

Draft Budget 2026



Safe

Reliable



Affordable



Land acknowledgement

Ottawa is built on unceded Anishinabe Algonquin territory. The peoples of the Anishinabe Algonquin Nation have lived on this territory for millennia. Their culture and presence have nurtured and continue to nurture this land. The City of Ottawa honours the peoples and land of the Anishinabe Algonquin Nation and honours all First Nations, Inuit and Métis peoples and their valuable past and present contributions to this land.

The City of Ottawa is committed to a renewed focus on Indigenous Rights and reconciliation and to building reciprocal relationships with the Anishinabe Algonquin Host Nation and Urban First Nations, Inuit and Métis peoples. On February 28, 2018, Ottawa City Council

approved the adoption of a [Reconciliation Action Plan](#), which was developed to align with the spirit and intent of the [Truth and Reconciliation Commission \(TRC\) Calls to Action](#). By March 2022, all 14 actions established in the 2018 Reconciliation Action Plan were completed or ongoing.

As a municipality, we have a responsibility to implement policy decisions in a manner that is consistent with the recognition of constitutionally protected Aboriginal and Treaty Rights. We strive to learn more about the principles of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), Indigenous sovereignty, self-determination and reciprocity.

Welcome messages

Mayor Mark Sutcliffe

Ottawa residents, families, and small businesses have been grappling with higher costs and greater economic uncertainty. The 2026 City budget is designed to help residents address these challenges while investing in the priorities that matter most: safety, reliability, and affordability. We are taking a responsible, balanced approach, by keeping taxes as low as possible, by finding efficiencies at City Hall, and by making smart investments to improve services for everyone.

In the 2026 budget, we are investing in public safety by hiring more police officers and paramedics, improving emergency response times, and opening new facilities to better serve our communities. We're making record investments in public transit, including new LRT lines, electric buses, and infrastructure improvements, so residents can move around Ottawa safely and reliably. We are also increasing our investment to repair roads and sidewalks, ensuring we're delivering on the basic infrastructure that residents expect. And we're boosting our investment in affordable housing to more than \$100 million this term of council, compared to \$45 million last term.

The 2026 budget also prioritizes affordability. Over the past three years, Ottawa has had the lowest tax increase of any major city in Canada. We achieved this by finding more than \$250 million in savings and efficiencies at City Hall. That allows us to invest significantly in affordable housing, public transit, and public safety to build a stronger, more resilient city for everyone.

We've made real progress in Ottawa, but significant challenges remain, including the prospect of federal job cuts and global economic uncertainty. That's why this budget is focused on striking the right balance, investing in what matters most, while keeping costs manageable for residents and small business owners. We are working hard to make Ottawa safer, more reliable, and more affordable for everyone.



Wendy Stephanson, City Manager

The City's 2026 Draft Budget moves us closer toward Council's vision for the future of Ottawa, as it continues to evolve as a prosperous, sustainable, inclusive and resilient city.

The organization remains committed to continuous improvement, operational efficiency and delivering value for money. Through sound financial management, the City has built healthy reserves, maintained low debt levels, upheld a strong credit rating and followed a prudent investment approach. As a result, the City continues to invest in the services and the programs that keep the city running, while balancing current economic realities.

The 2026 Draft Budget also demonstrates the City's ongoing work to improve transparency with the creation of easier-to-understand budget documents and tools, such as this magazine, so residents can see how their hard-earned tax dollars are being spent.

We welcome your input and encourage you to share your feedback on the Draft 2026 Budget as we shape the future of our city together.

Cyril Rogers, General Manager, Finance and Corporate Services and Chief Financial Officer

As we present the Draft 2026 Budget, I want to acknowledge the collaborative effort of the City team as we navigate unique financial pressures. Draft Budget 2026 strengthens the City's commitment to delivering a budget that balances the need for fiscal responsibility and continuous improvement with the evolving needs of our residents.

We are proud to be recognized as one of the leading municipalities in Canada for budgeting excellence. This recognition is a result of our ongoing approach to making the budget more accessible and transparent as we continue to enhance both the budget process and the tools we use to engage and inform residents.

Innovation has been the cornerstone of our approach as we create new budget products to engage and inform residents, including this Draft Budget Magazine and the Draft Budget Explorer tool. We have also significantly increased the timeline for residents to provide feedback on the City budget based on feedback from City Councillors and the public.



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Draft Budget 2026 overview

The City is committed to fiscal responsibility and has developed a draft budget that invests in essential services that residents depend on daily while balancing a challenging financial climate. The City aims to be efficient, yet innovative through continuous improvements, business process efficiencies and the ongoing City of Ottawa Service Reviews.

The draft budget marks the fourth and final budget of the 2022–2026 term of Council and invests in the strategic priorities established to shape Ottawa into a prosperous, sustainable, inclusive and resilient city. This includes creating more affordable housing and making Ottawa a livable place for everyone. It also means fostering a diverse and thriving economy that provides equal access to opportunities while preparing the city to grow and face new challenges. Additionally, we are committed to building a greener, more resilient city with safe, accessible and reliable transportation options that keep Ottawa connected.

We are committed to presenting the draft budget in easier-to-understand documents and tools, such as this Budget Magazine and the Draft Budget 2026 Explorer, so residents can see how their tax dollars are being spent. This magazine provides insight into how the budget is created, what elements make up the budget, some of the key financials, as well as highlights from over 100 lines of services that are advancing Council's strategic priorities. The Budget Explorer, available on [Open Ottawa](#), offers user-friendly interactive charts, graphs and tables to enhance financial literacy and transparency.

Our City



Our City

Geographic size (area):

2,796 sq kms

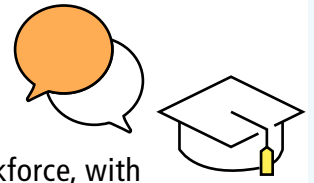
Total kilometres of roads:

12,750 + lane kms of roads



Talent:

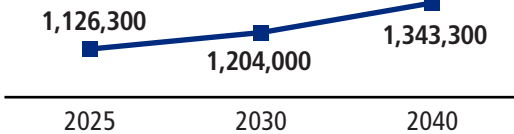
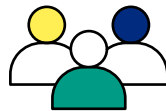
36% bilingual rate



Ottawa has an educated workforce, with **over 41%** possessing at least a bachelor's degree. Ottawa has more scientists and PhD's per capita than any other major region in Canada.

Source: [City of Ottawa, Statistics and demographics](#)

Population projections:



Source: [City of Ottawa, Growth Projections for Ottawa: 2018–2046](#)

Employment by industry:



15.1%

% of goods producing sector



84.9%

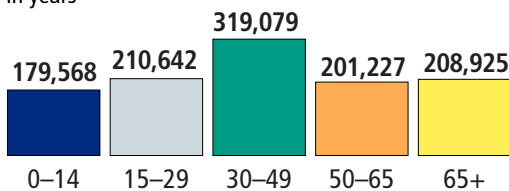
% of service producing sector

August 2025, three-month moving average, unadjusted for seasonality

Source: [Statistics Canada, Employment by Industry](#)

Population by age (2025, projection)

In years



Source: [Ottawa Public Health, Socio-demographic Data and Population Projections](#)

Unemployment rate:



5.9%

Ottawa



6.7%

Canada

Seasonally adjusted, monthly average by year, in 2025.

Source: [Statistics Canada, Labour force characteristics](#)

Average age of the population:

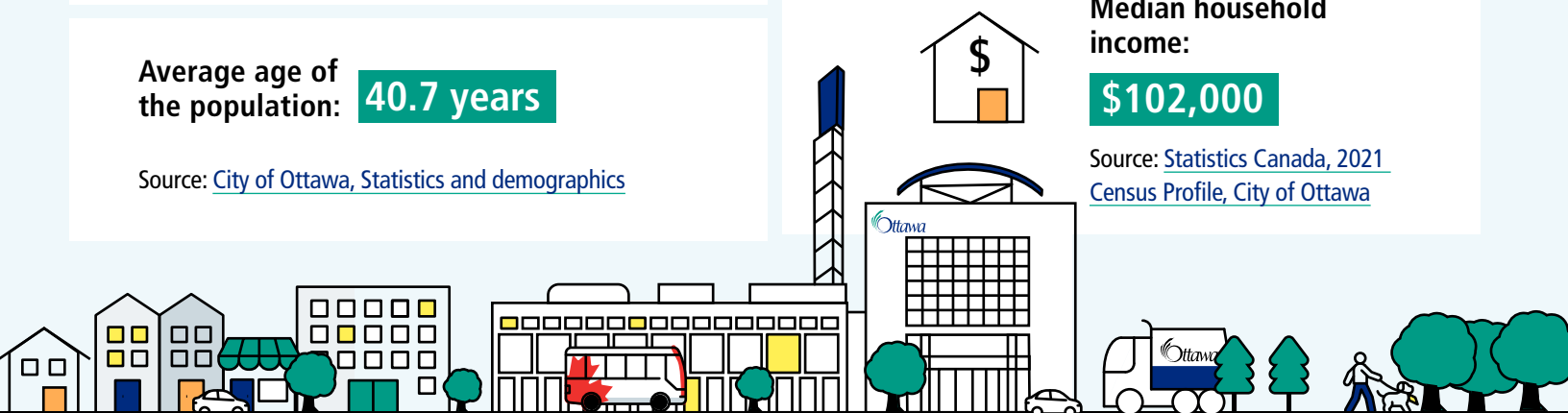
40.7 years

Source: [City of Ottawa, Statistics and demographics](#)

Median household income:

\$102,000

Source: [Statistics Canada, 2021 Census Profile, City of Ottawa](#)



Who we are

The City of Ottawa believes in a city for everyone because we all benefit when everyone is included. As our community becomes increasingly diverse, so do the needs and aspirations of our residents and business owners. For this reason, we need to take Ottawa’s diversity into consideration when we plan and deliver programs and services. Through our programs, policies and by-laws the City of Ottawa remains committed to meeting or exceeding federal and provincial legislation and to provide an inclusive city for all.

Ottawa is Canada’s capital city. Located in eastern Ontario, Ottawa is the fourth largest urban region in Canada and is home to more than one million people.

Although Ottawa is recognized for being home to the federal government, it is also known for its technology innovation, historical landmarks and rural attractions. Ottawa spans across 2,796 km², which is larger than the cities of Calgary, Edmonton, Toronto, Vancouver and Montreal combined and is a blend of urban, suburban and rural communities.

The City of Ottawa recognizes both official languages as having the same rights, status and privileges. Ottawa is the second largest destination for new Ontarians and is a major attractor of Francophone newcomers. When planning and delivering services, staff consider the contributions of the following strategies:



[Accessibility Policy](#)



[Anti-Racism Strategy](#)



[Municipal Accessibility Plan](#)



[Reconciliation Action Plan](#)



[Women and Gender Equity Strategy](#)



How City government works

The City of Ottawa is governed by an elected [25-member City Council](#) comprised of the Mayor, representing the interests of the city overall, and 24 Councillors, representing the city's individual wards. The Mayor and City Councillors serve four-year terms, with the current term ending on November 14, 2026.

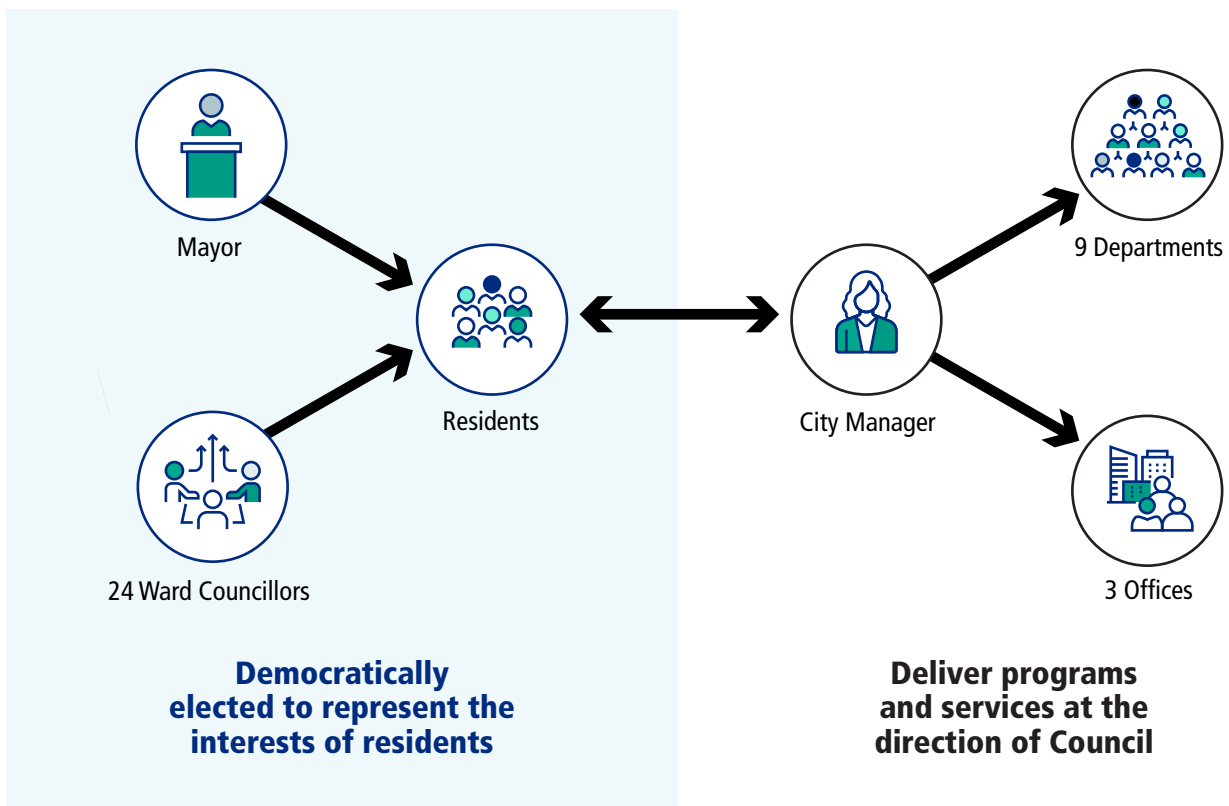
Council is the decision-making body responsible for the administration of the City of Ottawa. They are responsible for turning community needs into municipal services. Decisions made by City Council have a direct effect on residents of Ottawa and impact the type, level and variety of municipal services provided.

Council appoints [standing committees, advisory committees and boards](#) that are responsible for studying specific issues and areas of interest and then make recommendations to Council. At these meetings, public delegates can make a five-minute presentation and provide feedback on issues before they are considered at Council.

Council, committee and board meetings are where decisions are made regarding how City tax dollars are spent. Once the decisions are made, it is up to the City administration to ensure those decisions are carried out.

DID YOU KNOW

City Council is advised by 12 standing committees, four advisory committees, and nine boards.



Your Council



Mark Sutcliffe
Mayor



Matthew Luloff
Ward 1
Orléans East-
Cumberland



Laura Dudas
Ward 2
Orléans West-Innes



David Hill
Ward 3
Barrhaven West



Cathy Curry
Ward 4
Kanata North



Clarke Kelly
Ward 5
West Carleton-March



Glen Gower
Ward 6
Stittsville



Theresa Kavanagh
Ward 7
Bay



Laine Johnson
Ward 8
College



Sean Devine
Ward 9
Knoxdale-Merivale



Jessica Bradley
Ward 10
Gloucester-
Southgate



Tim Tierney
Ward 11
Beacon Hill-Cyrville



Stéphanie Plante
Ward 12
Rideau-Vanier



Rawlson King
Ward 13
Rideau-Rockcliffe



Ariel Troster
Ward 14
Somerset



Jeff Leiper
Ward 15
Kitchissippi



Riley Brockington
Ward 16
River



Shawn Menard
Ward 17
Capital



Marty Carr
Ward 18
Alta Vista



Catherine Kitts
Ward 19
Orléans
South-Navan



Iabelle Skalski
Ward 20
Osgoode



David Brown
Ward 21
Rideau-Jock



Steve Desroches
Ward 22
Riverside South-
Findlay Creek



Allan Hubley
Ward 23
Kanata South



Wilson Lo
Ward 24
Barrhaven East

City of Ottawa organizational structure

The City of Ottawa’s organizational structure is comprised of City Council, the City Manager, City Manager’s Office, Office of the City Clerk, Office of the City Solicitor and nine departments.

The City Manager serves as Council’s chief administrator leading the organization to deliver programs and services across more than 100 distinct lines of business and employing more than 17,000 employees.

Even though these services are part of Council’s approval process, Ottawa Police Services (OPS), Ottawa Public Health (OPH) and Ottawa Public Library (OPL) table their budgets separately at their respective boards.

In this report, a broad overview of the OPS, OPH and OPL budgets may be represented however, the focus of this report will be on services reporting to the City of Ottawa standing committees.



A day in the life – Shining a spotlight on City services

From the moment we start our day to the time we head to bed, City staff are hard at work behind the scenes. This feature shines a light on the many essential services that support our daily lives and help make Ottawa a great place to call home.



6:45 AM

Good morning! You wake up for the day and begin your morning routine, which includes showering, flushing the toilet, brushing your teeth, and filling up your water bottle.



7:00 AM

As you are saying good morning to your neighbour, they remind you it's collection day. You quickly bring your bins to the curb.



8:00 AM

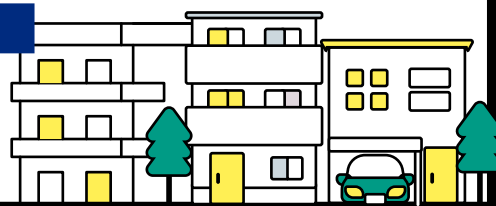


You hug your spouse and younger child goodbye and then corral your oldest kids into the car for the drive to school. You pull out of your driveway and notice a crew fixing a pothole down the street.



8:30 AM

After school drop-off, you head to the Park and Ride to jump on the O-Train. During your commute you read an article about the newly built supportive housing units on Murray Street.



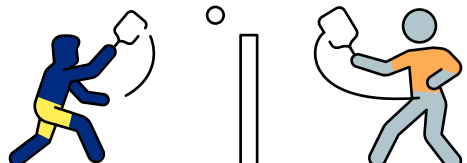
12:00 PM

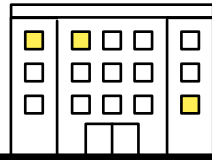
It's a beautiful day, so you decide to take a walk during your lunch break. You end up at a nearby park and sit on a bench to eat your lunch and watch a group playing pickleball.



10:00 AM

You check your phone and smile—your spouse has sent you an adorable photo of your youngest child having a great time at your community playgroup, which is part of the EarlyON program through Andrew Fleck.



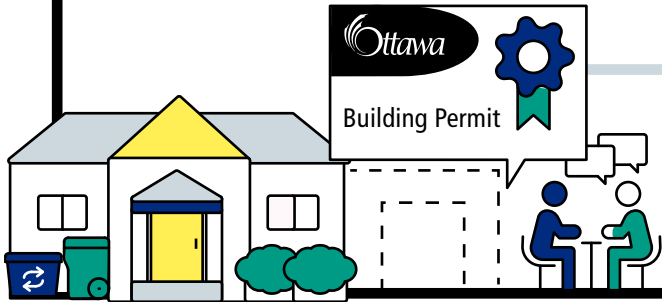
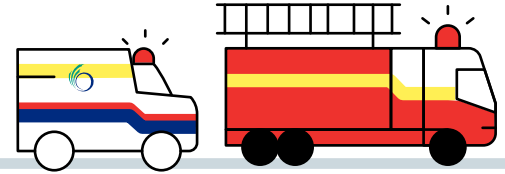


5:30 PM

When you arrive home, your spouse fills you in on the research they have done on the home renovation you have been planning and explains how to apply for a building permit.

5:00 PM

You pick up your kids from their after-school program. On the drive home, you pull over when you hear sirens and see the flashing lights of firefighters and paramedics on their way to an emergency.

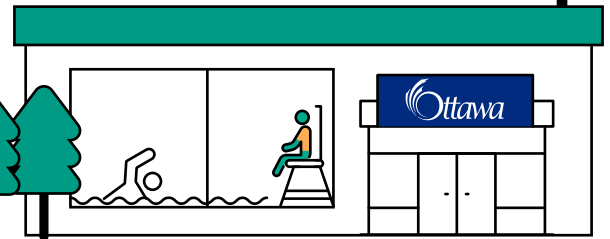


6:45 PM

Your spouse leaves to drop off your oldest child at the local recreation complex for their weekly swimming lessons. They are working on their certifications to become a lifeguard and aquatics instructor.

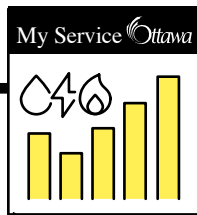
7:30 PM

You sign a permission slip for an upcoming school field trip. The class will be going to the Cumberland Heritage Village Museum to learn about what life was like in the 1920s in rural Eastern Ontario.



8:30 PM

You finally have a moment to sit down! You grab your laptop and log into your My ServiceOttawa account to pay your water utility bill and monitor your water usage for the month.



While these are just a few examples, they clearly show how City services touch nearly every part of our lives—whether we're at home, at work, or enjoying our free time. It's these services that help make Ottawa a vibrant, healthy, and welcoming place that we are proud to call home.



Draft Budget 2026



Budget basics

How is the budget developed?

Every year, the City develops a budget. The budget is a blueprint for how money and resources are collected, allocated and spent to deliver public services. The City provides more than 100 services to residents of Ottawa, so there are complex decisions to ensure this balancing takes place.

The budget is made up of two main components—the operating budget and the capital budget. The operating budget funds day-to-day operations like salaries and wages, utilities, supplies, fuel and insurance. The capital budget funds all new investments and improvements such as buildings, roads, vehicles and equipment.



DID YOU KNOW

Under the *Municipal Act* the City must produce a balanced budget, meaning the money that comes in must equal the money going out.

Operational budget



Salaries and wages



Utilities



Maintenance services



Emergency services



Snow removal

Capital budget



Purchase of vehicles



Sewers and water mains



Construction costs



New recreation facilities

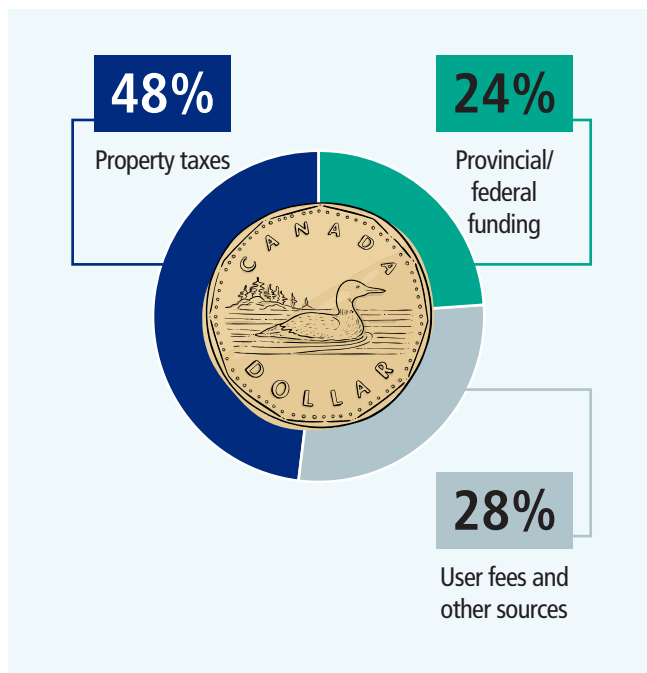


Other infrastructures

Where does the City's revenue come from?

In 2026, for every dollar that comes into the City, 48 cents will come from property taxes, 24 cents from provincial or federal funding and 28 cents from user fees and other sources. While the money collected is required for both the operating and capital budget, some larger capital projects require the City to use funds from the reserves or by borrowing funds and incurring debt.

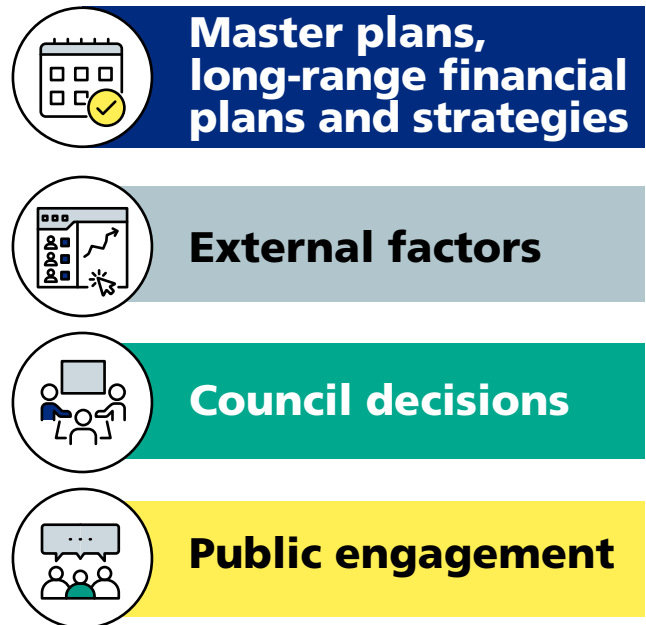
The City receives funding from all levels of government to help administer several mandated programs. Funding is often provided for specific projects and the City generally does not have input into how the funds are spent, nor can the funds be reallocated to other City priorities. The province partially funds some programs through a cost-sharing arrangement, including Ontario Works, public health, childcare and ambulances. The federal government also provides financial support, most notably through the City's housing and homelessness initiative which they partially fund.



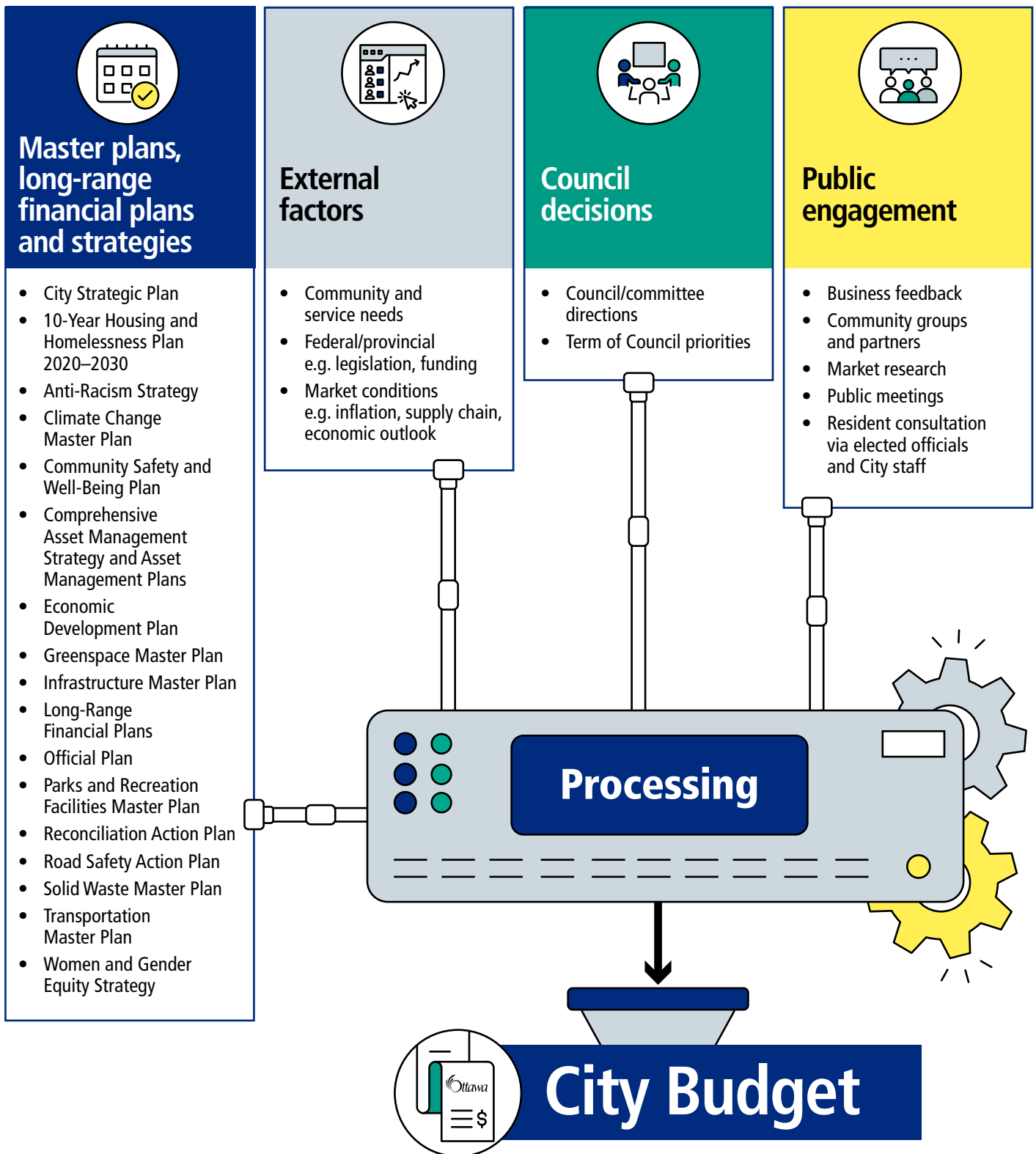
Who decides what's included in the budget?

The majority of the City's budget is allocated to existing programs and services as part of their annual costs. Resources are also used to achieve the priorities laid out in the City Strategic Plan, new Council mandated programs and services and projects identified in the Long-Range Financial Plans (LRFPs).

Each year the budget is drafted based on public engagement, decisions and strategies. All these items influence each other and are reviewed regularly by staff and members of Council. The draft budget is designed with these four items in mind:

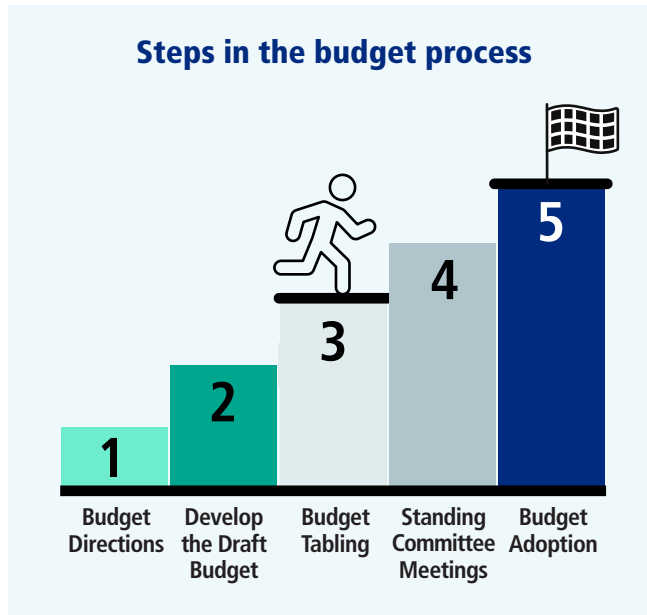


Factors that influence the City Budget



When is the budget drafted?

Although there are many factors to consider when allocating funds within the City budget, the process itself is fairly simple and straightforward and includes the following steps:



Step 1: Budget Directions Report

The Budget Directions Report is the first official step in the budget process. The report is prepared by the Finance and Corporate Services Department and is presented to Council for approval.

The report recommends the municipal tax increase for the upcoming year, identifies financial constraints, highlights key timelines, as well as provides direction for departments that guide the development of the draft budget.

Step 2: Develop the Draft Budget

Departments continuously review feedback from resident engagement year-round and with guidance from the Budget Directions Report, these priorities are factored into the development of their budgets.

Step 3: Budget Tabling

At budget tabling, the City presents the Draft Budget to Council prior to being considered at each standing committee. At budget tabling, Councillors are not able to ask questions about specific budget items or make any recommendations, those are reserved for standing committees and budget adoption.

Prior to and following the release of the Draft Budget, Councillors will host public consultations where residents will have the opportunity to learn about the City budget, ask questions and bring forward any concerns they may have.

Step 4: Standing Committee meetings

Standing Committee meetings are a crucial step in the budget process with targeted feedback on specific City services. Committee members have the opportunity to discuss the draft budget, ask questions to staff and may propose amendments based on public input or their own analysis. In addition, registered public delegations have the opportunity to make a five-minute presentation.

Step 5: Budget Adoption

After hearing feedback from public consultations and standing committee meetings, the budget and proposed amendments are presented to City Council for consideration.

Council, sitting as Committee of the Whole, has the opportunity to vote to either approve or reject budgets from a certain committee or the budget as a whole. If approved, the budget becomes the official financial plan for the upcoming year. The finalized budget is published online, including detailed breakdowns of operating and capital expenditures, departmental allocations and funding sources.

Budget engagement

You may be surprised to learn that feedback to inform budget priorities is collected from residents through a variety of mechanisms all year round.

City staff rely on resident engagement in order to understand the evolving needs of our communities and validate that decision making aligns with their priorities.

Year-Round Opportunities



Engage on Master Plans and Strategies



Meet with your Ward Councillor



Submit feedback via Facebook, Bluesky or 3-1-1

Budget Engagement Opportunities



Engage Ottawa budget survey



Attend a standing committee meeting



Councillor-led public consultations



Delegate at a standing committee meeting

Year-round opportunities for engagement

Engage on Master Plans and Strategies

Master plans play a vital role in guiding the City's work and are often supported by a Long-Range Financial Plan (LRFP), a key element of sound financial stewardship. These plans are reviewed and updated regularly to reflect evolving priorities, updated cost estimates, and new legislative requirements. Together, the City's master plans and LRFPs shape our direction for the years ahead and significantly influence how resources are allocated. During the budget planning process, staff rely on the LRFPs to ensure funding aligns with established priorities.

Public engagement is a cornerstone of developing these plans. Resident input is actively encouraged and thoughtfully incorporated into final strategies. For instance, in 2025, residents had the opportunity to provide feedback on the [Parks and Recreation Facilities Master Plan](#), [Solid Waste Master Plan](#) and [Transportation Master Plan](#), just to name a few. These Master Plans provide the foundation for the 2026 budget allocated to these services.

Engage with your Ward Councillor

[Ward Councillors](#) are elected to represent the voices of their constituents and residents are encouraged to engage with them at any time during the year to voice their ideas and concerns.

Early in the budget process each Councillor has the opportunity to meet with the City Manager's Office, Mayor's Office and Chief Financial Officer to share their ward priorities that they would like to see in the budget. This information is provided to departmental budget leads for consideration as they build their annual budgets.

Submit feedback via social media or 3-1-1

Residents can submit questions or concerns by calling 3-1-1 and can communicate with the City through Facebook, BlueSky or Instagram, using the hashtag #OttBudget. Information is communicated to the appropriate department for consideration.

Budget engagement opportunities

Engage Ottawa questionnaire

Each year, residents have the opportunity to participate in an online budget questionnaire via [Engage Ottawa](#), where they rank their overall top five budget priorities from a list of 39 City services. In addition, the questionnaire includes open-ended questions where residents can provide general feedback on their city budget priorities for consideration.

Councillor-led public consultations

Starting in the spring, Councillors may host public consultation sessions to provide the opportunity for residents to learn about the budget process and provide their input on local priorities to staff and their Councillor. A City representative attends all public consultations to take notes on the discussion, and resident feedback is provided to the applicable departments for consideration.

The schedule for public consultations can be found [online](#) annually starting in the spring.

Attending or delegating at a Standing Committee Meeting

Residents are welcome to attend standing committee meetings throughout the year, either in-person or virtually via the live stream on the [Ottawa City Council YouTube Channel](#).

Residents may [register as a public delegation](#) to conduct a five-minute presentation at one of the standing committee meetings where Councillors discuss plans, strategies and in the fall, the draft budget. City staff and Council will consider feedback as they finalize the budget.

Operating budget

The City's total 2026 tax and rate supported operating expenses are projected to be \$5.2B, a \$316M increase over 2025. Revenues to pay for operating expenses are funded through property taxes (44.8%), payments in lieu of property taxes (3.7%), federal and provincial grants (23.5%), fees and service charges (22.5%), reserves (0.5%) and other miscellaneous revenue sources (5%).



\$5.2B 2026 Total Operating Expenditures

\$383M

Capital formation costs

\$1.2B

Community and Social Services

\$430M

Emergency and Protective Services

\$253M

General government

\$658M

Water / Sewer / Solid Waste

\$479M

Ottawa Police Service

\$86M

Ottawa Public Health

\$74M

Ottawa Public Library

\$85M

Planning, Development and Building Services

\$30M

Strategic Initiatives (Housing, Realty and Climate Change)

\$320M

Recreation, Cultural and Facility Services

\$906M

Transit

\$295M

Transportation, Infrastructure and Public Works



\$5.2B 2026 Total Revenue

\$1.2B

Federal/provincial/municipal grants

\$1.2B

Fees and services charges

\$259M

Other

\$193M

Payment in lieu of taxes (PILTs)

\$2.3B

Property taxes

\$26M

Reserves

Capital budget

The total combined capital authority being requested for rate and tax in 2026 is \$1.92B. The capital authority requested for tax-supported capital works in 2026 is \$1.48B. This includes the tax-supported component of the integrated water, wastewater and roads program and the draft capital submissions from the Transit Committee, Police and Library Boards.



\$1.92B 2026 Capital programs

\$306M

Drinking water, wastewater and stormwater services

\$371M

Other tax supported services

\$651M

Transit services

\$240M

Integrated roads, water and wastewater services

\$23M

Ottawa Police Service

\$333M

Transportation services



\$1.92B 2026 Capital programs funding source

\$495M

Debt

\$637M

Reserves

\$505M

Development charges, cash and debt

\$287M

Revenue

Tax rate increase

In 2026, the City is proposing a tax increase of 3.75%. Ottawa Public Health and Ottawa Public Library have also developed their budgets with a 2.90% increase. The Ottawa Police Services has developed their budget with a 5% increase. Transit services developed their budgets with an increase of 8%.

This will result in an average property tax bill increase of \$166 for urban homeowners and \$108 for rural homeowners. The average commercial property will see an increase of \$354 in their annual property tax bill. The average value of properties is based on the 2016 Municipal Property Assessment Corporation (MPAC) assessment. These values are set by MPAC and used by municipalities as the basis to charge property taxes. The 2020 MPAC reassessment cycle was delayed due to the pandemic and remains delayed by the Province with no certain date for resumption.

Table 1. Property tax increase impacts (in dollars)

	Urban home	Rural home (TRA) ¹	Rural home (TRB) ²	Commercial property
	Average assessment: \$415,000	Average assessment: \$415,000	Average assessment: \$415,000	Average assessment: \$460,000
2026 Taxation	\$4,593	\$3,690	\$3,487	\$9,794
Citywide @ 2%	\$56	\$53	\$53	\$120
Police @ 5%	\$36	\$36	\$36	\$76
Transit @ 8%	\$74	\$19	\$4	\$158
Total \$ Change	\$166	\$108	\$93	\$354
% Change	3.75%	3.02%	2.75%	3.75%

¹ Transit Rural Area A (TRA) is a rate that includes Para Transpo services and reduced Transit service levels.

² Transit Rural Area B (TRB) is a rate that that only includes Para Transpo services.

A 3.75% increase in property taxes is projected to increase tax revenues by \$117M in 2026. After giving a share of the 2026 increase to Police, Transit Services, Ottawa Public Health, Ottawa Library and the Office of the Auditor General, the remaining balance of up to \$47M is available to fund all remaining tax supported City services.

Staff have recommended the following increases to rate supported programs as per the long-range financial plans:

- Water revenue increase of 2.7%
- Wastewater revenue increase of 4.9%
- Stormwater revenue increase of 7.60%

This works out to an increase of 4.5% for the rate-supported services. These percentage increases are a target increase for revenue.

Tax impact

City of Ottawa budget pressures for 2026 include:

- Compensation and benefit increases
- Inflationary increases on fuel, utilities, contracts and capital construction
- Potential tariff impacts and economic conditions
- Transit ridership levels
- Supply chain pressures

Inflationary assumptions comparison

Table 2. Inflationary assumptions comparison

Inflationary assumptions	2026	2025	2024	2023
Contracts and property leases	2%	2%	2%	2%
Electricity	5%	3%	3%	6%
Heating	-20%	0%	16%	17%
Water	2.7%	2%	2%	2%
Fuel (diesel per litre)	\$1.16	\$1.44	\$1.35	\$1.48
Contributions to reserves	2%	2%	3%	6.3%

The higher costs of operating and maintaining new infrastructure such as roads, winter maintenance, investments in long-term care and affordable housing plus the increasing investment in tax supported capital assets are considered as a part of Draft Budget 2026 under the guidance of the City's Long-Range Financial Plans (LRFPs).

Ontario Ottawa Agreement

The City of Ottawa has signed four Transfer Payment Agreements with the Province of Ontario to receive \$172.5M in funding over three years for operating expenses and dedicated projects approved under the Ontario Ottawa Agreement. In addition, the City has already received \$80M to cover operating expenses related to shelter and homelessness support and received \$37.5M from the Building Faster Fund for meeting provincial targets for 2023. Of the potential \$543M available through the Ontario Ottawa Agreement, the City has received \$162M to date.



Construction of a new interchange at Highway 416



Public safety and crime prevention



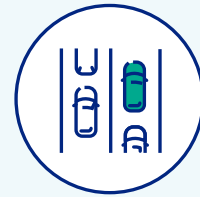
Support for housing and community-enabling infrastructure



Development of the Kanata North Transitway



Repair and upgrade of major connecting routes and critical roads



Uploading of Ottawa Road 174 to the province



Homeless shelters and homelessness prevention



Revitalization of Ottawa's downtown core

Growth

Every year Ottawa continues to grow and more funds are needed to provide services for an increasing population. Increases to services include additional waste collection, maintenance of new roads, sewer installation and maintenance and creation of new parks.

Growth costs usually fall into one of five categories:

1. Increase in costs due to service enhancements
2. Increase in population
3. Increase in internal program support
4. Enhancements and upgrades to City-owned capital infrastructure
5. Increase in cost for the purchase of new vehicles and infrastructure, minus any savings from the sale of older vehicles and infrastructure.

Taxes collected for new properties and growth do increase revenue to the City, however the City still needs to account for increased costs to provide services to these areas. It is expected that assessment growth will provide a 1.6% increase in tax revenues to help cover these costs.

Table 3. Tax target, tax policy allocation and inflationary for 2026 (in thousands of dollars)

Property Taxes and Levies	Draft Budget 2026
Assessment growth	\$34,960
Tax increases	\$81,874
Total	\$116,834
Citywide levy	\$51,059
Ottawa Police Service levy	\$24,045
Transit levy	\$41,730
Total levy	\$116,834
Assessment growth (%)	1.6%
Citywide levy (%)	2%
Ottawa Police Service levy (%)	5%
Transit levy (%)	8%

Key performance indicators

Operating surplus / (deficit)

The operating surplus / (deficit) shows the City’s annual net operating requirement from revenues and expenditures. This table illustrates the City’s ongoing efforts to remain fiscally responsible through managing budgets and conducting service reviews to achieve cost savings and cost avoidance opportunities. These efforts are a key strategy for mitigating rising budget pressures and have assisted departments in absorbing growth and improving service delivery to residents.

Table 4. Operating surplus / (deficit) (in thousands of dollars)

Year	Overall	Tax	Rate
2016	5,483	(8,217)	13,700
2017	24,893	19,753	5,140
2018	19,396	5,463	13,933
2019	741	8,465	(7,724)
2020	17,634	13,905	3,729
2021	52,245	47,634	4,611
2022	(29,325)	(23,126)	(6,199)
2023	33	492	(459)
2024	44,475	38,318	6,157
Total	135,575	102,687	32,888

Annual property tax increase

The Consumer Price Index (CPI) represents changes in prices as experienced by Canadian consumers. It measures price change by comparing, through time, the cost of a fixed basket of goods and services.

Since 2014, property tax and CPI levels for Ottawa, Ontario, and Canada have generally trended together and have increased by similar proportions.

Figure 1. Annual Property Tax Growth and Inflation Rates since 2014

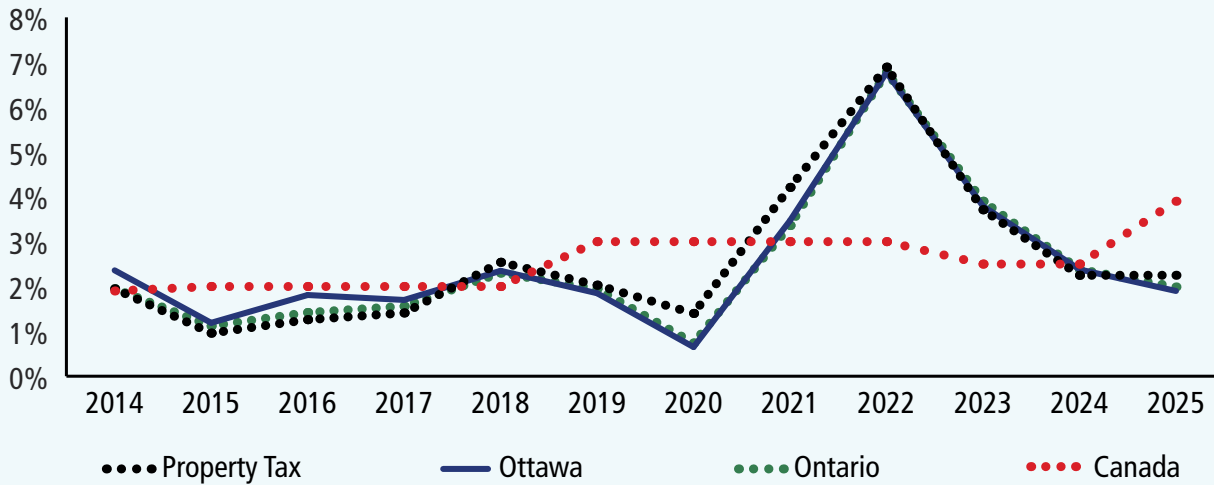
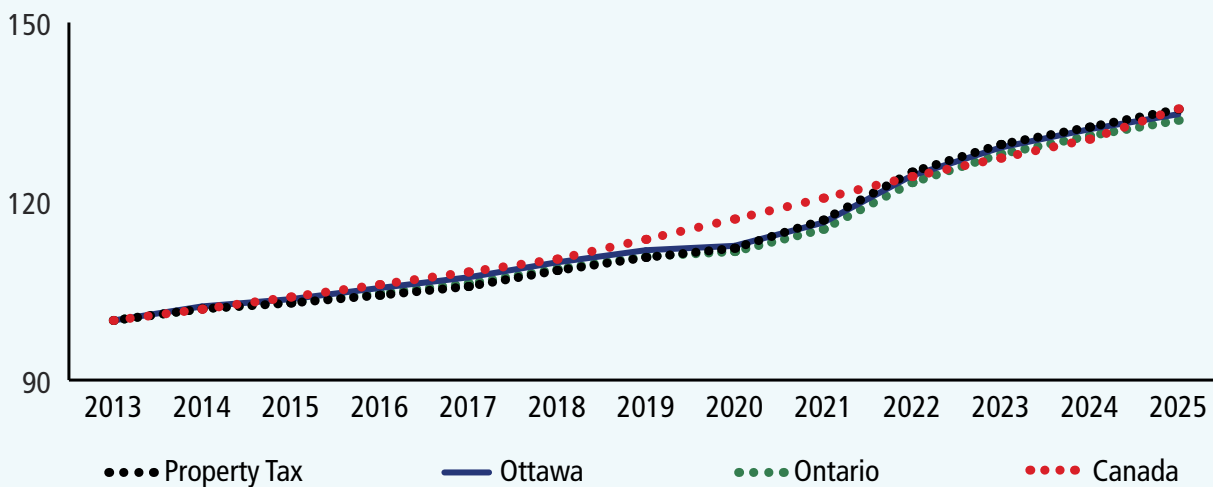


Figure 2. Property Tax and Inflation Indices since 2013



To assess the potential economic impact of property tax increases above inflation, two scenarios are considered:

Scenario 1

property tax increases are 1 per cent above inflation for each of the next 10 years

Scenario 2

property tax increases are 2 per cent above inflation for each of the next 10 years

Impact Results

Figure 3. Impact of Property Tax Increases on Consumption

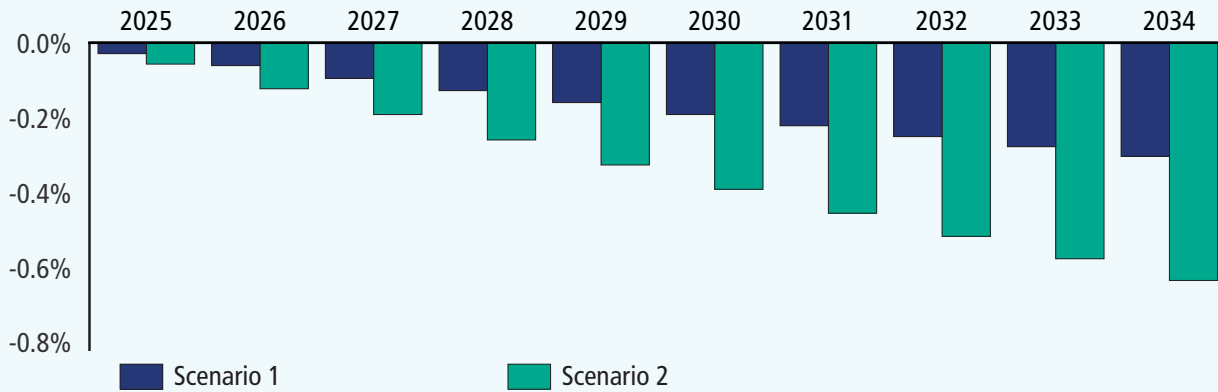


Figure 4. Impact of Property Tax Increase on Real Disposable Income

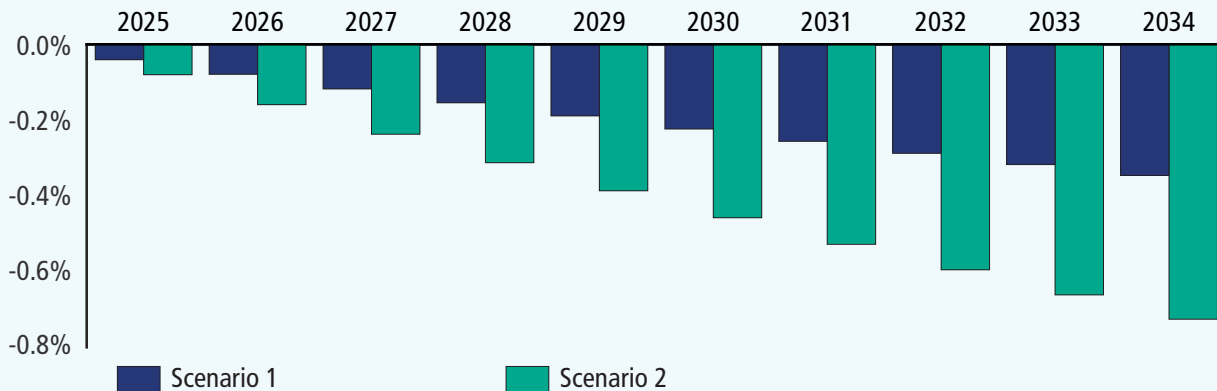
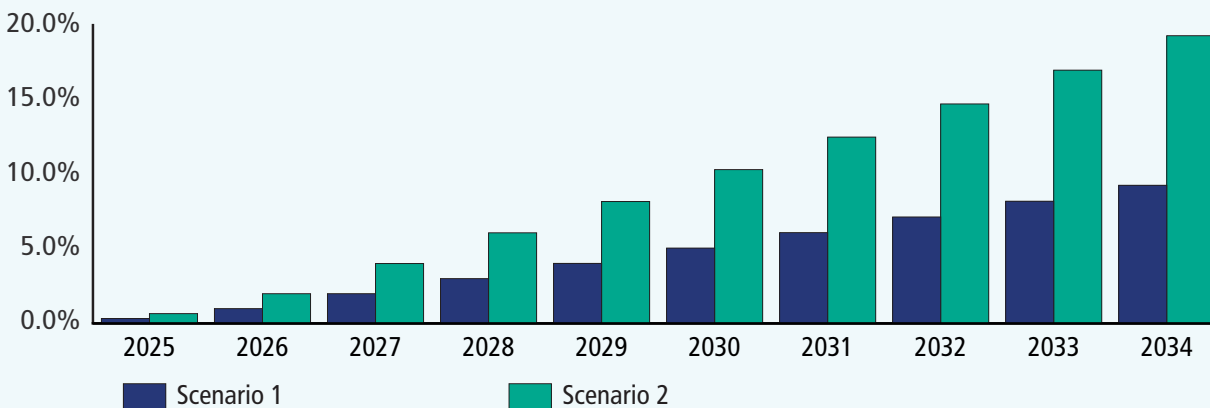
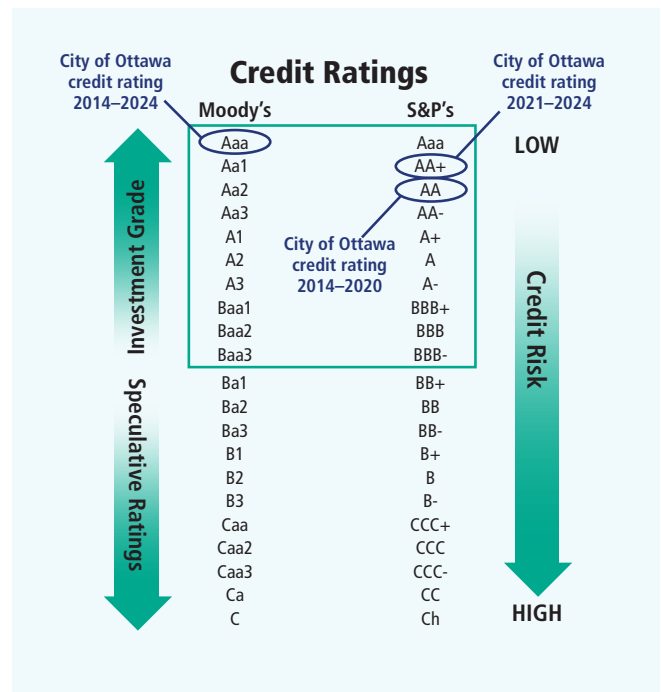


Figure 5. Estimated Net Impact of Property Tax Increase on Rents



Annual credit ratings

The City maintains an exceptional credit rating, with Aaa from Moody's Investor Services (Moody's) and AA+ from Standard & Poor's Ratings Services (S&P), aligning with the top ratings held by major municipalities across the country. A credit rating plays an important role in enabling the City to issue debt and affects the interest rate on borrowing. Generally, a municipality with a higher credit rating will pay a lower interest rate, so it is important for a municipality to obtain and maintain strong credit ratings.



Debt servicing

Debt levels are carefully monitored through the City's Long-Range Financial Plans to ensure the ongoing financial well-being of the City is maintained in accordance with its fiscal framework principles. The City's commitment to fiscal responsibility has resulted in one of the lowest debt servicing to property tax ratios among Canada's largest municipalities, well below the 25 per cent limit set by the province and the 7.5 per cent tax supported and 15 per cent rate supported limit set by Council. The ratios indicate the City's strong ability to meet its debt obligations while also being able to meet on-going service mandates.

Figure 6. Debt servicing ratio – tax-supported

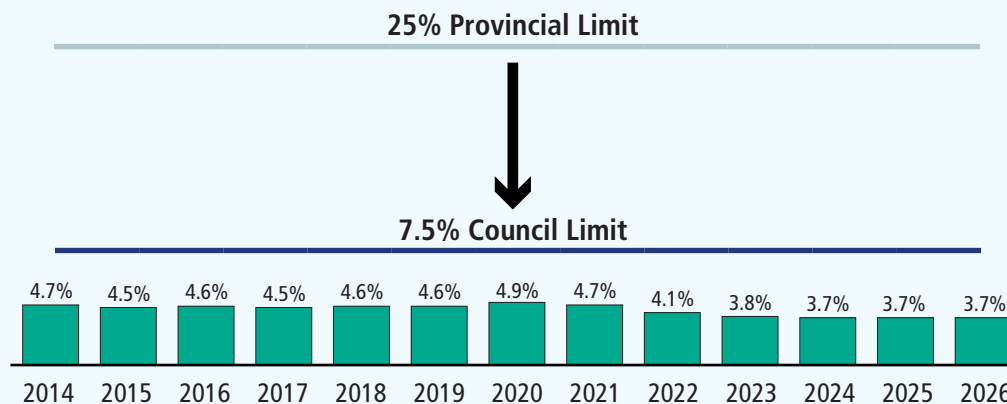
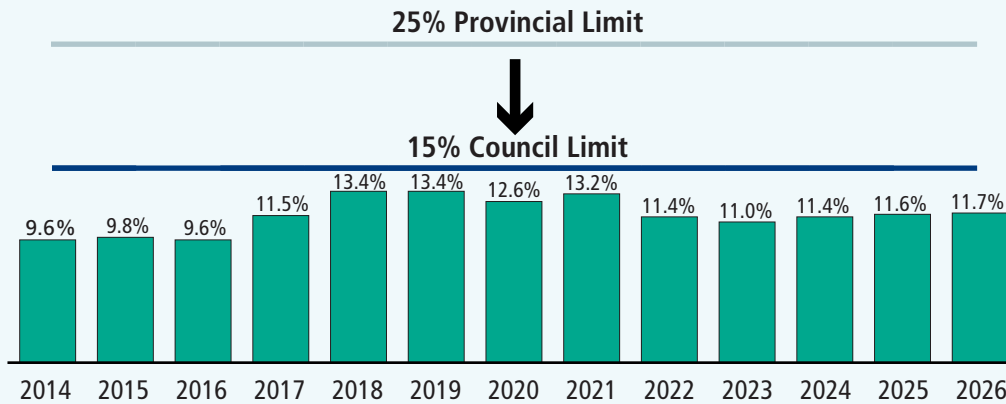


Figure 7. Debt servicing ratio – rate-supported



Debt to asset ratio

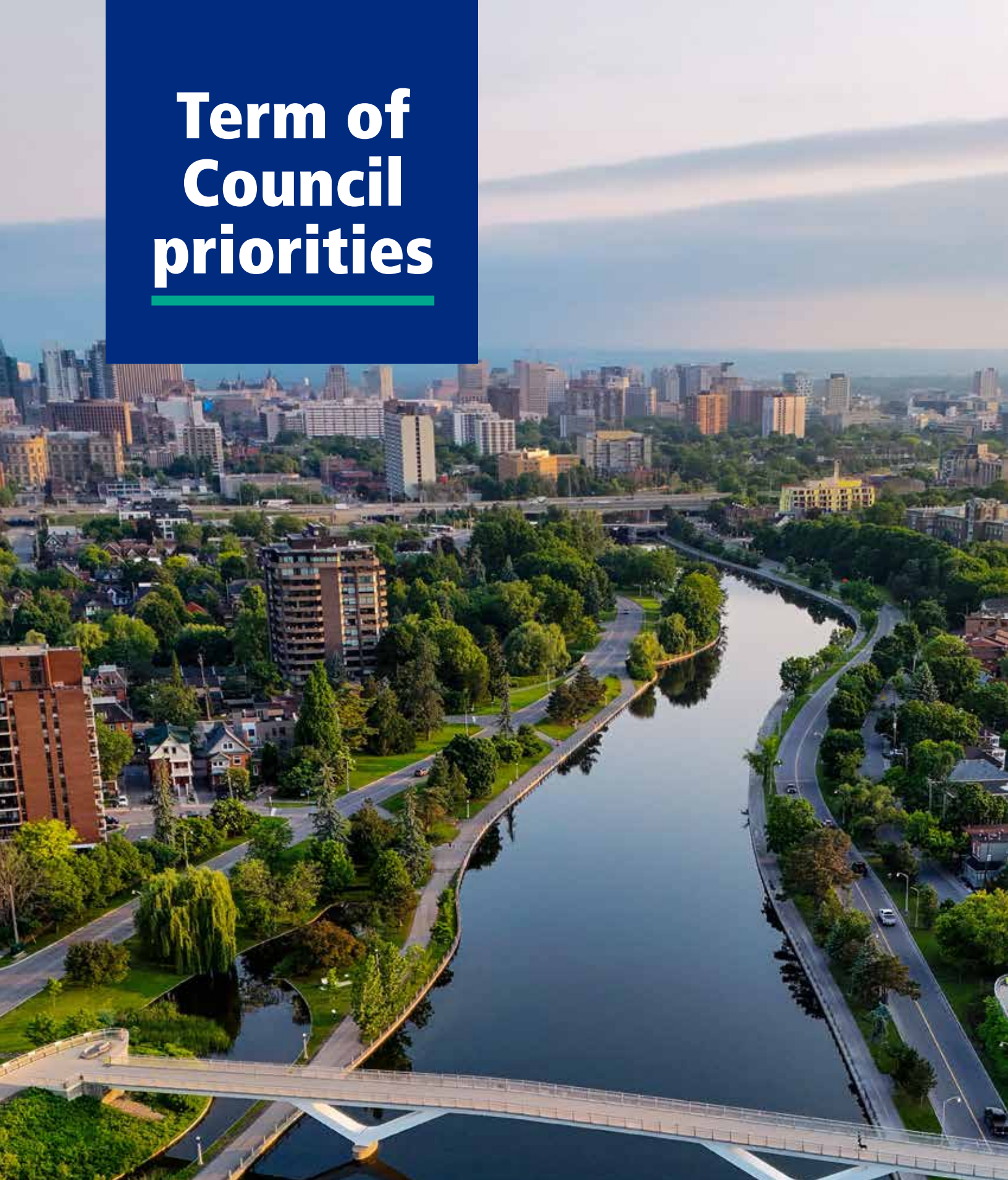
As stipulated in the Municipal Act, long-term debt can only be used to finance capital assets. The term of the debt must be equal to or less than the life of the asset. Long-term debt levels are continuously monitored to ensure the ongoing financial stability and sustainability of the City, in accordance with the City’s fiscal framework principles. Net Long-Term Debt to Tangible Capital Asset ratio represents the proportion of the City’s assets that are financed by debt. A ratio of less than 100 per cent indicates the value of assets are greater than the amount of debt.

A lower ratio is an indication of the organization’s favourable position to pay its debt obligations. In 2024, the total net book value of the City’s tangible capital assets was \$31.25 billion with an outstanding long-term debt of \$3.371 billion representing 10.8 per cent of the value of the City’s tangible capital assets. From a taxpayer’s perspective, that is equivalent to a \$54,000 mortgage on a \$500,000 home.

Figure 8. Debt to asset ratio



Term of Council priorities





The 2023–2026 Term of Council Priorities were approved by Council on July 12, 2023 and formed the [2023–2026 City Strategic Plan](#). This plan consists of long-term goals, to be achieved over the next 10+ years and four strategic priorities to be completed by 2026. In 2025 the City provided a comprehensive report to update Council on the progress made on the strategic objectives. This allowed Council to consider updates to the City Strategic Plan to account for recent changes in the economy, legislation and feedback received by the public.

Long-term goals (10+ years)

In the long-term, Council envisions a city where residents experience a good quality of life and live in neighborhoods that are diverse, inclusive, safe, connected, accessible and affordable. We are working towards ensuring residents benefit from a sustainable and equitable built environment that supports our efforts to address climate change. Ideally, Council aims to create a city that is economically diversified and prosperous, attracting people to Ottawa to live, work, play, invest, learn and visit.

Areas of focus for the four-year term of council



A city that has more affordable housing and is more livable for all:

To provide access to a range of housing options, including affordable housing and improve access to supports for mental health and substance use, emergency services, employment services, licensed child care and parks, culture and recreation.



A city that is green and resilient:

To reduce emissions in fleet, transit, solid waste, facilities and wastewater treatment and to plant, grow and preserve the tree canopy. The Climate Resiliency Strategy will address the impacts of climate change and protect people, infrastructure and services.



A city that is more connected with reliable, safe and accessible mobility options:

To focus on transit, active transportation and road safety while prioritizing future road, transit and active transportation projects to support growth and development and reduce greenhouse gas emissions.



A city with a diversified and prosperous economy:

To consider new ideas and options to support job creation and economic growth, supporting small business, diversifying the economy and attracting skilled workers.



Service Reviews and Continuous Improvement



Delivering on the City's Commitment to Service Excellence

The City of Ottawa is committed to delivering quality services in a way that provides the best overall value for taxpayers.

In 2023, in keeping with direction from Council, the City implemented the Service Review Framework and Program to formally evaluate City services, with a focus on identifying opportunities for cost savings and revenue generation to reinvest in strategic priorities from this Term of Council.

Since the inception of the Program, service reviews have been performed in several key areas, including the City's fleet, facility usage, and a comprehensive review of user fees.

Service Review success stories

Service review success story



The multi-year Facilities Rationalization Review continues to identify measures to reduce facility-related expenditures and increase revenue generated from City facilities and lands. In 2025, this initiative included recommendations for the decommissioning, demolition and/or disposal of more than a dozen City-owned facilities and properties.



The City is actively pursuing numerous new revenue-generating programming, corporate sponsorships, community partnerships, vending rights, and advertising opportunities identified through a Sponsorship and Advertising Review that was conducted in 2025. This initiative is expected to renew and maintain existing revenue generating agreements and develop new funding opportunities and revenue sources in subsequent years.

An important complement to the formal service review process is the City's approach to continuous service improvement. While service reviews focus primarily on opportunities to generate new revenue or find efficiencies through cost savings, continuous service improvements tend to be more focused on creating organizational capacity by simplifying, automating and standardizing processes, which in turn has helped departments absorb growth without the need for additional resources.

Continuous improvement success stories



A Hydro optimization (Water Facilities) initiative helped the City offset energy consumption costs by cutting the use of gas-fired generators in a water treatment facility by half, decreased the use of the hydro grid during peak hours, and enhancing the backwash process to eliminate the generation of 200 million litres of wastewater.



The implementation of a new digital permit management system has enabled building permit applicants to enter information, upload plans, submit payment, and track progress on their applications, all without the need to visit a Client Service Centre, saving time for both applicants and City staff.

Taken together, service reviews and continuous service improvement efforts are key to improving service delivery to residents while mitigating budget pressures. From a financial perspective, these efforts have achieved a cumulative savings of more than \$252 million in this term of Council's budgets. These savings have helped the City avoid passing on a 12% increase in property taxes to residents.

The following table provides an overview of the savings achieved through service reviews and continuous service improvements during this term of Council and past year, which are highlighted in Draft Budget 2026.

Table 5. Budget efficiencies

	Operating efficiencies (\$000s)	Capital efficiencies (\$000s)	Total (\$000s)
2023 Budget Efficiencies	\$ 11,268	\$ 42,650	\$ 53,918
2024 Budget Efficiencies	\$ 55,477	\$ 44,108	\$ 99,585
2025 Budget Efficiencies	\$ 25,979	\$ 28,266	\$ 54,245
2023–2025 Budget Efficiencies	\$ 92,724	\$ 115,024	\$ 207,748
2026 Budget Efficiencies			
Service Review			
User Fee Review	\$ 990	\$ 0	\$ 990
Facility Rationalization	\$ 5,594	\$ 0	\$ 5,594
Service Review Total	\$ 6,584	\$ 0	\$ 6,584
City Department Initiatives			
Fleet efficiencies	\$ 1,950	\$ 0	\$ 1,950
Facility operations efficiencies	\$ 1,475	\$ 0	\$ 1,475
Prudent Investor and interest income	\$ 3,000	\$ 0	\$ 3,000
Residential curbside collection strategy	\$ 372	\$ 0	\$ 372
Leaf and yard waste diversion	\$ 1,606	\$ 0	\$ 1,606
Biosolids contract renegotiation	\$ 230	\$ 0	\$ 230
Municipal Child Care Centres new funding model	\$ 2,882	\$ 0	\$ 2,882
Sponsorship for tree planting	\$ 500	\$ 0	\$ 500
Discretionary efficiency savings	\$ 1,535	\$ 0	\$ 1,535
Workforce management savings strategy	\$ 6,500	\$ 0	\$ 6,500
City Department Initiatives Total	\$ 20,050	\$ 0	\$ 20,050
Ottawa Police Services	\$ 4,259	\$ 0	\$ 4,259
Transit Services	\$ 14,031	\$ 0	\$ 14,031
2026 Budget Efficiencies Total	\$ 44,924	\$ 0	\$ 44,924
2023–2026 Budget Efficiencies Total	\$ 137,648	\$ 115,024	\$ 252,672

Our services at a glance



Overview of service highlights

Every year the City delivers over 100 lines of service to residents. Draft Budget 2026 invests in services, enhancements and new infrastructure that will help improve the lives of our residents and businesses.

Some of the common themes that interest our residents are highlighted throughout this section. Where applicable, services closely tied to a strategic priority will be identified accordingly:



A city that has more affordable housing and is more livable for all.



A city that is more connected with reliable, safe and accessible mobility options.



A city that is green and resilient.



A city with a diversified and prosperous economy.

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Economic development

To support Council's priority of building a diversified and prosperous economy, the City is advancing a range of initiatives that encourage business investment, attract talent, foster entrepreneurship, and strengthen key sectors. These efforts are guided by the [City's Economic Development Strategy and Action Plan](#), approved by Council in April 2024, which provides a flexible framework to drive economic growth and resilience.

Current priorities include advancing the City's downtown revitalization efforts and the Downtown Action Agenda in collaboration with the Ottawa Board of Trade and other partners, as well as the implementation of the ByWard Market Public Realm project. This project is part of a coordinated, holistic approach the City is taking to revitalize the ByWard Market and enhance safety and well-being, improve the public realm, and stimulate economic activity.

The City is also establishing a new Arts, Culture and Entertainment (ACE) District to position the downtown core as a vibrant hub for cultural experiences and economic activity.

The [Nightlife Economy Action Plan](#) continues to be implemented with a focus on enhancing nightlife safety, and an updated Action Plan scheduled for development in 2026 to guide future efforts.

The City is advancing economic diversification by supporting emerging sectors and rolling out a Talent Action Plan aimed at attracting and retaining skilled workers. Support for small businesses is being strengthened, while efforts are also underway to improve access to local economic data—offering residents, businesses, and partners timely, user-friendly information.

\$2.6B

total visitor spending in Ottawa annually
(Ottawa Tourism, 2024)

12%

the highest concentration of tech talent in
North America (CBRE, 2024)

4,608 nightlife businesses and over
38,000 nightlife jobs (Deloitte, 2022)

More than **7,100** main street businesses,
with more than **130,000** employees
represented by the Ottawa Coalition of
Business Improvement Areas (OCOBIA, 2025)



DID YOU KNOW

Bytown was founded on September 26, 1826, and officially became the City of Ottawa on January 1, 1855. In 2026, the City will mark the 200th anniversary of Bytown's founding, followed by the 200th anniversary of the ByWard Market in 2027. These milestones will be celebrated through a series of commemorations, public events, community-led activities, and partnerships with local organizations.

Draft Budget 2026

\$1.9M to support 200th Anniversary Celebrations for Bytown (2026) including a major event, marquis, legacy and commemoration events, marketing and communications, and three grant programs

\$300K to support the implementation of nightlife projects and to update the Nightlife Economy Action Plan or the next Term of Council and beyond

Budget book: Finance and Corporate Services Committee, Economic Development



Essential health and social support programs for low-income residents

Since 1998, the City of Ottawa has funded the [Essential Health and Social Support \(EHSS\)](#) program—a key part of Ottawa’s social safety net. EHSS supports vulnerable residents, particularly low-income seniors, who need help to stay healthy and housed.

Eligibility for the program is based on the low-income cut off and family asset levels. Urgent needs covered by the program include:

- Eye glasses
- Air conditioners
- Bathroom safety equipment
- Diabetic supplies
- Medical Alert bracelets
- Overdue rent or Hydro bills

By bridging the gap when no other support is available, the EHSS program helps people live with dignity, independence, and peace of mind.

Draft Budget 2026

\$2.18M for essential health and social supports

Budget book: Community Services Committee, Employment and Social Services



DID YOU KNOW

In 2024, 1,397 low-income residents received practical and health related support from the City-funded Essential Health and Social Supports Program.

81%

of residents accessing help from the EHSS program are over the age of 60

Residents are able to request support with covering the costs of essential items. The most frequently requested items are:

- Incontinence supplies **(34%)**
- Installation of an emergency alert device **(15%)**
- Transportation and medical appointments **(7%)**

The EHSS program has increased the number of residents they support by **5.7%** from 2023 to 2024



GATS mobile mapping program

The Geospatial Analytics, Technology and Solutions (GATS) Mobile Mapping Program uses high definition 360° imagery and Light Detection and Ranging (LiDAR) to digitally map Ottawa’s traffic infrastructure. This data supports traffic infrastructure projects, enabling more efficient planning, maintenance, and investment.

Captured data will be processed using artificial intelligence and machine learning to automatically extract and classify assets, including:

- Street signs
- Traffic signals
- Pavement markings
- Streetlights
- Pedestrian crossovers

Over a four-month period, the mobile mapping system will cover **7,000** km of city roads, capturing:

- **360°** images every **three** metres in urban areas and every **five** metres in rural areas
- **Over one million** LiDAR points per second, creating a highly accurate 3D model of road conditions and infrastructure



DID YOU KNOW

The mobile mapping vehicle (GATSmobile) captures more than **4 billion** LiDAR points per hour—enough to digitally recreate an entire neighborhood in near real-time—while also snapping high-definition 360° images to bring every street corner to life in stunning detail.

Draft Budget 2026

\$45K to fund the GATS mobile mapping program

Budget book: Public Works and Infrastructure Committee, Right of Way, Heritage and Urban Design Services



Green and resilient communities

Achieving Council's priority for green and resilient communities is a Citywide effort.

Climate Change and Resiliency Services

The City is dedicated to addressing climate change challenges and fostering positive environmental outcomes. Our efforts centre on implementing key strategies, including the [Climate Change Master Plan](#), [Energy Evolution Strategy](#), [Climate Resiliency Strategy](#) and [Urban Forest Management Plan](#), along with related priorities, programs, projects and policies.

Solid Waste

The City of Ottawa approved the [Solid Waste Master Plan](#) in 2024 which guides how we will manage solid waste over the next 30 years. The plan is expected to reduce waste disposal by about 31,000 tonnes and divert almost one million tonnes of waste from our landfill. Actions that divert organics from landfill are also anticipated to reduce greenhouse gas emissions by more than 4,600 tonnes of CO₂ equivalent per year, the same as removing 1,415 passenger vehicles from the roads every year.

Forestry

The City provides a variety of [programs and projects for tree planting](#) along residential streets, parks, greenspaces and forested areas including the Tree Dedication Program, Plant Your Place! Program, Trees in Trust Program, School Yard Tree Planting Grant Program, and the Green Acres rural reforestation program.

Nearly 74,000 trees were planted through Forestry's budget for tree planting in 2024.



Over 400

acres of ecologically significant land secured in 2025 to protect Ottawa's Natural Heritage System and support biodiversity, forest cover, and sustainable land management

188

City facility energy retrofit projects completed or underway since 2022

3

new City facility solar rooftop installations in 2025 and 2026, projected to result in **\$160,000** in reduced electricity costs by 2027 and **172** tonnes in GHG emissions reductions

88,000

trees planted from 2022–2024

Draft Budget 2026

\$2.3M for tree planting

\$5.3M investments related to the Solid Waste Master Plan

\$9M for initiatives related to the Climate Change Master Plan

Budget Book: Environment and Climate Change Committee (Tax Supported)

\$1.8M for natural systems acquisitions

Budget Book: Agriculture and Rural Affairs Committee



DID YOU

KNOW

In 2025, Ottawa's first Sewage Energy Exchange System pilot was approved and will heat and cool LeBreton Flats condos using wastewater energy—eliminating fossil fuels and cutting over 5,000 tonnes of GHG annually.



Housing and homelessness services

We believe that all people should have a safe place to call home and have access to the support and resources they need to keep it. The goal of the [City's 10-Year Housing and Homelessness Plan \(2020–2030\)](#), which is undergoing its five-year review, aims to reduce barriers that prevent access to safe, reliable housing options through collaborative partnerships with internal and external partners.

The City also oversees an integrated housing and homelessness system that works to meet the needs of residents. The housing and homelessness system offers a range of options including outreach, emergency shelters, supportive and transitional housing, housing benefits and community housing. This system aims to prevent homelessness and help people experiencing homelessness to become stably housed.

Through municipal investments, community collaboration and funding from the Provincial and Federal governments, we aim to provide and promote more affordable housing options, so every resident has a home.



The City has **23,600** community housing units in partnership with **76** providers

In 2024, the City issued more housing benefits than in any other year. Other accomplishments included:

- **996** new benefits and **871** renewed benefits, which is a 30% increase from 2023
-

-
- **393** new affordable and supportive housing units were completed, with **927** new units under construction
 - The City increased purpose-built capacity in the shelter system by adding **35%** more transitional housing beds
 - **1,247** households were housed from the shelter system
-



**DID YOU
KNOW**

In 2025, the City increased transitional housing capacity through the purchase of a property on St. Joseph Boulevard that will provide beds, onsite service and programming to 150 single newcomer adults and by completing the City's first office to transitional housing conversion that will support 140 clients at a time.

Draft Budget 2026

\$550K investment in Ottawa Community Housing's Community Safety Services to improve safety within community housing

\$2M increase for social housing

- Represents legislated increase in ongoing operating funds and inflationary increases

\$1.44M in inflationary increases of 2.5% for

- Ottawa Community Housing Safer Communities
- Homelessness Prevention Program
- Emergency shelters and facility costs

Budget book: Community Committee, Housing and Homelessness Services



Housing solutions and investments

In 2025, the City of Ottawa advanced its housing priorities through targeted capital investments, environmental remediation, and strategic land readiness.

Funding supported new construction, pre-development planning, the removal of barriers on City-owned land, enabling affordable housing and other infrastructure projects to move forward more quickly. These efforts support Council's commitments to affordability, sustainable growth and integrated land use and they complement efforts to accelerate and facilitate the development of housing through efforts such as the [Housing Innovation Task Force](#).

\$23.25M

in capital to support the new development of affordable and supportive housing, a total of **145** units created

19

units granted property tax exemptions in 2025 through the Municipal Capital Facility Status By-Law

143

new affordable rental units delivered in market developments through the Affordable Housing Community Improvement Plan

14

municipal sites identified for potential affordable housing development through the Municipal Land Strategy, estimated to deliver **500** units



DID YOU

KNOW

In 2025, the City completed 48 supportive housing units at 216 Murray Street in partnership with Shepherds of Good Hope—featuring low-barrier drop-in services and a commercial kitchen to help reduce chronic homelessness.

Draft Budget 2026

\$10.8M towards 273 affordable units by Ottawa Community Housing at Rochester Heights (Phase Two)

\$5M towards 133 affordable units for Multifaith Housing Initiatives at LeBreton Flats

\$7.45M reserved for pre-development funding to address unforeseen project needs and support early-stage work on strategically prioritized initiatives

Budget Book: Planning and Housing Committee, Affordable Housing





Improving emergency response times

The City of Ottawa continues to invest in Emergency and Protective Services by hiring additional paramedics and fire personnel, expanding stations, and upgrading equipment and vehicles—all aimed at improving response times and meeting public safety needs.

Investments in 2026 will help ensure that Emergency and Protective Services continue to be reliable, while also supporting the increase of resources necessary to keep pace with our growing population and increased number of higher priority calls.

In addition, the City is completing an infrastructure lifecycle update of its corporate radio system so that residents can rely on a seamless and efficient communications system between all of the City's emergency services.

In 2024, the Ottawa Paramedic Service met or exceeded paramedic response time targets across all Canadian Triage and Acuity Scale (CTAS) levels (1–5), including sudden cardiac arrest and decreased the incidences of Level Zero (no ambulance availability) by **78%**

Ottawa Fire Services continues to **successfully** meet Council-approved response times for all fire, hazmat, rescue and medical calls in rural and urban areas, ensuring timely and efficient emergency responses for the entire city

By-law and Regulatory Services have **met** response time standards for all priority calls (1, 2 and 3) in the last year



Draft Budget 2026

\$3.3M for new paramedics,
fire and by-law and regulatory
services personnel

\$1.48M for new vehicles

Budget Book: Emergency Preparedness and
Protective Services Committee



DID YOU KNOW

Rural fire stations will be renovated and staffed with additional full-time personnel within the next 10 years.

Station 94 in Manotick will be able to reach a population of 7,852 residents, encompassing 3,540 households and businesses within the village and surrounding area.

Station 93 in Greely will be able to reach a population of 11,480 residents, encompassing 5,205 households and businesses within the village and surrounding area.





Infrastructure services

The City is responsible for implementing city-building priorities through the delivery of infrastructure projects. We manage the design and construction of new infrastructure and the renewal of existing municipal infrastructure. We deliver improvement and maintenance of infrastructure assets such as roads, bridges, buildings, parks, watermains, sewers, pumping stations, as well as the water purification and wastewater treatment plants. The City also develops and updates City standards and design guidelines and supports project delivery through project management, quality management systems and vendor performance management.

The City aims to create a more connected city by improving transit and roads, supporting growth, maintaining and upgrading core infrastructure.

Draft Budget 2026

\$190M for integrated rehabilitation projects to renew multiple asset classes at the same time including, roads, sanitary sewers, storm drainage and watermains

\$92.8M for road resurfacing and rehabilitation

Budget book: Public Works and Infrastructure Committee

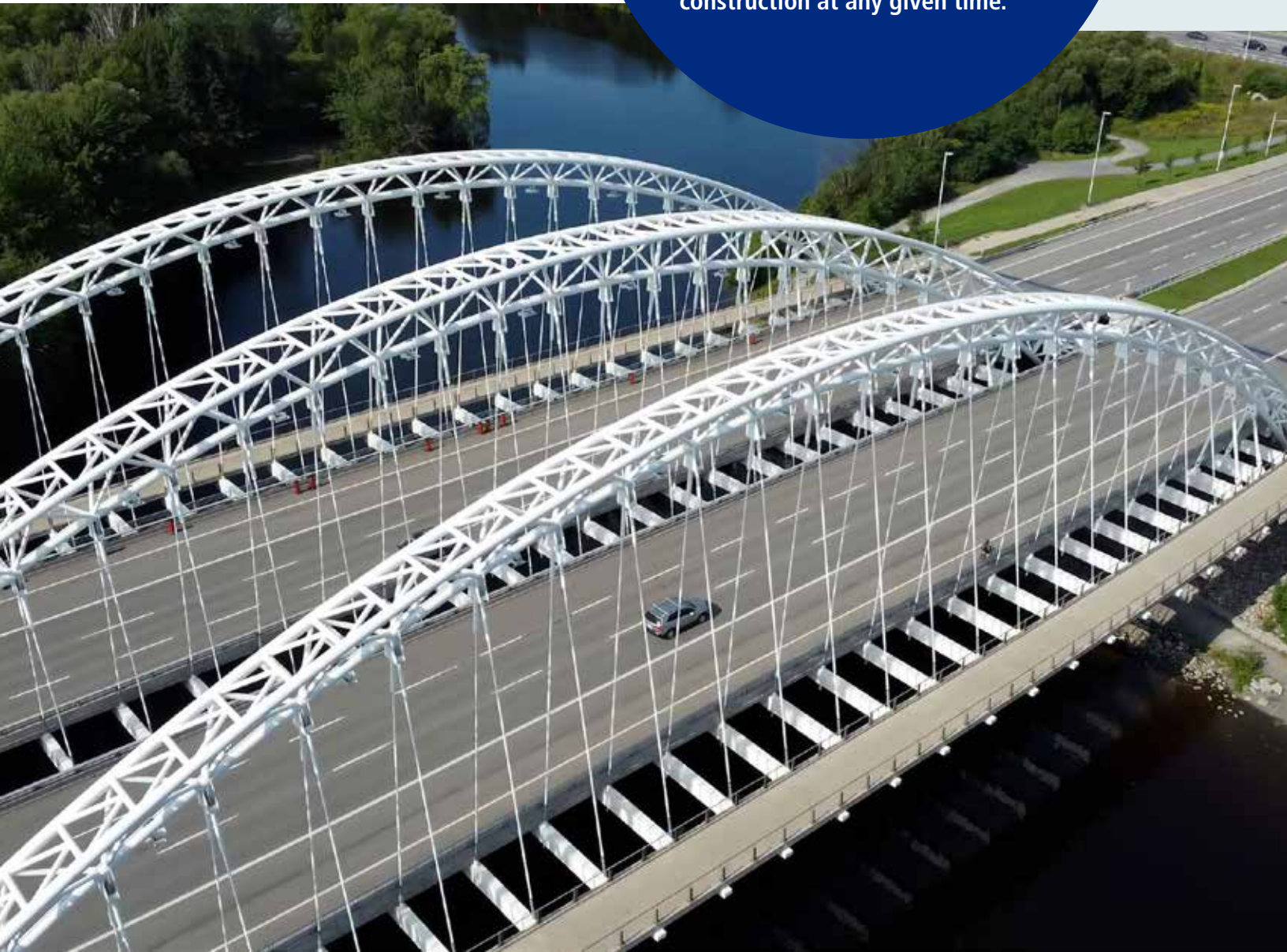
Ottawa's vast network of infrastructure includes:

- **12,750+** lane kilometres of roads
- **6,600** small and medium culverts
- **6,200** kilometres of sanitary and stormwater collection pipes
- **3,300+** kilometres of watermains
- **2,600+** kilometres of sidewalks and pathways
- Over **1,000** buildings/facilities
- **970+** parks
- **770+** playgrounds
- **730+** bridges and large culverts



**DID YOU
KNOW**

Each year, the City manages an average of 700 infrastructure projects, spanning various phases including initiation, design, construction, warranty, and closeout. Of these, approximately 200 projects are typically in active construction at any given time.





Innovative programming for children and youth

The City strives to offer programs and services that are inclusive and accessible to all, with the goal of implementing innovative solutions to remove barriers that may prevent residents from participating.

In 2026, the City will launch a new “Free Spot” pilot program. This initiative will be piloted at select recreation facilities and removes financial barriers by placing eligible children and youth in programs where there are vacant spaces. This ensures that more young people can experience the benefit of recreation, regardless of their financial situation.

By continuing to listen, adapt, and innovate, the City is working to ensure that everyone in our communities can participate, belong, and thrive.



\$1.1M

annual budget for the [Hand in Hand program](#)

245,500 +

unique participants registered in recreation programs in 2024



DID YOU

KNOW

Summer camps welcome more than 40,000 kids over nine weeks, employing 1,400 staff across 2,000 different camps.



Investing in our people



We are a great employer!

The City of Ottawa has been recognized time and time again as a top employer. Once again, we are honoured to also be identified in 2025 as one of Canada's best diversity employers.

Investments in process automation

Reducing manual work processes, improving data accuracy, and accelerating approvals has led to measurable cost savings, enhanced transparency and accountability which are key priorities for effective public service delivery. Investments in automation allows staff to work more efficiently, allowing more time for higher-value, community-focused work and professional development.

Staff have self-serve access to these tools, which means they can make improvements and find efficiencies, often creating savings and implementing innovative solutions that go beyond what's formally tracked.

In 2025, the City implemented **six** automation and Artificial Intelligence (AI) initiatives to streamline processes, with another nine initiatives already underway. This has resulted in over **245,000** manual steps saved, equivalent to **44,000** hours of staff time. This results in an approximate staff time savings of **\$2.03M** over the course of the year.

Draft Budget 2026

An estimated **\$410K** in cost savings above staff time

Compliance and operational training

The City is investing in our people by hiring and building a new compliance function through the hiring of Compliance Consultants. These Compliance Consultants review financial processes with a sharp eye for operational efficiency, effectiveness and compliance.

In addition, we are investing in the continued development of our people through the creation of Operational Trainers. These are trained experts in the realm of adult learning theory and their role is to create training programs and materials for operational needs; supporting staff with ensuring compliance, providing guidance and reducing workload.

Learning and development

At the City of Ottawa, we are deeply committed to fostering career growth through continuous learning and a wide range of development opportunities. As one of Canada's top employers and a recognized leader in diversity, we invest in our people to cultivate a healthy, respectful, and inclusive workplace, empowering employees to deliver vital public services with excellence.

40+ in-class courses, **100+** eLearning courses offered to employees and **16,000+** courses offered through LinkedIn learning

Partnered with **Schulich ExecEd** to deliver a Municipal Leadership Development Program to support leadership excellence

Ottawa **Leads** People Leader and Technical Leader streams, designed to grow leadership at all levels across the organization

Corporate **Mentoring** Program to support skill-building and career growth

Second language training

Second language training is offered in three formats: group, individual, and private, delivered virtually or in-person.

In 2024, the City facilitated:

- **1,331** second language training registrations (96% French, 4% English)
 - **166** group trainings over three terms (12 weeks with training for 2hr/week)
 - **164** individual trainings over three terms (12 weeks with training for 1hr/week)
 - **65** private lessons (One year session, minimum 1hr /week)
-



New Para Transpo minibuses

In 2025, the City began receiving new seven-metre minibuses for Para Transpo. As part of the renewal of the Para bus fleet, these new minibuses will provide a more reliable, secure and comfortable experience for customers. In total, Para Transpo will receive 76 new seven-metre minibuses, with deliveries between Q1 2025 to Q1 2026.

The new minibuses seat up to 10 passengers, including three spots for wheelchairs, O-Payment readers, and air conditioning. The addition of the O-Payment readers is an important upgrade for customers as it allows them to pay with a credit card, debit card or mobile wallet. For safety, the minibuses are equipped with individual seatbelts, stability belts to secure mobility devices, slip-resistant side and back door ramps, and onboard security cameras.

In addition, Para Transpo has introduced six new six-metre minibuses. The new six-metre minibuses are smaller in size but have increased flexibility for maneuvering in urban areas.

As part of the 2026 Budget, On-Demand Transit will be expanded with 10 new seven-metre minibuses. This service will benefit those customers who rely on Para Transpo services.



By year end 2025, OC Transpo will have received approximately **60** new Para buses, with **45** of those in service. The remaining buses for the new fleet will be in service by end of Q2 2026



DID YOU KNOW

The new Para minibuses will have a total of five cameras on board—two exterior, one dash, and two interior with a microphone.

Draft Budget 2026

\$10M to retrofit the Colonnade Road Transit Facility for Para Transpo bus maintenance

\$1.3M for software upgrades to improve booking and scheduling for Para Transpo customers

Budget book: Transit Committee



On-demand accessible taxicab pilot

In 2023, Council approved the [On-Demand Accessible Taxicab Service Study](#) and Minor Amendments to [Vehicle-for-Hire By-law](#) to review the feasibility of offering an on-demand accessible taxicab service.

In 2024, By-Law and Regulatory Services implemented a program which offered incentives for accessible plate holder licensees and accessible taxicab drivers on a three-year pilot basis. Incentives for participating in the pilot included:

- \$5,000 per year for each accessible taxicab plate holder licensee or vehicle owner for investment in a fully wheelchair accessible vehicle
- Up to \$2,000 per year for each accessible taxicab driver for fulfilling criteria, which included accepting all on-demand wheelchair accessible trip requests and maintaining the vehicle operational and available for dispatched requests
- A \$15 per trip contribution payable to the accessible taxicab driver for each complete on-demand wheelchair accessible fare

The On-Demand Accessible Taxicab Pilot has demonstrated promising results by increasing the number of accessible vehicles available and decreasing wait times, providing more reliable, safe and accessible mobility options for residents in Ottawa.



DID YOU KNOW

By-Law and Regulatory Services is responsible for collection of the voluntary Vehicle for Hire Accessibility Levy Fund which is comprised of contributions from private transportation companies. By Council direction, the City will continue to use these funds to improve and expand accessible transportation, modify the taxi-coupon program, and support not-for-profit agencies that provide transportation services to older adults and people with disabilities.

Highlights of the pilot, which took place between April 2024 and March 2025 included:

- **14,471** on-demand accessible taxicab trips completed under the program, representing approximately **1,206** rides per month, or an increase of approximately **21%** in the monthly accessible capacity from the previous four years
 - **Three** new active accessible taxis
 - **15** fully accessible taxi vans using standard placeholder licenses provided by the taxi brokers, bringing the total supply to **91** accessible vehicles
 - Wait times for accessible taxis decreased from 30+ minutes to an average of **nine to 15** minutes during peak hours
-



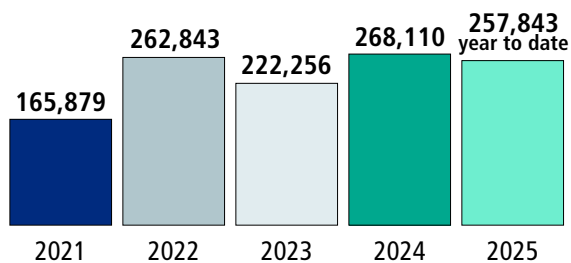
Potholes

Changing weather has led to increased instances of freeze-thaw cycles; where we see temperatures above zero during the day with colder weather at night. When this happens, water gets into the asphalt and expands when it freezes, which creates potholes.

The City is responsible for the operations and maintenance of the road right of way and transportation network, which includes pothole repairs. Roadways and streets are maintained and prioritized based on maintenance quality standards as approved by Council.

Draft Budget 2026 provides staff with the resources to continue to meet the maintenance quality standards.

Potholes filled



DID YOU KNOW

Each spring, the City does a pothole blitz and contracts Python 5000 machines, "Python Pothole Patchers", which can fill a pothole in less than two minutes!

Draft Budget 2026

\$12.6M for pothole repairs

Budget book: Public Works and Infrastructure Committee, Roads Services





Road projects to support growth

The City's [Transportation Master Plan](#) (TMP) will guide the development of the City's transportation system to 2046.

The TMP includes the following two networks for both transit and road projects:

- The Needs-Based Networks identify all projects needed to address City mobility needs based on population and employment growth projections
- The Priority Networks identify a subset of needs-based projects that should be prioritized for implementation and that are expected to be delivered by 2046, depending on funding and affordability constraints. Projects were prioritized using a Council-approved framework

Road projects will provide access to new and growing communities, address existing and projected traffic bottlenecks, and enhance mobility for all modes of travel. All projects will be delivered as complete streets and will include pedestrian, cycling and transit facilities.

Funding for these projects may be used for design and/or future construction. Road projects are often built in phases, as funding is spread out over several years. This helps manage costs while ensuring work can move forward as funding becomes available.

Once fully implemented, the TMP Priority Road Network will add approximately:

- **68** lane-kilometres of road widenings, new roads, and road extensions
- **78** lane-kilometres of projects that add pedestrian and cycling facilities on main streets and higher order roads (primarily arterials) without sidewalks

The City also implements improvements at intersections to support growth. There are currently **18** intersections in functional/detailed design as part of the Intersection Control Measures program and Network Modification program

Numerous traffic calming projects are completed by the City each year. In summer 2025, **six** projects were under construction, **11** projects were in detailed design, and **11** projects were being planned

Major road projects funded in the 2026 budget include:

- Carp Road widening between Highway 417 and Hazeldean Road
- Greenbank Road re-alignment and widening between Chapman Mills Drive and Cambrian Road
- Brian Coburn Boulevard widening between Mer-Bleue Road and Tenth Line Road
- Stittsville Main Street Extension between Maple Grove Road and Derreen Avenue

In addition to road capacity projects, the TMP identifies road improvement projects that add sidewalks and cycling facilities in areas experiencing intensification and growth. These projects focus on main streets and arterial roads that have ditches and no sidewalks, particularly in areas where new subdivisions or housing is being built.

Draft Budget 2026

\$117.49M to fund new road and intersection projects

Budget Book: Public Works and Infrastructure Committee



DID YOU KNOW

The City of Ottawa currently owns, operates, and maintains most of the streets, transit facilities, and pathways in Ottawa, including over 12,750+ lane km of roads and more than 800 bridges. By 2046, it is estimated that Ottawa will see an increase of more than 1.2 million daily trips (from an origin to a destination such as to work, school or shopping) on our transportation network.



Safety and security of Ottawa's transit system

As part of the commitment to providing a safe and secure transit system, the City is making investments within the OC Transpo Special Constables Unit.

Special Constables are sworn peace officers who play an important role in preserving the peace, preventing and investigating crimes on transit, protecting customers and employees, and assisting those in need.

Continued investments, in partnership with the Province of Ontario, have allowed OC Transpo to hire 18 additional Special Constables over the last year. Additional staff will be hired in 2026, for a combined total of 22 new Special Constables over a two-year period to support ongoing activities and ensure the continued operations of the Unit. Other investments made possible through this partnership include new vehicles, specialized training, training equipment, and personal protective equipment.

Transit Fare Inspectors were re-introduced to OC Transpo as part of a continuous service improvement initiative. The pilot project was well received and demonstrated the value these positions bring to our transit system. Fare Inspectors help preserve the integrity of the fare system by ensuring that each passenger pays the appropriate fare. Fares cover a significant portion of OC Transpo's annual budget and ensuring that fares are paid properly contributes to the affordability and smooth running of our transit system, which benefits all residents of Ottawa.

Special Constables Unit calls for service in 2025 :

- Projected for 2025 – **22,400**
- Quarterly average – **5,600**
- Weekly average – **215**
- Daily average – **31**

In 2026, once there is a full complement of Special Constables, it is expected that each Constable will respond to **300+** calls for service each year.



DID YOU

KNOW

Most of the specialized training for OC Transpo Special Constables is completed through the Ontario Police College; however, upon hiring, staff will participate in additional training to ensure they are prepared to respond to local priorities.

Draft Budget 2026

\$4.52M in provincial funding for the Special Constables Unit from which **\$3.5M** will fund compensation for additional staff including Special Constables, Sergeants, Communications Officers and administrative staff.

Budget Book: Transit Committee



Transforming the way we work

Investments in Cybersecurity

To protect our most sensitive data, the City has adopted a new Cybersecurity Strategy. Utilizing an operational security model, the strategy details the City's strategic objectives for the next three to five years. Investments in this strategy will address the operational expenses related to running the cybersecurity program and will fund system requirements and ongoing processes necessary to deliver online services to residents.

Strengthening service responsiveness in ServiceOttawa

As part of the City's ongoing efforts to increase responsiveness and enhance service delivery timelines, ServiceOttawa are making several improvements to the services offered to resident. Highlights include:

1. Planned work to update the 3-1-1 phone tree to help make quicker connections to the appropriate services.
2. Implementation of the Administrative Penalty System which allows for flexible staffing levels based on ticket volumes and results in faster resolution of tickets and reduction of the backlog in Provincial Offenses Act courts.
3. New report and service request options are continuously being added to [Ottawa.ca](https://ottawa.ca) where possible.



Investing in modernization

The City of Ottawa is modernizing its Enterprise Resource Planning (ERP) Platform—the digital backbone that connects and streamlines core functions like finance and accounting, human capital management, supply chain management, and enterprise asset management. This program is anchored by the implementation of SAP S/4HANA, and will establish a resilient digital foundation, strengthen data-driven insights and enable smarter decisions, operational excellence, and sustainable growth.

Draft Budget 2026

\$14.6M investment into the continued rollout of SAP S/4HANA and related modernization initiatives.

Budget book: Finance and Corporate Services Committee

Long-term financial sustainability

Long-Range Financial Plans (LRFPs) are critical to establishing a solid foundation of robust financial planning as well as financial sustainability. These plans are updated at regular intervals to reflect new information, priorities for the city, adjusted pricing and any new legislated requirements.

The City's LRFPs are key strategic guides in the budget planning process, including helping to set capital program requirements, user fees and charges, our rate supported budget and more.

- In 2024, the City adopted its first Solid Waste Services Long-Range Financial Plan. This plan was developed to address current and future capital needs, ensure adequate funding, and provide financial predictability for residents and ratepayers. This LRFP provides recommendations and a funding strategy to address the current capital needs and the actions of the Solid Waste Master Plan.
- The Tax Supported Long-Range Financial Plan presents a multi-year outlook of the property tax supported capital requirements for the delivery of City services. In particular, this plan focuses on the funding strategies that are required to provide for the renewal and maintenance of the City's infrastructure as described in the Comprehensive Asset Management Program.



Water, wastewater and stormwater services

The City delivers essential Water, Wastewater, and Stormwater services that support public health, environmental protection, and quality of life for residents. Our services ensure the safe supply of drinking water, the effective collection and treatment of wastewater, and the responsible management of stormwater and drainage systems.

We operate two purification plants and six municipal well systems to provide clean, safe drinking water. A vast distribution network ensures reliable delivery and fire protection, supported by rigorous water quality testing and 24/7 monitoring. As a result of this, Ottawa's tap water is rated as one of the world's safest and of the highest quality.

We also manage the collection and treatment of wastewater through an extensive network of pipes, pumping stations, and the Robert O. Pickard Environmental Centre (ROPEC). The system is operated and maintained to meet strict environmental and regulatory standards.

The City oversees stormwater infrastructure, green infrastructure, and municipal drains. These services help reduce flooding, protect waterways, and support environmental monitoring and compliance. Monitoring and compliance of our water, wastewater and stormwater are provided through accredited laboratory testing, reporting over 425,000 results annually.

Together, these integrated services form the backbone of the City's water infrastructure—ensuring sustainability, safety, and service excellence.

295 million litres of clean drinking water is produced every day

The City operates and maintains **23,000+** hydrants

Drinking water is distributed through **3,300+** kms of watermains across the city

Staff inspect, operate, maintain and provide repairs for water, wastewater and stormwater infrastructure **24/7** to ensure these services are functioning to keep our city safe, healthy, green and resilient

Each year, City technicians perform more than **100,000** water-quality tests to ensure that drinking water is clear, fresh, and safe to drink

The City operates and maintains more than **6,200** kms of sanitary and storm sewers

The City of Ottawa treats an average of **545,000** m³ of wastewater per day



DID YOU KNOW

Placed end-to-end, the pipes used in Ottawa's water distribution system would reach from Ottawa to Calgary. This complex network of pipes, pumping stations, storage facilities, valves, fire hydrants, water service pipes and meters is one of the largest, fully integrated water systems in Canada.



Draft Budget 2026

\$8.2M for condition assessment of water and wastewater distribution and collection infrastructure

\$87.2M invested in wastewater treatment (renewal and growth) at ROPEC

\$12.7M for the Storm and Surface Water Rehabilitation program and drainage system renewal

\$700K for flood plain mapping

Budget Book: Environment and Climate Change Committee (Rate Supported)



Welcoming spaces

Access to public spaces is essential for Ottawa residents, offering inclusive environments that support community connection, well-being and the evolving social, cultural, and recreational needs of the public.

Across the City, residents can benefit from programs and services at community centres, art studios, recreation complexes, ski trails, theatres, and much more. What do all of these public spaces have in common? Behind the scenes, dedicated, hardworking employees ensure these spaces are welcoming and accessible to all.

The City maintains accessible entrances, conducts routine inspections to ensure building systems are working efficiently, carries out repairs, maintains cleanliness, and removes obstacles for everyone’s safety. Whether retrofitting an inclusive washroom, installing tactile signage, or ensuring an arena is ready for a tournament, our staff keep the doors open, both literally and figuratively.

The City operates:

- **867** buildings
- **20** recreation complexes
- **Five** museums
- **45** community centres
- **Four** long-term care facilities
- **33** public libraries
- **Nine** outdoor pools
- and much more



DID YOU KNOW

Ottawa Public Library card holders are eligible for a 20% discount on a one-year recreation membership pass

Draft Budget 2026

\$7M towards replacement of Genest Outdoor Pool and pool support building, re-located to Richelieu Park

Budget Book: Community Services Committee





Winter operations

Ottawa is a large city that includes over 12,750 lane kilometres of roads, over 2,600 kilometres of sidewalks and pathways, and 60 kilometres of winter maintained cycling lanes.

Winter maintenance is done in accordance with the Council-approved [Winter Maintenance Quality Standards](#) using a road-priority system, with high-use, emergency and transit routes cleared first. A similar approach is used for sidewalks, pathways and the winter cycling network.

Snowbank removal operations occur when snowbanks begin to restrict sightlines, travel widths, or pedestrian, vehicular, and cycling traffic. If snowbank removal operations are underway and a storm begins or is approaching, teams are redeployed to respond to the changing conditions. Draft Budget 2026 allocates funds to keep our streets and sidewalks safe during the winter months to help our residents get around our city.

Environmental considerations are also a key consideration when it comes to winter operations. The City is an early adopter of salt management best practices to minimize environmental impacts while still achieving required road conditions for public safety. Draft Budget 2026 provides investments into mitigation measures to limit winter operations impact on the environment.

More information on the City's winter operations can be found online at [Ottawa.ca/winter](https://ottawa.ca/winter).

Figure 9. Annual number of winter events between November 1 and April 30

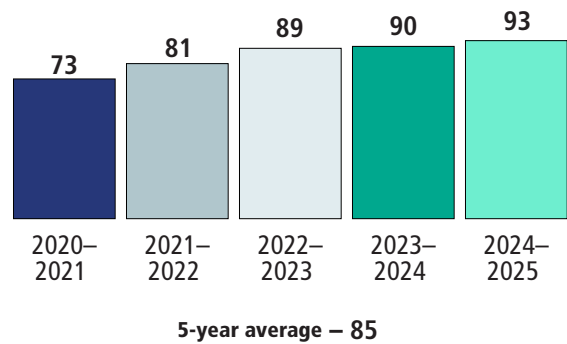


Figure 10. Snow Removed (Season Nov.–Apr.)

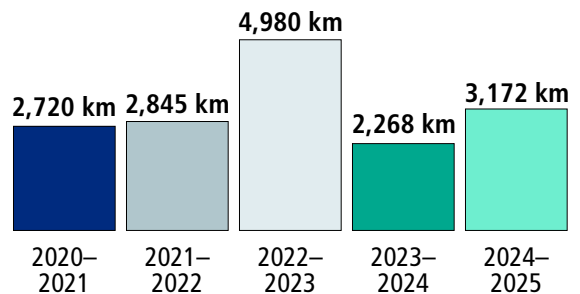
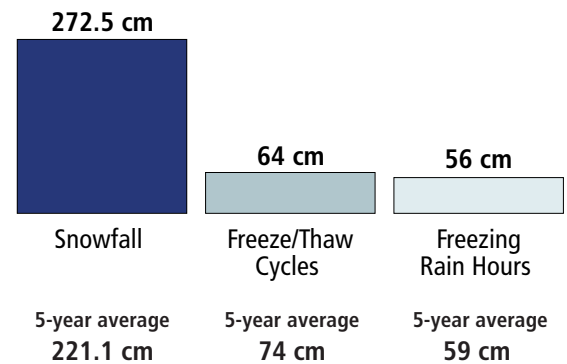


Figure 11. Annual winter events from November 1 to April 30, 2024–2025





DID YOU

KNOW

The City is responsible for maintaining approximately 400 facility parking lots including lots for critical services like fire and paramedic stations. Some of these lots are leveraged to provide parking for residents during a parking ban. Information on all parking options during a winter weather parking ban is available on [Ottawa.ca/winterparking](https://ottawa.ca/winterparking).



Draft Budget 2026

\$103.4M Winter operations

\$16.9M Winter maintenance of sidewalks and pathways

\$78M Winter maintenance of roadways 2026

Budget Book: Public Works and Infrastructure Committee, Roads Services



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