27,333	0.00

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

2025 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Expense	Revenue	Net 2025 Changes	
Maintain Services				
Long Range Financial Plan (LRFP) contribution to capital, inflationary adjustments, and overhead.	9,345	0	9,345	0.00
Items funded from the One-Time & Unforeseen Provision Account have been reflected in various 2024 draft departmental submissions.	40	(1,755)	(1,715)	0.00
Penalties and Interest - inflationary increase in fees collected.	0	(2,100)	(2,100)	0.00
Provincial Offences Act - revenue increase as a result of increased enforcement and collection activities.	0	(1,099)	(1,099)	0.00
Insurance premiums reduction as a result of policy renegotiation.	(1,260)	0	(1,260)	0.00
Decrease in City Wide development charge exemptions (Bill 23, More Homes Built Faster Act).	(500)	0	(500)	0.00
Increase in the costs for the Municipal Property Assessment Corporation services.	120	0	120	0.00
Increase in valuation of the Payment in Lieu of Taxes base.	0	(8,196)	(8,196)	0.00
Tax increase for City/Police/Transit Services as approved by Council in report (ACS2024-FCS-FSP-0015).	0	(82,155)	(82,155)	0.00
Total Maintain Services	7,745	(95,305)	(87,560)	0.00
2025 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Expense	Revenue	Net 2025 Changes	
Growth				
Contribution to Capital as per the LRFP funding strategy to recognize growth in the asset base and provide for early cost effective renewal interventions (ACS2017-CSD-FIN-0017).	1,000	0	1,000	0.00
Debt Servicing to fund one-time \$30M debt issue for Roads Infrastructure.	2,000	0	2,000	0.00
Debt Servicing to fund the Lansdowne redevelopment.	1,300	0	1,300	0.00
Increase in investment earnings from implementation of Prudent Investor Strategy and expected high interest rates.	0	(5,110)	(5,110)	0.00
Additional tax revenue for City services from assessment growth (including Police and Transit).	0	(31,540)	(31,540)	0.00
Total Growth	4,300	(36,650)	(32,350)	0.00

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

2025 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2025 Changes	FTE Impact
Service Initiatives/Savings				
Savings in discretionary costs across the organization.	(400)	0	(400)	0.00
Total Service Initiatives/Savings	(400)	0	(400)	0.00
Total Budget Changes	8,533	(101,510)	(92,977)	0.00

Capital Budget Supplemental Summaries

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

Service Area: Corporate Real Estate Office											
Category	2025 Draft Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	0	0	0	0	0	0	0	0	0	0	0
Growth	1,235	0	1,235	0	0	0	0	0	0	0	0
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Service Enhancements	0	0	0	0	0	0	0	0	0	0	0
Total	1,235	0	1,235	0	0	0	0	0	0	0	0

City of Ottawa
2025 Draft Capital Budget
Service Area: Corporate Real Estate Office
 In Thousands (\$000)

Project Information		Financial Details			
910331	1010 Somerset Master Concept Plan	Class of Estimate:		Not Applicable	
Dept:	Strategic Initiatives Department	Category:	Growth	Ward:	14
				Year of Completion: 2024	
Reduces greenhouse gases?	Yes - Minor Contribution	2025 Request	1,235	Projected Yearend Unspent Bal. 23	
Builds climate resiliency?	Yes - Minor Contribution	Revenues	0	Debt	
<p>The identified funds are required to advance the 1010 Somerset Street Concept Plan. Tasks to be completed in 2025 include the costs for Planning Consultants for an OP Amendment, Architectural fees for Functional Design work, and Environmental Sustainability Design work to advance a District Energy System. Excluded is the cost of demolition for the building and general site preparation for a disposal of a portion of the site to the CEPEO (Conseil des écoles publiques de l'Est de l'Ontario) for construction of a school to commence in 2026. These costs, and the 2026 costs, will be covered by the sale proceeds of the school site.</p> <p>Completion year change 2028.</p>		Tax Supported/ Dedicated	1,235	Tax Supported/ Dedicated Debt	0
		Rate Supported	0	Rate Supported Debt	0
		Develop. Charges	0	Develop. Charges Debt	0
		Gas Tax	0	Gas Tax Debt	0
		Forecast	2025	2026	2027
Authority	1,235	0	0	0	
Spending Plan	1,235	0	0	0	
FTEs	0	0	0	0	
Operating Impact	0	0	0	0	

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

Service Area: General Government											
Category	2025 Draft Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	2,050	0	1,550	0	0	0	500	0	0	0	500
Growth	0	0	0	0	0	0	0	0	0	0	0
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Service Enhancements	610	0	410	0	0	0	200	0	0	0	200
Total	2,660	0	1,960	0	0	0	700	0	0	0	700

City of Ottawa
2025 Draft Capital Budget
Service Area: General Government
In Thousands (\$000)

Program Information			Financial Details																																											
Buildings-General Government			Class of Estimate: C) Planning																																											
Dept: Infrastructure & Water Services Department	Category: Renewal of City Assets	Ward: Multiple	Year of Completion: Various																																											
<p>The Building and Park programs provide for lifecycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work, such as roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work. When selecting materials and solutions for lifecycle projects, measures are taken to account for increased seasonal variability and extreme weather events where project budget permits. This includes, for example, reflective or metal roofing to build resilience to heat, high winds or heavy snow.</p> <p>Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary.</p> <table border="1" style="margin-left: 40px;"> <thead> <tr> <th>Service Area</th> <th>Buildings</th> <th>Parks</th> </tr> </thead> <tbody> <tr><td>By-Law Services</td><td>375</td><td></td></tr> <tr><td>Child Care Services</td><td>700</td><td></td></tr> <tr><td>Cultural Services</td><td>1,700</td><td></td></tr> <tr><td>Fire Services</td><td>3,550</td><td></td></tr> <tr><td>General Government</td><td>2,050</td><td></td></tr> <tr><td>Library</td><td>775</td><td></td></tr> <tr><td>Long Term Care</td><td>5,525</td><td></td></tr> <tr><td>Parks & Recreation</td><td>36,668</td><td>6,700</td></tr> <tr><td>Road Services</td><td>2,100</td><td></td></tr> <tr><td>Social Services</td><td>500</td><td></td></tr> <tr><td>Transit Services</td><td>4,900</td><td></td></tr> <tr><td>Total</td><td>58,843</td><td>6,700</td></tr> </tbody> </table>			Service Area	Buildings	Parks	By-Law Services	375		Child Care Services	700		Cultural Services	1,700		Fire Services	3,550		General Government	2,050		Library	775		Long Term Care	5,525		Parks & Recreation	36,668	6,700	Road Services	2,100		Social Services	500		Transit Services	4,900		Total	58,843	6,700	2025 Request	2,050	Projected Yearend Unspent Bal.		3,237
			Service Area	Buildings	Parks																																									
			By-Law Services	375																																										
			Child Care Services	700																																										
			Cultural Services	1,700																																										
			Fire Services	3,550																																										
			General Government	2,050																																										
			Library	775																																										
			Long Term Care	5,525																																										
			Parks & Recreation	36,668	6,700																																									
Road Services	2,100																																													
Social Services	500																																													
Transit Services	4,900																																													
Total	58,843	6,700																																												
Revenues	0	Debt																																												
Tax Supported/ Dedicated	1,550	Tax Supported/ Dedicated Debt		500																																										
Rate Supported	0	Rate Supported Debt		0																																										
Develop. Charges	0	Develop. Charges Debt		0																																										
Gas Tax	0	Gas Tax Debt		0																																										
Forecast	2025	2026	2027	2028																																										
Authority	2,050	1,150	1,170	1,200																																										
Spending Plan	1,025	1,190	1,340	1,181																																										
FTEs	0	0	0	0																																										
Operating Impact	0	0	0	0																																										

City of Ottawa
2025 Draft Capital Budget
Service Area: General Government
In Thousands (\$000)

Project Information		Location/Description	\$000's
911258 24-26 Buildings-General Government		Class of Estimate: C) Planning	2,050
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2027	
Reduces greenhouse gases?	No	Builds climate resiliency?	Yes - Minor Contribution
This program provides for lifecycle renewal and replacement works to existing building assets and is a component of the corporate Buildings and Parks Program.			
Ward	Location	Description	
08	Ben Franklin Place	Replace Chiller Systems And Pump	
08	Ben Franklin Place	Electrical Infrared Scan	
CW	City Wide: General Government	Conditional Audit Program: Gnl Govt. Facilities	
CW	City Wide: General Government	Condition Audits/Designated Substances Review	
CW	City Wide: General Government	Project Validation/Advance Design	
CW	City Wide: General Government	Unscheduled Work: General Gov't Facilities General Buildings	
01	Orleans Client Service Centre	Building Condition Audit	
14	Ottawa City Hall	Replace Unit Pavers Festival Plaza	
CW	City Wide: General Government	Unscheduled Work: General Gov't Heritage Buildings	
12	Market Building	Camera Inspection - Sanitary And Storm Piping	
20	Osgoode Municipal Office	Water Infiltration Investigation	
14	Ottawa City Hall - Heritage Building	Building Condition Audit	

City of Ottawa
2025 Draft Capital Budget
Service Area: General Government
 In Thousands (\$000)

Program Information		Financial Details																						
Accessibility - General Government		Class of Estimate: C) Planning																						
Dept: Infrastructure & Water Services Department	Category: Service Enhancements	Ward: Multiple	Year of Completion: Various																					
<p>The Accessibility program provides for barrier removals to existing building and park assets based on ongoing condition assessments. Detailed scope of work for specific projects extends to a wide assortment of planned and/or emergency works, such as: installation of ramps, elevators, power door operators, signage, handrails in arena stands, removal of barriers in exterior and interior paths of travels, washroom / changeroom / kitchen remedial work, and parks playgrounds.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1" style="margin-left: 40px;"> <thead> <tr> <th colspan="2">Service Area</th> </tr> </thead> <tbody> <tr> <td>Child Care Services</td> <td>50</td> </tr> <tr> <td>Cultural Services</td> <td>270</td> </tr> <tr> <td>General Government</td> <td>610</td> </tr> <tr> <td>Library</td> <td>290</td> </tr> <tr> <td>Long Term Care</td> <td>50</td> </tr> <tr> <td>Parks & Recreation</td> <td>1,300</td> </tr> <tr> <td>Social Services</td> <td>50</td> </tr> <tr> <td>Total</td> <td>2,620</td> </tr> </tbody> </table>		Service Area		Child Care Services	50	Cultural Services	270	General Government	610	Library	290	Long Term Care	50	Parks & Recreation	1,300	Social Services	50	Total	2,620	2025 Request	610	Projected Yearend Unspent Bal.		422
		Service Area																						
		Child Care Services	50																					
		Cultural Services	270																					
		General Government	610																					
		Library	290																					
		Long Term Care	50																					
		Parks & Recreation	1,300																					
		Social Services	50																					
		Total	2,620																					
Revenues	0	Debt																						
Tax Supported/ Dedicated	410	Tax Supported/ Dedicated Debt		200																				
Rate Supported	0	Rate Supported Debt		0																				
Develop. Charges	0	Develop. Charges Debt		0																				
Gas Tax	0	Gas Tax Debt		0																				
	Forecast	2025	2026	2027	2028																			
Authority	610	750	760	760	760																			
Spending Plan	305	558	727	758																				
FTEs	0	0	0	0	0																			
Operating Impact	0	0	0	0	0																			

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

Service Area: Information Technology											
Category	2025 Draft Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	26,430	0	16,150	10,280	0	0	0	0	0	0	0
Growth	0	0	0	0	0	0	0	0	0	0	0
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Service Enhancements	0	0	0	0	0	0	0	0	0	0	0
Total	26,430	0	16,150	10,280	0	0	0	0	0	0	0

City of Ottawa
2025 Draft Capital Budget
Service Area: Information Technology
In Thousands (\$000)

Project Information			Financial Details						
911376 Technology Infrastructure - 24-26			Class of Estimate: Not Applicable						
Dept:	Finance and Corporate Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2027					
Reduces greenhouse gases?	No		2025 Request	6,830	Projected Yearend Unspent Bal.		2,925		
Builds climate resiliency?	No		Revenues	0	Debt				
<p>ITS has been working with City departments to implement enterprise platforms to help manage cost, complexity and security concerns and create a more integrated view of our client and employee experiences. This work is well underway, and it is an ongoing process as we replace older, highly customized systems with modern systems based on industry best practices.</p> <p>In 2025, these funds will be allocated to servers, network switches, storage devices and modernization of data centre infrastructure, used as our critical building block for digital "first to use" and to improve service, while keeping our client, employee, and business information private and secure. This is the backbone of the digital experience and critical to maintain public trust. Each year investments must be made to replace aging infrastructure to ensure continuous vendor support and availability of security patches, and to upgrade network capacity to accommodate increasing use of technology in City operations.</p>			Tax Supported/ Dedicated	6,350	Tax Supported/ Dedicated Debt	0			
			Rate Supported	480	Rate Supported Debt	0			
			Develop. Charges	0	Develop. Charges Debt	0			
			Gas Tax	0	Gas Tax Debt	0			
			Forecast	2025	2026	2027	2028		
			Authority	6,830	8,156	8,929	9,716		
Spending Plan	6,830	8,156	8,929	9,716					
FTEs	0	0	0	0					
Operating Impact	0	0	0	0					
911377 ITS Managed - 24-26			Class of Estimate: Not Applicable						
Dept:	Finance and Corporate Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2027					
Reduces greenhouse gases?	No		2025 Request	19,600	Projected Yearend Unspent Bal.		(5,131)		
Builds climate resiliency?	No		Revenues	0	Debt				
<p>City departments are increasingly relying on technology to run their operations and deliver their services. Initiatives that have high technology requirements will be managed by ITS to execute transformations in partnership with Finance, HR, Supply, and other service areas, including the delivery of the following three Programs:</p> <ul style="list-style-type: none"> - The SAP Modernization program addresses our foundational Enterprise Resource Planning (ERP) platform that manages core business functions. - The Digital Excellence program will offer several foundational capabilities supporting improved client and employee experiences, aligned to core platforms, and meeting strategic goal of Digital First. - The Security Program will establish a way forward into our digital first approach of improving and ensuring a consistent client experience across the City. 			Tax Supported/ Dedicated	9,800	Tax Supported/ Dedicated Debt	0			
			Rate Supported	9,800	Rate Supported Debt	0			
			Develop. Charges	0	Develop. Charges Debt	0			
			Gas Tax	0	Gas Tax Debt	0			
			Forecast	2025	2026	2027	2028		
			Authority	19,600	7,500	10,000	5,846		
Spending Plan	14,469	7,500	10,000	5,846					
FTEs	0	0	0	0					
Operating Impact	0	0	0	0					

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

Service Area: Transportation Services											
Category	2025 Draft Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	0	0	0	0	0	0	0	0	0	0	0
Growth	3,200	3,200	0	0	0	0	0	0	0	0	0
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Service Enhancements	0	0	0	0	0	0	0	0	0	0	0
Total	3,200	3,200	0	0	0	0	0	0	0	0	0

City of Ottawa
2025 Draft Capital Budget
Service Area: Transportation Services
 In Thousands (\$000)

Project Information			Financial Details			
911247 Canadian Shield Avenue			Class of Estimate: Not Applicable			
Dept: Strategic Initiatives Department	Category: Growth	Ward: 4	Year of Completion: 2025			
Reduces greenhouse gases?	No	2025 Request	3,200	Projected Yearend Unspent Bal.		0
Builds climate resiliency?	No	Revenues	3,200	Debt		
<p>In February 2024, Build Ottawa was directed to construct Canadian Shield Avenue in Kanata Town Centre, connecting Cordillera Street to Maritime Way, funded by Build Ottawa and contributions from Silver Hotels (Kanata) Inc. In 2018, Build Ottawa sold 1305 Maritime Way to Silver Hotels, which agreed to contribute up to \$300,000.00 towards the road's construction. Since 2013, Build Ottawa has raised \$3,200,000.00 from land sales for this project.</p>		Tax Supported/ Dedicated	0	Tax Supported/ Dedicated Debt		0
		Rate Supported	0	Rate Supported Debt		0
		Develop. Charges	0	Develop. Charges Debt		0
		Gas Tax	0	Gas Tax Debt		0
		Forecast	2025	2026	2027	2028
		Authority	3,200	0	0	0
		Spending Plan	3,200	0	0	0
		FTEs	0	0	0	0
		Operating Impact	0	0	0	0

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

Project Description	2025	2026	2027	2028	Total
General Government					
Renewal of City Assets					
911258 24-26 Buildings-General Government	2,050	1,150	1,170	1,200	5,570
Renewal of City Assets Total	2,050	1,150	1,170	1,200	5,570
Service Enhancements					
911267 24-26 Accessibility - General Government	610	750	760	760	2,880
Service Enhancements Total	610	750	760	760	2,880
General Government Total	2,660	1,900	1,930	1,960	8,450
Information Technology					
Renewal of City Assets					
911376 Technology Infrastructure - 24-26	6,830	8,156	8,929	9,716	33,631
911377 ITS Managed - 24-26	19,600	7,500	10,000	5,846	42,946
Renewal of City Assets Total	26,430	15,656	18,929	15,562	76,577
Information Technology Total	26,430	15,656	18,929	15,562	76,577
Transportation Services					
Growth					
911247 Canadian Shield Avenue	3,200	0	0	0	3,200
Growth Total	3,200	0	0	0	3,200
Transportation Services Total	3,200	0	0	0	3,200

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

Project Description	2025	2026	2027	2028	Total
Corporate Real Estate Office					
Growth					
910331 1010 Somerset Master Concept Plan	1,235	0	0	0	1,235
Growth Total	1,235	0	0	0	1,235
Corporate Real Estate Office Total	1,235	0	0	0	1,235
Grand Total	33,525	17,556	20,859	17,522	89,462

City Of Ottawa
Capital Works-In-Progress as at September 30, 2024
Finance and Corporate Services Committee
In Thousands \$(000's)

Project Description	Authority	Expenditures	Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractual Obligations
City Manager's Office					
910926 Lansdowne Park Revitalization	419,100	6,270	412,830	12,144	400,686
City Manager's Office Total	419,100	6,270	412,830	12,144	400,686
Corporate Real Estate Office					
904066 Kanata Town Centre Roads	724	291	433	0	433
910331 1010 Somerset Master Concept Plan	400	149	251	228	23
910707 Stonebridge Golf Course	7,000	141	6,859	0	6,859
Corporate Real Estate Office Total	8,124	581	7,543	228	7,314
Finance					
907220 Hosted Enterprise Payments	643	387	256	0	256
909738 Point of Sale Software	1,300	604	696	334	362
Finance Total	1,943	991	952	334	618
General Government					
908924 2018 Buildings-General Government	2,045	1,889	156	68	88
909241 2019 Accessibility - General Government	725	709	16	0	16
909364 2019 Buildings-General Government	6,125	5,938	187	61	125
909675 2020 Buildings- General Government	1,925	1,712	213	15	198
909686 2020 Accessibility - General Government	350	322	28	0	28
910059 2021 Buildings-General Government	3,775	3,347	428	187	240
910070 2021 Accessibility - General Government	175	25	150	25	124
910286 ICIP-MB - Building Envelope & Window Upg	1,245	1,234	10	10	0
910300 ICIP-EXT - New Boys & Girls Club Facility	5,000	4,825	175	0	175
910403 2022 Buildings-General Government	4,085	3,151	934	219	715
910415 2022 Accessibility - General Government	375	0	375	0	375
910809 2023 Buildings-General Government	2,456	1,236	1,220	533	686

City Of Ottawa
Capital Works-In-Progress as at September 30, 2024
Finance and Corporate Services Committee
In Thousands \$(000's)

Project Description	Authority	Expenditures	Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractual Obligations
910821 2023 Accessibility - General Government	375	0	375	0	375
911258 24-26 Buildings-General Government	3,400	46	3,354	117	3,237
911267 24-26 Accessibility - General Government	440	0	440	18	422
General Government Total	32,496	24,435	8,061	1,255	6,806
Information Technology					
910008 ITS Managed - 2021	6,200	5,955	245	12	233
910299 ICIP-HB - Digital Connectivity	104	83	21	0	21
910788 Technology Infrastructure - 2023	8,787	8,770	18	16	2
910789 ITS Managed - 2023	7,719	7,660	59	394	(335)
911376 Technology Infrastructure - 24-26	6,536	3,611	2,925	0	2,925
911377 ITS Managed - 24-26	7,497	11,637	(4,140)	991	(5,131)
Information Technology Total	36,843	37,716	(872)	1,413	(2,285)
Library					
911075 Adisoke - District Energy Sys - PSPC	0	137	(137)	116	(253)
911451 OPL - LAC Joint Facility	305,457	179,649	125,808	99,557	26,251
911452 OPL Central Library Parking Facility	27,793	17,028	10,765	9,066	1,699
911453 Recoverable Change Orders	5,806	2,206	3,600	3,612	(12)
Library Total	339,055	199,020	140,036	112,351	27,685
Planning and Development					
911168 Richmond Hydro Corridor	1,038	1,038	0	0	0
Planning and Development Total	1,038	1,038	0	0	0
Transit Services					
905176 Confederation Line	2,095,600	2,103,345	(7,745)	0	(7,745)
906569 SouthWest Twy (Baseline to Norice)	1,497	1,497	0	0	0

City Of Ottawa
Capital Works-In-Progress as at September 30, 2024
Finance and Corporate Services Committee
In Thousands \$(000's)

Project Description	Authority	Expenditures	Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractual Obligations
907143 Confederation Line Contingency	115,000	108,440	6,560	1,263	5,297
908752 PTIF 001 Mann Ave Transit Structure Repl	4,392	4,392	0	0	0
909155 PTIF 010Booth Bike JohnAMacDonald-Albert	1,956	1,956	0	0	0
Transit Services Total	2,218,445	2,219,630	(1,185)	1,263	(2,448)
Stage 2 LRT					
907926 Stage 2 LRT	3,842,444	3,211,528	630,916	563,732	67,184
908650 Stage 2 LRT - RTG MOU	479,049	412,795	66,255	61,182	5,073
908709 PTIF 026 Acquisition of 2 train sets	37,135	37,135	(0)	0	(0)
908771 PTIF 028 LRT Stage2 - Bridge VIA/O-Train	2,500	172	2,328	0	2,328
908772 PTIF 030 Aboriginal Consultation	200	200	0	0	0
909586 Trillium Line Ext. Vehicles & Deferred C	287,801	128,876	158,925	158,925	0
909587 Trillium Line Rehabilitation	91,123	83,499	7,624	7,624	0
910750 Utilities-Stage 2 LRT	35,000	26,188	8,812	5,443	3,369
910751 Contingency-Stage 2 LRT	135,000	40,455	94,545	25,463	69,081
Stage 2 LRT Total	4,910,252	3,940,848	969,404	822,369	147,035
Grand Total	7,967,296	6,430,528	1,536,768	951,356	585,412