

# 2025 Detailed Operating Results by Business Area

In Thousands ('000)

Operating Results	Budget			Actual			Surplus/ (Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
<b>Elected Officials and Office of the Auditor General</b>									
Elected Officials	16,970	0	16,970	17,029	0	17,029	(59)	0	(59)
Office of the City Auditor General	2,860	0	2,860	2,369	0	2,369	491	0	491
<b>Total Elected Officials and Office of the Auditor General</b>	<b>19,830</b>	<b>0</b>	<b>19,830</b>	<b>19,398</b>	<b>0</b>	<b>19,398</b>	<b>432</b>	<b>0</b>	<b>432</b>
<b>City Clerk</b>									
Integrity Commissioner	350	0	350	415	0	415	(65)	0	(65)
City Clerk	362	0	362	367	0	367	(5)	0	(5)
Council & Committee Services	1,687	0	1,687	1,598	0	1,598	89	0	89
Governance, Elected Officials and BSS	6,098	0	6,098	6,404	0	6,404	(306)	0	(306)
Protocol & Intergovernmental Affairs	1,136	0	1,136	1,209	0	1,209	(73)	0	(73)
Legislative Services	7,734	(9)	7,725	7,394	(17)	7,378	339	8	347
French Language Services	3,485	0	3,485	3,918	(0)	3,917	(433)	0	(432)
Municipal Elections Services	3,166	(2,450)	716	2,579	(1,863)	716	587	(587)	0
<b>Total City Clerk</b>	<b>24,018</b>	<b>(2,459)</b>	<b>21,559</b>	<b>23,883</b>	<b>(1,881)</b>	<b>22,003</b>	<b>134</b>	<b>(578)</b>	<b>(444)</b>
<b>Transportation Services Department</b>									
Rail Construction Program Service	5	(5)	0	0	0	0	5	(5)	0
<b>Total Transportation Services Department</b>	<b>5</b>	<b>(5)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>(5)</b>	<b>0</b>
<b>Community and Social Services Department</b>									
General Manager's Office of CSS	466	0	466	410	0	410	56	0	56
Business Support Services	3,675	0	3,675	3,390	0	3,390	284	0	284
Employment and Social Services	256,969	(221,743)	35,226	271,340	(230,601)	40,739	(14,371)	8,858	(5,512)
Children's Services	492,047	(472,384)	19,663	407,004	(393,412)	13,592	85,043	(78,972)	6,071
Long Term Care	110,618	(78,229)	32,389	113,260	(82,282)	30,978	(2,642)	4,053	1,411
Housing & Homelessness Services	217,169	(76,675)	140,495	308,897	(168,402)	140,495	(91,728)	91,728	0
GREIIRSD	2,993	0	2,993	2,783	0	2,783	210	0	210
Community Safety, Well-Being, Policy & Analytics	44,243	(6,063)	38,180	51,767	(14,688)	37,079	(7,524)	8,625	1,101
<b>Total Community and Social Services Department</b>	<b>1,128,180</b>	<b>(855,093)</b>	<b>273,087</b>	<b>1,158,850</b>	<b>(889,385)</b>	<b>269,465</b>	<b>(30,670)</b>	<b>34,292</b>	<b>3,622</b>

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<b>Public Works Department</b>									
Public Works GM Office	300	0	300	302	0	302	(2)	0	(2)
Business and Technical Services Branch	5,260	(34)	5,226	5,056	(6)	5,049	204	(28)	176
Operational Performance & Development	8,835	(470)	8,364	8,652	(481)	8,171	183	11	193
Parks	44,953	(2)	44,951	47,717	(80)	47,636	(2,764)	79	(2,685)
Forestry Services	22,498	(631)	21,866	21,579	(767)	20,812	919	135	1,054
Solid Waste Services - Tax	3,888	0	3,888	2,195	0	2,195	1,693	0	1,693
Solid Waste Services - Rate	122,137	(122,529)	(392)	110,594	(125,350)	(14,756)	11,544	2,821	14,364
Parking Services Branch	18,402	(18,402)	(0)	19,646	(19,646)	0	(1,243)	1,243	(0)
Roads Services	148,132	(4,900)	143,232	193,651	(5,839)	187,812	(45,519)	939	(44,581)
Traffic Services	104,535	(48,713)	55,822	87,618	(32,857)	54,761	16,917	(15,856)	1,061
<b>Total Public Works Services</b>	<b>478,940</b>	<b>(195,682)</b>	<b>283,258</b>	<b>497,009</b>	<b>(185,026)</b>	<b>311,983</b>	<b>(18,069)</b>	<b>(10,656)</b>	<b>(28,725)</b>
<b>City Manager's Office</b>									
City Manager's Office	5,558	0	5,558	5,552	0	5,552	6	0	6
Legal Services	10,973	0	10,973	11,880	(34)	11,847	(907)	34	(873)
Public Information & Media Relations	4,543	0	4,543	4,427	0	4,427	117	0	117
<b>Total City Manager's Office</b>	<b>21,075</b>	<b>0</b>	<b>21,075</b>	<b>21,859</b>	<b>(34)</b>	<b>21,826</b>	<b>(784)</b>	<b>34</b>	<b>(750)</b>
<b>Emergency and Protective Services</b>									
EPS General Manager's Office	441	0	441	411	0	411	30	0	30
Business & Technical Support Services	4,817	0	4,817	4,094	(6)	4,088	723	6	729
Public Safety Service	12,668	(495)	12,173	11,375	(509)	10,866	1,293	14	1,308
Ottawa Fire Services	196,729	(1,683)	195,046	210,408	(2,623)	207,785	(13,678)	940	(12,739)
Ottawa Paramedic Service	153,661	(89,473)	64,189	155,242	(91,930)	63,312	(1,581)	2,458	877
By-Law & Regulatory Services	31,514	(36,882)	(5,368)	34,744	(45,585)	(10,842)	(3,230)	8,704	5,474
Public Policy Development	1,018	0	1,018	1,073	0	1,073	(55)	0	(55)
<b>Total Emergency and Protective Services</b>	<b>400,848</b>	<b>(128,532)</b>	<b>272,316</b>	<b>417,346</b>	<b>(140,653)</b>	<b>276,693</b>	<b>(16,498)</b>	<b>12,121</b>	<b>(4,377)</b>
<b>Recreation, Cultural and Facility Operations</b>									
General Manager's Office	2,266	(540)	1,726	1,928	(1,207)	720	339	667	1,006
Community Recreation & Cultural Programs	80,197	(28,695)	51,502	81,402	(34,347)	47,055	(1,205)	5,652	4,447
CW Programs, Aquatics and Specialized Services	86,898	(37,495)	49,404	93,703	(42,558)	51,145	(6,805)	5,064	(1,741)
Parks & Facilities Planning	2,406	(485)	1,921	2,249	(556)	1,693	157	71	228
Business & Technical Support Services	28,628	(2,118)	26,510	28,569	(1,861)	26,707	60	(257)	(197)
Facility Operations Services	40,789	(2,059)	38,730	42,797	(2,087)	40,710	(2,009)	28	(1,981)
<b>Total Recreation, Cultural and Facility Operations</b>	<b>241,185</b>	<b>(71,392)</b>	<b>169,793</b>	<b>250,648</b>	<b>(82,617)</b>	<b>168,031</b>	<b>(9,463)</b>	<b>11,225</b>	<b>1,762</b>

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	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
<b>Finance and Corporate Services Department</b>									
Chief Financial Officer/City Treasurer	413	0	413	432	0	432	(19)	0	(19)
FCSD Business Support Services	4,315	0	4,315	4,104	0	4,104	210	0	210
Financial Services	12,102	0	12,102	11,966	0	11,966	136	0	136
Revenue Services	13,644	(7,907)	5,737	13,911	(9,318)	4,594	(267)	1,411	1,143
Corporate Finance	8,371	0	8,371	8,210	0	8,210	161	0	161
Payroll, Pensions & Benefits	9,170	0	9,170	9,176	0	9,176	(6)	0	(6)
Human Resources	20,546	(765)	19,781	20,410	(765)	19,645	136	0	136
Service Ottawa	14,544	(1,404)	13,140	14,932	(1,907)	13,025	(388)	503	116
Supply Services	5,170	(3,140)	2,030	5,233	(3,370)	1,863	(63)	230	168
Information Technology Services	81,530	0	81,530	81,653	(1)	81,652	(123)	1	(121)
Office of the CISO	1,673	0	1,673	1,598	0	1,598	75	0	75
Fleet Services	4,558	(549)	4,009	4,970	(961)	4,009	(412)	412	0
<b>Total Finance and Corporate Services Department</b>	<b>176,036</b>	<b>(13,765)</b>	<b>162,271</b>	<b>176,595</b>	<b>(16,323)</b>	<b>160,273</b>	<b>(559)</b>	<b>2,558</b>	<b>1,998</b>
<b>Planning, Development and Building Services Department</b>									
PDBS General Manager's Office	314	0	314	523	0	523	(209)	0	(209)
Right of Way, Heritage and Urban Design	17,318	(16,924)	394	17,263	(15,398)	1,865	55	(1,526)	(1,471)
Planning Services	28,750	(23,593)	5,158	26,630	(20,694)	5,936	2,120	(2,898)	(778)
Building Code Services	32,317	(32,775)	(459)	34,967	(35,494)	(526)	(2,650)	2,718	68
Business and Technical Support Services	2,069	0	2,069	1,375	0	1,375	694	0	694
Transportation Planning Services	5,120	(283)	4,838	4,571	(258)	4,313	550	(25)	525
<b>Total Planning, Development and Building Services Department</b>	<b>85,889</b>	<b>(73,575)</b>	<b>12,314</b>	<b>85,330</b>	<b>(71,843)</b>	<b>13,486</b>	<b>559</b>	<b>(1,731)</b>	<b>(1,172)</b>
<b>Strategic Initiatives Department</b>									
Strategic Initiatives GM's Office	323	0	323	397	0	397	(74)	0	(74)
Economic Development Services	10,253	(735)	9,518	10,126	(819)	9,307	127	84	211
Housing Solutions and Investment Service	21,260	(869)	20,391	20,597	(1,069)	19,528	663	199	862
Climate Change and Resiliency	4,490	0	4,490	3,768	(0)	3,768	721	0	721
Strategic Projects	2,339	0	2,339	2,465	(8)	2,457	(125)	8	(118)
<b>Total Strategic Initiatives Department</b>	<b>38,666</b>	<b>(1,604)</b>	<b>37,062</b>	<b>37,353</b>	<b>(1,895)</b>	<b>35,458</b>	<b>1,313</b>	<b>291</b>	<b>1,603</b>

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<b>Infrastructure &amp; Water Services Department</b>									
IWS GM Office	320	0	320	310	0	310	10	0	10
Infrastructure and Water BTSS	395	0	395	354	0	354	40	0	40
Infrastructure Services	4,372	(16)	4,356	4,258	(5)	4,253	114	(11)	103
Asset Management	3,085	0	3,085	3,303	(420)	2,883	(218)	420	202
<b>Total Infrastructure &amp; Water Services Department</b>	<b>8,171</b>	<b>(16)</b>	<b>8,155</b>	<b>8,225</b>	<b>(425)</b>	<b>7,800</b>	<b>(54)</b>	<b>409</b>	<b>355</b>
<b>Non Departmental</b>									
<b>Corporate Benefit Provisions</b>	<b>6,723</b>	<b>0</b>	<b>6,723</b>	<b>6,723</b>	<b>0</b>	<b>6,723</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Formation Costs</b>									
Contribution To Reserve Funds	195,079	0	195,079	195,079	0	195,079	0	0	0
Contribution to Tax Stabilization Reserve	13,456	(4,125)	9,331	13,456	(4,125)	9,331	0	0	0
Vacant Unit Tax	15,000	(15,000)	0	17,109	(17,109)	0	(2,109)	2,109	0
Endowment Fund	13,000	(13,000)	0	16,920	(16,920)	0	(3,920)	3,920	0
Ottawa Lands Development	5,000	(5,000)	0	0	0	0	5,000	(5,000)	0
Sale of Surplus Land	2,500	(2,500)	0	2,504	(2,504)	0	(4)	4	0
Debt Charges	97,654	(10,776)	86,877	96,391	(10,853)	85,538	1,263	77	1,340
Ray Friel	1,111	(709)	402	833	(529)	304	278	(180)	98
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
<b>Total Capital Formation Costs</b>	<b>349,213</b>	<b>(51,110)</b>	<b>298,103</b>	<b>348,703</b>	<b>(52,041)</b>	<b>296,662</b>	<b>509</b>	<b>931</b>	<b>1,440</b>
<b>Corporate Common Expenditures</b>									
Financial Charges	6,124	0	6,124	5,553	(1,316)	4,237	570	1,316	1,886
CW Cost Allocations	(67,887)	0	(67,887)	(67,887)	0	(67,887)	0	0	0
<b>Total Corporate Common Expenditures</b>	<b>(61,764)</b>	<b>0</b>	<b>(61,764)</b>	<b>(62,334)</b>	<b>(1,316)</b>	<b>(63,650)</b>	<b>570</b>	<b>1,316</b>	<b>1,886</b>
<b>Corporate Common Revenue</b>									
Penalty & Interest	0	(20,209)	(20,209)	2,868	(29,041)	(26,173)	(2,868)	8,832	5,964
Investment Income	326	(33,117)	(32,791)	337	(65,083)	(64,746)	(11)	31,966	31,955
Hydro Ottawa Dividends	0	(20,000)	(20,000)	0	(22,300)	(22,300)	0	2,300	2,300
Provincial Offences Act	144	(7,868)	(7,724)	1,105	(7,947)	(6,841)	(961)	78	(883)
Red Light Camera	40	(11,765)	(11,725)	18	(8,360)	(8,342)	22	(3,405)	(3,383)
Rideau Carleton Raceway	0	(6,000)	(6,000)	0	(7,889)	(7,889)	0	1,889	1,889
Lottery Fees	0	(1,004)	(1,004)	0	(301)	(301)	0	(704)	(704)
Municipal Accommodation Tax	21,558	(23,800)	(2,243)	24,887	(27,943)	(3,056)	(3,329)	4,143	814
Other Miscellaneous Revenue	2,777	(3,837)	(1,060)	2,092	(3,383)	(1,291)	686	(454)	232
<b>Total Corporate Common Revenue</b>	<b>24,845</b>	<b>(127,601)</b>	<b>(102,756)</b>	<b>31,306</b>	<b>(172,245)</b>	<b>(140,940)</b>	<b>(6,461)</b>	<b>44,644</b>	<b>38,184</b>

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<b>Tax Related Expense and Revenue</b>									
Supplemental Assessment	0	(18,821)	(18,821)	0	(25,116)	(25,116)	0	6,296	6,296
Payment-in-lieu of Taxation	0	(116,428)	(116,428)	0	(122,220)	(122,220)	0	5,792	5,792
Public Institutions	0	(4,378)	(4,378)	0	(4,671)	(4,671)	0	293	293
Tax Rebates & Remissions	15,187	0	15,187	11,106	0	11,106	4,081	0	4,081
Property Assessment	9,213	0	9,213	9,674	0	9,674	(461)	0	(461)
Property Tax Revenue	0	(1,336,585)	(1,336,585)	0	(1,336,584)	(1,336,584)	0	(1)	(1)
<b>Total Tax Related Expense and Revenue</b>	<b>24,400</b>	<b>(1,476,211)</b>	<b>(1,451,811)</b>	<b>20,780</b>	<b>(1,488,591)</b>	<b>(1,467,812)</b>	<b>3,621</b>	<b>12,380</b>	<b>16,001</b>
<b>Total Non Departmental</b>	<b>343,417</b>	<b>(1,654,922)</b>	<b>(1,311,505)</b>	<b>345,177</b>	<b>(1,714,194)</b>	<b>(1,369,017)</b>	<b>(1,761)</b>	<b>59,272</b>	<b>57,511</b>
<b>Boards, Agencies and Transit Services</b>									
Committee of Adjustment	1,854	(1,854)	0	1,374	(1,313)	61	480	(541)	(61)
Ottawa Public Health	83,358	(52,572)	30,785	85,051	(54,265)	30,785	(1,693)	1,693	0
Conservation Authority	15,531	(15,531)	0	15,587	(15,809)	(222)	(56)	278	222
Transit Services	839,020	(839,020)	0	836,080	(784,134)	51,946	2,940	(54,886)	(51,946)
Ottawa Police Services	448,753	(448,753)	0	479,343	(454,210)	25,133	(30,591)	5,457	(25,133)
Ottawa Library Services	65,580	(65,580)	0	63,934	(65,940)	(2,006)	1,647	360	2,006
<b>Total Boards, Agencies and Transit Services</b>	<b>1,454,096</b>	<b>(1,423,311)</b>	<b>30,785</b>	<b>1,481,369</b>	<b>(1,375,672)</b>	<b>105,697</b>	<b>(27,273)</b>	<b>(47,639)</b>	<b>(74,911)</b>
<b>Rate Supported Programs by Department</b>									
Drinking Water Services	211,578	(211,578)	0	214,072	(225,914)	(11,843)	(2,494)	14,336	11,843
Wastewater Services	184,161	(184,161)	0	183,597	(192,943)	(9,346)	564	8,782	9,346
Stormwater Services	103,433	(103,433)	0	104,031	(104,985)	(954)	(598)	1,551	954
<b>Total Rate Supported Program</b>	<b>499,172</b>	<b>(499,172)</b>	<b>0</b>	<b>501,700</b>	<b>(523,842)</b>	<b>(22,142)</b>	<b>(2,528)</b>	<b>24,669</b>	<b>22,142</b>
<b>Total Tax &amp; Rate Supported Programs</b>	<b>4,919,527</b>	<b>(4,919,527)</b>	<b>0</b>	<b>5,024,742</b>	<b>(5,003,788)</b>	<b>20,954</b>	<b>(105,215)</b>	<b>84,261</b>	<b>(20,954)</b>