

2024 Operating Budget Corporate Summary - Elected Officials, Office of the Auditor General

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Elected Officials	14,041	0	14,041	14,639	0	14,639	(597)	0	(597)
Office of the City Auditor General	2,770	0	2,770	2,490	0	2,490	280	0	280
Total Elected Officials and Office of the Auditor General	16,811	0	16,811	17,129	0	17,129	(318)	0	(318)

Elected Officials: Compensation was higher than expected due to increased benefit costs. Additional professional services spending for review of Council administration budgets.

Office of the Auditor General: Compensation surplus due to vacancies in difficult to recruit auditor positions.

2024 Operating Budget Corporate Summary - City Clerk's Office

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Integrity Commissioner	350	0	350	193	0	193	157	0	157
City Clerk	509	0	509	404	0	404	105	0	105
Council & Committee Services	1,625	0	1,625	1,568	0	1,568	57	0	57
Governance, Elected Officials and BSS	5,684	0	5,684	5,971	0	5,971	(287)	0	(287)
Protocol	1,105	0	1,105	1,142	0	1,142	(36)	0	(36)
Legislative Services	7,512	(9)	7,503	7,346	(9)	7,337	165	0	166
French Language Services	3,354	0	3,354	3,392	0	3,392	(38)	0	(38)
Municipal Elections Services	2,701	(2,013)	688	1,933	(1,245)	688	768	(768)	(0)
City Clerk	22,840	(2,022)	20,818	21,949	(1,255)	20,694	891	(767)	124

Lower than anticipated staffing primarily in the Elections Office, requiring a lower draw from the Tax Stabilization Reserve. Additional software savings due to a delay in the deployment of the Lobbyist Registry solution.

2024 Operating Budget Corporate Summary - Transportation Services Department

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Rail Construction Program Service	5	(5)	0	0	0	0	5	(5)	0
Total Transportation Services Department	5	(5)	0	0	0	0	5	(5)	0

No significant variance to report.

2024 Operating Budget Corporate Summary - Community and Social Services Department

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	453	0	453	429	(5)	425	24	5	29
Business Support Services	3,958	0	3,958	3,841	0	3,841	117	0	117
Employment and Social Services	252,526	(220,674)	31,853	257,615	(224,942)	32,673	(5,089)	4,269	(820)
Children's Services	332,227	(313,004)	19,223	272,757	(253,325)	19,432	59,470	(59,679)	(209)
Long Term Care	102,976	(72,003)	30,973	106,775	(77,124)	29,651	(3,799)	5,121	1,322
Housing Services	204,967	(73,440)	131,527	275,906	(144,379)	131,527	(70,939)	70,939	0
GREIIRSD	35,553	0	35,553	35,038	(39)	34,999	515	39	554
Community Safety, Well-Being, Policy & Analytics	6,880	(329)	6,551	9,887	(4,131)	5,756	(3,007)	3,802	796
Human Needs Command Centre	0	0	0	0	0	0	0	0	0
Total Community and Social Services Department	939,540	(679,450)	260,091	962,247	(703,944)	258,304	(22,707)	24,494	1,787

The main driver of the Community and Social Service Department's year-end surplus of \$1.787 million was the Long-Term Care program, which reported a surplus of \$1.322 million due to lower-than-expected non-Hours of Care (HOC) compensation expenses from vacant positions and lower non-HOC provincial funding from prior year recoveries. This surplus was partially reduced by a deficit in Employment and Social Services, which experienced increased expenditures for Ontario Disability Support Program, Community Bus Pass and EquiPass due to higher ridership, as well as additional costs for the Home Support Program due to rising demand and inflation. Other services, such as Business Support Services and Gender & Race Equity, Inclusion, Indigenous Relations, and Social Development Services also contributed to the surplus with lower-than-expected compensation costs due to staffing delays.

2024 Operating Budget Corporate Summary - Public Works

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	290	0	290	296	0	296	(6)	0	(6)
Business and Technical Services Branch	5,150	(34)	5,116	5,055	(7)	5,049	95	(28)	67
Operational Performance & Development	8,550	(470)	8,080	9,149	(582)	8,567	(598)	112	(487)
Parks	42,567	(2)	42,565	45,811	(196)	45,616	(3,245)	194	(3,051)
Forestry Services	21,510	(631)	20,879	21,590	(813)	20,778	(80)	181	101
Solid Waste Services - Tax	60,478	(19,583)	40,896	56,934	(19,017)	37,917	3,545	(566)	2,979
Solid Waste Services - Rate	52,856	(61,151)	(8,296)	53,367	(64,126)	(10,759)	(511)	2,974	2,464
Parking Services	17,252	(17,252)	0	18,053	(18,053)	0	(801)	801	0
Roads Services	140,080	(2,085)	137,995	141,530	(4,305)	137,225	(1,450)	2,220	770
Traffic Services	118,424	(64,083)	54,342	90,455	(33,963)	56,491	27,970	(30,119)	(2,149)
Total Public Works Services	467,158	(165,292)	301,866	442,240	(141,062)	301,178	24,918	(24,230)	687

Operational Performance & Development Services: The deficit in Operational Performance & Development Services is attributed to higher compensation costs and fewer vacancies.

Parks: The deficit in Parks Maintenance is due to increased costs for maintenance, leasing and rental of vehicles, higher contractor costs and higher costs for materials such as, seed and fertilizer due to market pricing and the growth in city parks.

Forestry Services: The surplus in Forestry Services is a result of lower costs for contracted services and unplanned one-time provincial revenues for severe weather response partly offset by higher vehicle expenses.

Solid Waste Services: The Solid Waste surplus of \$5.4 million is the net result of higher revenue than previously estimated for the various recycling collection services, higher property tax revenue receipts, and lower vehicle and internal operating costs that were partially offset by higher than estimated organic collection costs.

Parking Services: In Parking Services, higher on-street parking revenues and maintenance savings have been added to the Parking Reserve Fund.

Roads Services: The surplus in Roads Services is due to higher provincial funding under the Ontario-Ottawa Agreement partly offset by higher vehicle maintenance and repair costs.

Traffic Services: The deficit in Traffic Services is due to higher liability claim settlements. In the Automated Speed Enforcement (ASE) program, several factors contributed to lower revenues: the delayed implementation of the Ottawa Processing Centre, the delayed installation of five cameras caused by a service provider's labour interruption, increased compliance with speed limits, and ticket delivery delays caused by the Canada Post strike. However, these were offset by lower ticket processing costs and decreased contributions to the Road Safety Reserve.

2024 Operating Budget Corporate Summary - City Manager's Office

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
City Manager's Office	5,063	0	5,063	5,060	0	5,060	3	0	3
Legal Services	10,358	0	10,358	11,349	(24)	11,326	(991)	24	(967)
Public Information & Media Relations	4,478	0	4,478	4,326	0	16,386	153	0	153
City Manager's Office	19,900	0	19,900	20,735	(24)	20,712	(835)	24	(811)

Shortfall due to increased legal costs for arbitration partially offset by compensation savings.

2024 Operating Budget Corporate Summary - Emergency & Protective Services

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager Office	441	0	441	438	(75)	362	3	75	79
Business Support Services	4,496	0	4,496	4,076	(6)	4,070	420	6	426
Public Safety Service	10,363	(270)	10,093	9,934	(510)	9,424	429	240	669
Ottawa Fire Services	188,388	(1,268)	187,120	195,430	(1,851)	193,580	(7,042)	583	(6,459)
Ottawa Paramedic Service	142,364	(82,008)	60,356	145,756	(85,633)	60,123	(3,391)	3,624	233
Bylaw & Regulatory Services	27,140	(32,802)	(5,661)	29,985	(37,203)	(7,218)	(2,844)	4,402	1,557
Public Policy Development	998	0	998	906	0	906	92	0	92
Total Emergency & Protective Services	374,191	(116,348)	257,844	386,525	(125,277)	261,247	(12,333)	8,930	(3,403)

EPS GM & BTSS: One-time savings primarily achieved through deferred hiring and reduced spending on services and materials.

Public Safety Service: One-time recoveries along with increased revenue from corporate radio use by external clients.

Ottawa Fire Services: Ottawa Fire Services faced higher fleet repair and maintenance costs, Workplace Insurance Board claims and overtime charges, and an accident-related settlement. Cost increases were partially offset by recoveries, revenue from false fire alarms, and reimbursements for Ministry of Transportation Highway claims.

Ottawa Paramedic Service: The Ottawa Paramedic Service faced higher costs due to rising fuel prices, inflationary increases in pharmaceuticals, linen service, medical and safety supplies, and increased repair costs for power load equipment. These expenses were offset by provincial revenue.

Bylaw & Regulatory Services: Bylaw & Regulatory Services had higher purchased services and materials costs mainly due to increased contracting costs to enforce property standards, higher fleet rental and fuel costs, and higher parking deputization payments from an increase in parking infractions offset by higher revenues.

Public Policy Development: No significant variances to report.

The Emergency and Protective Services Department net deficit of \$3.4 million is attributable to fleet repair and maintenance costs, increased Workplace Safety and Insurance Board claims and overtime, inflationary increases in materials and services, and an accident-related settlement. These increased costs were partially offset by higher parking revenues in By-Law and Regulatory Services, the recovery of one-time expenses from provincial revenues, and cost-saving measures such as deferred hiring and reduced spending on materials and services in the Business and Technical Support Services.

2024 Operating Budget Corporate Summary - Recreation, Cultural and Facility Services

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	2,286	(540)	1,746	1,554	(3)	1,551	732	(537)	195
Community Recreation & Cultural Programs	77,490	(28,545)	48,945	79,625	(30,443)	49,182	(2,136)	1,898	(237)
CW Programs, Aquatics and Specialized Services	84,061	(36,575)	47,486	88,902	(40,407)	48,495	(4,841)	3,832	(1,009)
Parks & Facilities Planning	2,346	(485)	1,861	2,204	(98)	2,106	142	(387)	(245)
Business & Technical Support Services	27,478	(2,118)	25,359	28,352	(1,807)	26,544	(874)	(311)	(1,185)
Facility Operations Services	38,301	(2,039)	36,262	39,382	(2,250)	37,131	(1,080)	211	(869)
Total Recreation, Cultural and Facility Services	231,962	(70,302)	161,660	240,019	(75,009)	165,010	(8,057)	4,707	(3,350)

The Recreation, Cultural and Facility Operations department reported a year-end deficit of \$3.350 million. Key contributors to the deficit included Aquatics, Specialized & City-Wide Programs, which reported a deficit of \$1.008 million due to higher maintenance and compensation cost, partially offset by higher-than-budgeted revenue; and Facility Operations Service, which posted a deficit of \$869 thousand, driven by compensation costs in new facilities and inflation. In contrast, the GM's Office reported a surplus of \$195 thousand, resulting from lower compensation and benefit costs.

2024 Operating Budget Corporate Summary - Finance and Corporate Services Department

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Chief Financial Officer/City Treasurer	401	0	401	424	0	424	(23)	0	(23)
Financial Strategies, Planning and CS	11,239	0	11,239	11,207	0	11,207	32	0	32
Business Support Services	3,612	0	3,612	3,769	0	3,769	(157)	0	(157)
Revenue Services	12,923	(7,607)	5,316	12,648	(8,835)	3,812	275	1,228	1,504
Corporate Finance	7,661	0	7,661	7,530	0	7,530	131	0	131
Payroll, Pensions & Benefits	8,269	0	8,269	8,359	0	8,359	(90)	0	(90)
Human Resources	19,691	(765)	18,926	19,734	(765)	18,969	(43)	0	(43)
Service Ottawa	15,384	(1,304)	14,080	15,186	(1,813)	13,373	198	509	706
Supply Services	4,775	(2,990)	1,785	5,076	(3,093)	1,983	(301)	103	(198)
Information Technology Services	76,411	0	76,411	77,887	(1)	77,886	(1,475)	1	(1,474)
Office of the CISO	662	0	662	603	0	603	59	0	59
Fleet Services	4,418	(549)	3,869	4,904	(1,034)	3,870	(486)	485	(1)
Total Finance and Corporate Services Department	165,447	(13,215)	152,232	167,328	(15,541)	151,787	(1,881)	2,326	446

Increased IT costs for technology maintenance and support attributed to rising prices and inflation offset by increased revenues from water and tax billing services.

2024 Operating Budget Corporate Summary - Planning, Development and Building Services Department

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	296	0	296	393	0	393	(97)	0	(97)
Right of Way, Heritage, and Urban Design	16,184	(15,949)	235	16,671	(14,502)	2,169	(488)	(1,447)	(1,935)
Planning Services	28,069	(22,988)	5,081	24,499	(17,012)	7,486	3,570	(5,976)	(2,405)
Building Code Services	31,558	(31,999)	(441)	27,305	(27,734)	(429)	4,254	(4,265)	(12)
Business Support Services	1,884	0	1,884	1,212	0	1,212	672	0	672
Transportation Planning	5,006	(258)	4,749	4,825	(230)	4,595	182	(28)	154
Total Planning, Development and Building Services Department	82,998	(71,194)	11,804	74,904	(59,478)	15,426	8,094	(11,716)	(3,622)

The Planning, Development and Building Services Department revenue deficit is due to a reduced volume in Planning Applications, Building Permits and Engineering Design Review Inspections. The Building Code Services deficit was offset by a contribution from the Building Code Services Stabilization Reserve and the Planning Services and Right of Way, Heritage and Urban Design deficit was offset by staffing shortages and financial strategies implemented to mitigate the departmental shortfall.

2024 Operating Budget Corporate Summary – Strategic Initiatives Department

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Strategic Initiatives GM's Office	285	0	285	359	0	359	(74)	0	(74)
Economic Development Services	8,826	0	8,826	8,311	(150)	8,161	515	150	665
Housing Solutions and Investment Service	20,124	(869)	19,255	17,948	(776)	17,172	2,175	(93)	2,083
Climate Change and Resiliency	3,918	(20)	3,898	3,757	(22)	3,735	161	2	163
Strategic Projects	2,192	0	2,192	2,163	(7)	2,155	30	7	37
Total Strategic Initiatives Department	35,345	(889)	34,455	32,537	(956)	31,581	2,807	67	2,874

The Strategic Initiatives Department expenditure surplus is due to staffing shortages, savings in purchased services, as well as a one-time property tax adjustment. The revenue surplus is due to provincial funding from the Ontario-Ottawa agreement.

2024 Operating Budget Corporate Summary – Infrastructure and Water Services Department

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
IWS GM Office	301	0	301	295	(15)	279	7	15	22
Infrastructure and Water BTSS	379	0	379	300	0	300	79	0	79
Infrastructure Services	4,305	(16)	4,289	4,177	(8)	4,169	128	(8)	119
Asset Management	3,120	0	3,120	2,912	(8)	2,905	207	8	215
Total Infrastructure & Water Services Department	8,104	(16)	8,088	7,684	(31)	7,653	420	15	435

The Infrastructure and Water Services Department surplus of \$435 thousand is due to discretionary savings and vacancies.

2024 Operating Budget Corporate Summary - Non-Departmental - Capital Formation Costs

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Corporate Benefit Provisions	6,723	0	6,723	6,723	0	6,723	0	0	0
Contribution To Reserve Funds	184,617	0	184,617	184,617	0	184,617	0	0	0
Contribution to Tax Stabilization Reserve	14,156	(4,065)	10,091	14,156	(4,065)	10,091	0	0	0
Vacant Unit Tax	11,000	(11,000)	0	12,116	(12,116)	0	(1,116)	1,116	0
Endowment Fund	13,000	(13,000)	0	31,400	(31,400)	0	(18,400)	18,400	0
Ottawa Lands Development	5,000	(5,000)	0	358	(358)	0	4,642	(4,642)	0
Sale of Surplus Land	2,500	(2,500)	0	2,168	(2,168)	0	332	(332)	0
Debt Charges	93,535	(8,255)	85,280	99,849	(11,483)	88,366	(6,315)	3,228	(3,086)
Ray Friel	0	0	0	0	0	0	0	0	0
Contribution to Environmental Lands Reserve	0	0	0	0	0	0	0	0	0
100 Constellation Lease	6,413	0	6,413	6,411	0	6,411	2	0	2
Total Capital Formation Costs	330,220	(43,820)	286,400	351,075	(61,591)	289,484	(20,855)	17,771	(3,084)

The deficit is driven by the cost of short-term borrowing to manage daily cashflow requirements which is reduced by investment income revenue recorded under corporate common revenues.

2024 Operating Budget Corporate Summary - Non-Departmental - Corporate Common Expenditures and Revenues

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Election Reserve Fund	0	0	0	0	0	0	0	0	0
One-Time Unforeseen Provision	0	0	0	0	0	0	0	0	0
Financial Charges	6,631	0	6,631	4,007	0	4,007	2,624	0	2,624
CW Cost Allocations	(65,854)	0	(65,854)	(65,854)	0	(65,854)	0	0	0
Total Corporate Common Expenditures	(59,223)	0	(59,223)	(61,848)	0	(61,848)	2,624	0	2,624
Automated Speed	0	0	0	0	0	0	0	0	0
Penalty & Interest	0	(18,109)	(18,109)	2,738	(26,220)	(23,482)	(2,738)	8,111	5,373
Investment Income	326	(28,007)	(27,681)	465	(71,068)	(70,603)	(139)	43,061	42,922
Hydro Ottawa Dividends	0	(20,000)	(20,000)	0	(20,000)	(20,000)	0	0	0
Provincial Offences Act	137	(6,770)	(6,633)	1,084	(8,319)	(7,236)	(947)	1,550	603
Red Light Camera	0	(11,725)	(11,725)	5	(8,988)	(8,983)	(5)	(2,737)	(2,742)
Rideau Carleton Raceway	0	(6,000)	(6,000)	0	(7,210)	(7,210)	0	1,210	1,210
Lottery Fees	0	(1,004)	(1,004)	0	(312)	(312)	0	(692)	(692)
Municipal Accommodation Tax	22,605	(24,605)	(2,000)	22,431	(25,164)	(2,733)	174	559	733
Other Miscellaneous Revenue	3,614	(4,337)	(723)	2,841	(3,906)	(1,065)	774	(431)	342
Total Corporate Common Revenue	26,682	(120,557)	(93,875)	29,563	(171,187)	(141,624)	(2,881)	50,630	47,749

The main contributor to the surplus is investment income. At the beginning of 2024, economists predicted that the Bank of Canada (BOC) would drop interest rates in an accelerated fashion, reaching terminal rate of 2% by June of 2024. However, persistent inflation led the BOC to make only small interest rate cuts starting in June, keeping rates at 5% for half the year and gradually lowering them to 3.25% by December. Also, City expenditures for LRT totaling \$975 million (milestone payments, holdbacks, substantial completion payments) occurred later in the year, keeping bank balances elevated throughout the year in anticipation of these payments. The seven-year bank balance

average is approximately \$350 million, but in 2024 bank balances ranged from \$213 million to \$1.1 billion, remaining above average for 9 out of 12 months. Prolonged higher interest rates, delayed LRT payments, and elevated bank balances allowed investment income to significantly exceed budget projections, resulting in a surplus of \$43 million.

In addition, there were increased penalties and interest revenue collected on Tax and Water accounts. While red light camera revenue was lower than expected, Provincial Offences Act revenues were higher, driven by an increase in ticket volumes. The Rideau Carleton Raceway experienced higher activity levels, and Municipal Accommodation Tax (MAT) revenue from Airbnb was also higher than expected. Conversely, lottery revenues were lower than projected.

2024 Operating Budget Corporate Summary - Non-Departmental - Tax Related Expenses and Revenues

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Supplemental Assessment	0	(19,088)	(19,088)	0	(19,534)	(19,534)	0	445	445
Payment-in-lieu of Taxation	0	(110,428)	(110,428)	0	(116,069)	(116,069)	0	5,641	5,641
Public Institutions	0	(4,440)	(4,440)	0	(4,653)	(4,653)	0	212	212
Tax Rebates & Remissions	15,471	0	15,471	9,204	0	9,204	6,267	0	6,267
Property Assessment	9,134	0	9,134	9,363	0	9,363	(229)	0	(229)
Property Tax Revenue	0	(1,305,791)	(1,305,791)	0	(1,305,784)	(1,305,784)	0	(7)	(7)
Total Tax Related Exp & Revenue	24,604	(1,439,747)	(1,415,143)	18,566	(1,446,040)	(1,427,473)	6,038	6,292	12,330

The surplus of \$12.330 million is mainly attributed to significantly lower taxation rebates and remission expense and higher PILT revenues. Ottawa secured a successful court ruling that dismissed duplicate appeals and set a precedent in Ontario leading to the withdrawal of multi-year appeals on high-value properties, resulting in a substantial reduction in rebates and remission expense. Furthermore, there was a surplus in payment-in-lieu of taxes due to increased Airport Passenger Count revenue, driven by post-COVID-19 airport recovery, the annual municipal budgetary tax increase and prior-year's settlements on properties with disputes (unrelated to the fairness campaign).

2024 Operating Budget Corporate Summary - External Boards, Commissions and Agencies

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Committee of Adjustment	1,788	(1,788)	0	1,437	(1,283)	154	351	(505)	(154)
Ottawa Public Health	84,333	(54,783)	29,550	86,918	(57,406)	29,512	(2,584)	2,623	38
Conservation Authority	14,984	(14,984)	0	13,869	(15,199)	(1,330)	1,115	215	1,330
Transit Services	854,118	(854,118)	0	729,697	(708,037)	21,660	124,422	(146,082)	(21,660)
Ottawa Police Services	416,809	(416,809)	0	431,744	(434,182)	(2,438)	(14,935)	17,373	2,438
Ottawa Public Library	62,865	(62,865)	0	61,784	(63,641)	(1,857)	1,081	776	1,857
Total External Boards, Commissions and Agencies	1,434,898	(1,405,348)	29,550	1,325,448	(1,279,748)	45,700	109,450	(125,600)	(16,150)

Committee of Adjustment: Shortage in revenue due to lower demand partially offset by savings in compensation, contracted services, and training.

Ottawa Public Health: Additional spending for respiratory illnesses, vaccine and dental program delivery offset by provincial funding.

Transit Services: The Transit Services Department reported an operating deficit of \$25.1 million in 2024. The largest factor was a revenue shortfall of \$45.2 million, with \$31.4 million resulting from a reduced requirement for federal gas tax and operating reserve debt servicing funding required due to unused debt, and \$13.9 million resulting from lower than budgeted ridership and increased use of discounted fares. The reduced requirement for federal gas tax and operating reserve funding is due to budgeted debt that has not been issued to date, which is offset by lower debt charges. The revenue shortfall was offset in part by \$20.1 million in expenditure savings. These savings were mainly driven by delayed opening of O-Train Lines 2 and 4, lower debt charges, and reduced spending on diesel fuel and facility costs. However, the savings offset by higher compensation costs, mainly due to a delay in achieving savings from the administrative process review and the delayed implementation of the revised "New Ways to Bus" route network beyond 2024. Also, higher costs for fleet maintenance, Para Transpo service, and insurance claims further offset these savings. In 2024, O-Train Line 1 performance deductions amounted to \$4.6 million, which were offset in part by \$1.2 million in costs for replacement bus service.

Ottawa Police Services: The OPS experienced \$26.7 million in pressures in 2024, largely due to costs incurred from a steady volume of events and demonstrations, and increased overtime costs from other operations throughout the year, combined accounted for \$20.8 million of the overall pressure. However, revenue from Public Safety Canada offset the event-related costs by \$13.7 million. Additionally, a compensation and benefits surplus due to vacancies during the year contributed to \$5.8 million toward reducing the overall pressures. The resulting impact on the OPS year-end position is a deficit of \$640 thousand, which was offset by surpluses in the taxation-related revenues, rebates and remissions allocations.

Ottawa Public Library: The OPL reported a year-end surplus of \$1.857 million. Key factors contributing to this surplus included savings in compensation due to vacancies, totaling \$2.686 million. These savings were partially reduced by higher-than-expected expenditures in various areas, such as library materials, fleet costs, and fixed assets. Additionally, the OPL received non-budgeted donations and miscellaneous revenues.

2024 Operating Budget Corporate Summary - Rate Supported Programs

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Drinking Water Services	207,787	(207,787)	0	211,061	(215,760)	(4,699)	(3,273)	7,973	4,699
Wastewater Services	179,986	(179,986)	0	181,282	(182,737)	(1,455)	(1,296)	2,752	1,455
Stormwater Services	92,384	(92,384)	0	92,858	(92,861)	(3)	(475)	477	3
Total Rate Supported Program	480,157	(480,157)	0	485,201	(491,358)	(6,157)	(5,044)	11,201	6,157

Drinking Water Services: The surplus of \$4.699 million in Drinking Water Services is primarily attributed to vacancies in operations, higher-than-anticipated permit revenues, and increased water revenues largely driven by Tier 4 consumption.

Wastewater Services: The surplus of \$1.455 million in Wastewater Services is due to higher-than-anticipated sewer user revenues, and increased water consumption, partially offset with higher-than-expected maintenance costs.

Stormwater Services: No significant variance to report.