

Draft Budget 2026

Safe



Reliable



Affordable



Finance and Corporate Services
Committee

Tabled - November 12, 2025



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Finance and Corporate Services Committee

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Elected Officials Service Area Summary

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

Programs/Services Offered

In accordance with the *Municipal Act, 2001*:

- Support the Statutory Role of Council, which includes but is not limited to:
 - Represent the public and consider the well-being and interests of the municipality
 - Develop and evaluate policies and programs and determine which services the municipality provides
 - Maintain the financial integrity of the municipality
 - Administrative and controllership policies to implement decisions of Council, and
 - Accountability and transparency of City's operations including the activities of senior management
- Support the Statutory Role of the Mayor, which includes but is not limited to:
 - Preside over Council meetings to ensure business is carried out efficiently and effectively
 - Provide information and recommendations to Council with respect to the role of Council concerning its administrative and controllership policies as well as the accountability and transparency of the City's operations; and
 - Provide information and recommendations to Council with respect to the role of Council concerning its administrative and controllership policies as well as the accountability and transparency of the City's operations; and

- Uphold and promote purposes of the municipality as a representative of the municipality locally, nationally and internationally

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

	2024	2025		2026	\$ Change over 2025 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Mayor's Office	999	1,302	1,302	1,338	36
Constituency Services & Administration	13,642	16,218	16,218	16,742	524
Provision for Surplus	0	(550)	(550)	(550)	0
Gross Expenditure	14,641	16,970	16,970	17,530	560
Recoveries & Allocations	(2)	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	14,639	16,970	16,970	17,530	560
Expenditures by Type					
Salaries, Wages & Benefits	12,865	15,049	15,049	15,609	560
Overtime	26	0	0	0	0
Material & Services	1,556	1,437	1,437	1,437	0
Transfers/Grants/Financial Charges	143	354	354	354	0
Fleet Costs	0	14	14	14	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	51	116	116	116	0
Gross Expenditures	14,641	16,970	16,970	17,530	560
Recoveries & Allocations	(2)	0	0	0	0
Net Expenditure	14,639	16,970	16,970	17,530	560
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	14,639	16,970	16,970	17,530	560
Full Time Equivalents			0.00	0.00	0.00

Office of the City Clerk Service Area Summary

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

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

Programs/Services Offered

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

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

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

	2024	2025		2026	\$ Change over 2025 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Office of the City Clerk	25,302	27,070	27,070	35,945	8,875
Gross Expenditure	25,302	27,070	27,070	35,945	8,875
Recoveries & Allocations	(3,353)	(3,052)	(3,052)	(3,052)	0
Revenue	(1,255)	(2,459)	(2,459)	(10,909)	(8,450)
Net Requirement	20,694	21,559	21,559	21,984	425
Expenditures by Type					
Salaries, Wages & Benefits	16,402	17,894	17,894	20,204	2,310
Overtime	64	67	67	1,887	1,820
Material & Services	7,357	7,685	7,685	12,416	4,731
Transfers/Grants/Financial Charges	149	0	0	0	0
Fleet Costs	125	134	134	129	(5)
Program Facility Costs	866	971	971	990	19
Other Internal Costs	339	318	318	318	0
Gross Expenditures	25,302	27,070	27,070	35,945	8,875
Recoveries & Allocations	(3,353)	(3,052)	(3,052)	(3,052)	0
Net Expenditure	21,949	24,018	24,018	32,893	8,875
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	(1,245)	(2,450)	(2,450)	(10,900)	(8,450)
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	(10)	(9)	(9)	(9)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(1,255)	(2,459)	(2,459)	(10,909)	(8,450)
Net Requirement	20,694	21,559	21,559	21,984	425
Full Time Equivalents			149.55	149.55	0.00

City of Ottawa
City Clerk - User Fees

	2024 Rate \$	2025 Rate \$	2026 Rate \$	% Change Over 2025	% Change Over 2024	Effective Date	2026 Revenue (\$000)
Digital Prints, B&W or Colour							
Up to 8 x 10	21.68	22.22	22.94	3.3%	5.8%	01-Jan-26	
On archival paper (add)	2.06	2.11	2.18	3.3%	5.8%	01-Jan-26	
11 x 14 or 16 x 20	58.58	60.05	62.00	3.3%	5.8%	01-Jan-26	
20 x 24	87.87	90.07	93.00	3.3%	5.8%	01-Jan-26	
On archival paper (add)	7.02	7.20	7.43	3.3%	5.9%	01-Jan-26	
Oversize photographs, black and white (per sq. ft)	21.68	22.22	22.94	3.3%	5.8%	01-Jan-26	
Oversize photographs, col. (per sq. ft)	21.68	22.22	22.94	3.3%	5.8%	01-Jan-26	
Frame (11 x 14) + mat	43.30	44.38	45.82	3.3%	5.8%	01-Jan-26	
Rush surcharge	50%	100%	100%	0.0%	100.0%	01-Jan-26	
Digital Scans							
Up to 8 x 10 target size, 100 dpi	8.51	8.72	9.00	3.3%	5.8%	01-Jan-26	
Up to 4 x 5 target size, 300 dpi	9.29	9.52	9.83	3.3%	5.8%	01-Jan-26	
Up to 8 x 10 target size, 300 dpi	15.82	16.22	16.75	3.3%	5.8%	01-Jan-26	
Up to 8 x 10 target size, 600 dpi	41.00	42.03	43.40	3.3%	5.8%	01-Jan-26	
Maps & plans, 300 dpi	17.58	18.02	18.61	3.3%	5.8%	01-Jan-26	
Custom photography / scanning (per hour)	43.30	44.38	45.83	3.3%	5.8%	01-Jan-26	
On CD or DVD (add)	2.93	3.01	3.11	3.3%	5.8%	01-Jan-26	
Rush surcharge	50%	50%	50%	0.0%	0.0%	01-Jan-26	
Audio-visual							
Duplication to CD or DVD (supported formats)	21.65	22.19	22.91	3.3%	5.8%	01-Jan-26	
Photocopies							
Photocopying (self-serve)	0.25	0.30	0.31	3.3%	23.9%	01-Jan-26	
Photocopying (large, self-serve)	1.00	1.00	1.03	3.3%	3.3%	01-Jan-26	
Photocopying (by staff)	0.50	0.50	0.52	3.3%	3.3%	01-Jan-26	

City of Ottawa
City Clerk - User Fees

	2024 Rate \$	2025 Rate \$	2026 Rate \$	% Change Over 2025	% Change Over 2024	Effective Date	2026 Revenue (\$000)
Research and Associated Fees							
Research	41.62	42.66	44.05	3.3%	5.8%	01-Jan-26	
Certified True Copy	Free	Free	Free	-	-	01-Jan-26	
Usage fees, commercial / internet publication, still images used in publication per image, non-exclusive, non-transferable, one-time only, single-language							
Fee per image, NFP	Free	Free	Free	-	-	01-Jan-26	
Fee per image, commercial	51.00	52.02	53.71	3.3%	5.3%	01-Jan-26	
Publications							
Individual titles	Cover price	Cover price	Cover price	-	-	01-Jan-26	
Rentals / Other							
Rooms as per existing Facility schedule	per rate	per rate	per rate	-	-	01-Jan-26	
After-hours Security services per Contract rate	per rate	per rate	per rate	-	-	01-Jan-26	
After-hours Facility services per Facility rate	per rate	per rate	per rate	-	-	01-Jan-26	
Room rental contract change fee	10.00	10.20	10.53	3.3%	5.3%	01-Jan-26	
Gallery space (commercial rental)	per contract	per contract	per contract	-	-	01-Jan-26	
Exhibit / artifact loan fee (per hour - intake / return)	50.00	51.00	52.66	3.3%	5.3%	01-Jan-26	
Exhibit case rental (per day)	250.00	255.00	263.30	3.3%	5.3%	01-Jan-26	
Exhibition design services (per hour)	51.00	52.02	53.71	3.3%	5.3%	01-Jan-26	
Archival quality boxes (20 cm box, per lot of 25)	61.97	63.20	65.26	3.3%	5.3%	01-Jan-26	
Home Archives Kit	65.00	66.30	68.46	3.3%	5.3%	01-Jan-26	
Deluxe Home Archives Kit	99.00	99.99	103.24	3.3%	4.3%	01-Jan-26	

Office of the City Solicitor

Service Area Summary - Legal Services

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

Programs/Services Offered

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

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

	2024	2025		2026	\$ Change over 2025 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Legal Services	14,889	15,091	14,591	15,086	495
Gross Expenditure	14,889	15,091	14,591	15,086	495
Recoveries & Allocations	(3,540)	(3,618)	(3,618)	(3,720)	(102)
Revenue	(24)	0	0	0	0
Net Requirement	11,325	11,473	10,973	11,366	393
Expenditures by Type					
Salaries, Wages & Benefits	11,664	12,870	12,870	13,365	495
Overtime	27	31	31	31	0
Material & Services	3,183	2,133	1,633	1,633	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	15	57	57	57	0
Gross Expenditures	14,889	15,091	14,591	15,086	495
Recoveries & Allocations	(3,540)	(3,618)	(3,618)	(3,720)	(102)
Net Expenditure	11,349	11,473	10,973	11,366	393
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	(24)	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(24)	0	0	0	0
Net Requirement	11,325	11,473	10,973	11,366	393
Full Time Equivalents			99.00	99.00	0.00

City Manager's Office Service Area Summary

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

Programs/Services Offered

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

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

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

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

	2024	2025		2026	\$ Change over 2025 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
City Manager's Office	5,200	5,558	5,558	5,763	205
Gross Expenditure	5,200	5,558	5,558	5,763	205
Recoveries & Allocations	(140)	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	5,060	5,558	5,558	5,763	205
Expenditures by Type					
Salaries, Wages & Benefits	4,817	5,335	5,335	5,540	205
Overtime	0	0	0	0	0
Material & Services	281	206	206	206	0
Transfers/Grants/Financial Charges	2	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	100	18	18	18	0
Gross Expenditures	5,200	5,558	5,558	5,763	205
Recoveries & Allocations	(140)	0	0	0	0
Net Expenditure	5,060	5,558	5,558	5,763	205
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	5,060	5,558	5,558	5,763	205
Full Time Equivalents			35.00	35.00	0.00

Transit Services Department Service Area Summary - Rail Construction Program

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

The O-Train Confederation Line 1 provides rapid and high-quality transit service from Tunney's Pasture Station in the west to Blair Station in the east. The Stage 2 project will extend Line 1 from Tunney's Pasture to Baseline Station (Line 3) and Moodie Station in the west, and from Blair Station to Trim Road in the east. The Stage 2 LRT project also includes the recently launched O-Train Lines 2 & 4 (Trillium Line), which has extended the rail network farther south to Limebank Road (Line 2), and added a new rail link to the Ottawa Macdonald-Cartier International Airport (Line 4).

Several municipal infrastructure projects are bundled with the Stage 2 project along with the delivery of works and activities associated with the City's Memorandum of Understanding with Rideau Transit Group (RTG) to support and maintain the expanded Line 1. The Rail Construction Program administers certain contractual matters with the Stage 1 construction consortium, RTG, and the Stage 2 project consortiums, East West Connectors (EWC) and TransitNEXT for the O-Train Line 1 (Confederation Line) and Line 2 and Line 4 (Trillium Line) expansion projects respectively.

Program/Services Offered

- Ensure technical compliance with the Project Agreement requirements for each project.
- Lead the design and construction of the Stage 2 O-Train Line 1 (Confederation) and Line 2 and Line 4 (Trillium Line) extensions, civil works, environmental controls, traffic and facilities including stations, tracks and tunnels, rail systems, vehicles, testing and commissioning and integration with the existing system.
- Manage the projects scope, cost and schedule.
- Manage risk, change and dispute resolution.
- Identify land and property requirements.
- Coordinate planning works to support Official Plan (OP) land use goals, Transportation Master Plan (TMP) goals, and arts and culture.

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

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

	2024	2025		2026	\$ Change over 2025 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Rail Construction Program Service	11,712	11,853	16,215	14,900	(1,315)
Gross Expenditure	11,712	11,853	16,215	14,900	(1,315)
Recoveries & Allocations	(11,712)	(11,848)	(16,210)	(14,895)	1,315
Revenue	0	(5)	(5)	(5)	0
Net Requirement	0	0	0	0	0
Expenditures by Type					
Salaries, Wages & Benefits	11,446	11,648	15,910	14,595	(1,315)
Overtime	258	200	300	300	0
Material & Services	0	5	5	5	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	8	0	0	0	0
Gross Expenditures	11,712	11,853	16,215	14,900	(1,315)
Recoveries & Allocations	(11,712)	(11,848)	(16,210)	(14,895)	1,315
Net Expenditure	0	5	5	5	0
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	(5)	(5)	(5)	0
Total Revenue	0	(5)	(5)	(5)	0
Net Requirement	0	0	0	0	0
Full Time Equivalents			7.00	7.00	0.00

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

	2024 Rate \$	2025 Rate \$	2026 Rate \$	% Change Over 2025	% Change Over 2024	Effective Date	2026 Revenue (\$000)
Proximity Fees							
Shoring – Design & Monitoring Plan							
Level 1 Fee	598	610	629	3%	5%	01-Jan-26	
Level 2 Fee	2,389	2,437	2,516	3%	5%	01-Jan-26	
Level 3 Fee	4,779	4,874	5,033	3%	5%	01-Jan-26	
Excavation Support System							
Level 2 Fee	598	610	629	3%	5%	01-Jan-26	
Level 3 Fee	1,792	1,828	1,887	3%	5%	01-Jan-26	
Geotechnical Hydrogeological Analysis							
Level 2 Fee	1,194	1,218	1,258	3%	5%	01-Jan-26	
Level 3 Fee	1,194	1,218	1,258	3%	5%	01-Jan-26	
Groundwater Control Plan							
Level 1 Fee	598	610	629	3%	5%	01-Jan-26	
Level 2 Fee	2,389	2,437	2,516	3%	5%	01-Jan-26	
Level 3 Fee	2,389	2,437	2,516	3%	5%	01-Jan-26	
Waterproofing System							
Level 2 Fee	598	610	629	3%	5%	01-Jan-26	
Level 3 Fee	1,194	1,218	1,258	3%	5%	01-Jan-26	
Structural Analysis –Loading							
Level 2 Fee	2,389	2,437	2,516	3%	5%	01-Jan-26	
Level 3 Fee	2,389	2,437	2,516	3%	5%	01-Jan-26	
Fire Ventilation							
Level 2 Fee	598	610	629	3%	5%	01-Jan-26	
Level 3 Fee	1,194	1,218	1,258	3%	5%	01-Jan-26	
Station Ventilation							
Level 2 Fee	598	610	629	3%	5%	01-Jan-26	
Level 3 Fee	1,194	1,218	1,258	3%	5%	01-Jan-26	
Access Requirements (including AODA)							
Level 1 Fee	598	610	629	3%	5%	01-Jan-26	
Level 2 Fee	598	610	629	3%	5%	01-Jan-26	
Level 3 Fee	896	913	943	3%	5%	01-Jan-26	
Noise and Vibration Study							
Level 1 Fee	598	610	629	3%	5%	01-Jan-26	
Level 2 Fee	1,194	1,218	1,258	3%	5%	01-Jan-26	
Level 3 Fee	2,389	2,437	2,516	3%	5%	01-Jan-26	

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

	2024 Rate \$	2025 Rate \$	2026 Rate \$	% Change Over 2025	% Change Over 2024	Effective Date	2026 Revenue (\$000)
EMI/Stray Current							
Level 2 Fee	598	610	629	3%	5%	01-Jan-26	
Level 3 Fee	598	610	629	3%	5%	01-Jan-26	
Construction Coordination Protocols							
Level 1 Fee	598	610	629	3%	5%	01-Jan-26	
Level 2 Fee	1,792	1,828	1,887	3%	5%	01-Jan-26	
Level 3 Fee	3,584	3,656	3,775	3%	5%	01-Jan-26	
Pre-Post Construction Surveys							
Level 1 Fee	598	610	629	3%	5%	01-Jan-26	
Level 2 Fee	598	610	629	3%	5%	01-Jan-26	
Level 3 Fee	1,792	1,828	1,887	3%	5%	01-Jan-26	
Set-Back Requirements from Structures in the Zone of Influence							
Level 1 Fee	598	610	629	3%	5%	01-Jan-26	
Level 2 Fee	1,194	1,218	1,258	3%	5%	01-Jan-26	
Level 3 Fee	1,792	1,828	1,887	3%	5%	01-Jan-26	
Fire/Smoke Dispersion Analysis							
Level 2 Fee	1,792	1,828	1,887	3%	5%	01-Jan-26	
Level 3 Fee	2,389	2,437	2,516	3%	5%	01-Jan-26	
Crane Swing and Lifting Loads							
Level 1 Fee	598	610	629	3%	5%	01-Jan-26	
Level 2 Fee	1,194	1,218	1,258	3%	5%	01-Jan-26	
Level 3 Fee	1,792	1,828	1,887	3%	5%	01-Jan-26	
Insurance Requirements							
Level 2 Fee	598	610	629	3%	5%	01-Jan-26	
Level 3 Fee	598	610	629	3%	5%	01-Jan-26	
Property – M&L Requirements							
Level 2 Fee	598	610	629	3%	5%	01-Jan-26	
Level 3 Fee	1,194	1,218	1,258	3%	5%	01-Jan-26	
Utility Relocations and Installations							
Level 1 Fee	598	610	629	3%	5%	01-Jan-26	
Level 2 Fee	1,194	1,218	1,258	3%	5%	01-Jan-26	
Level 3 Fee	1,792	1,828	1,887	3%	5%	01-Jan-26	
Entrance Connection Agreement							
Level 2 Fee	4,779	4,874	5,033	3%	5%	01-Jan-26	
Level 3 Fee	5,973	6,093	6,291	3%	5%	01-Jan-26	

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

	2024 Rate \$	2025 Rate \$	2026 Rate \$	% Change Over 2025	% Change Over 2024	Effective Date	2026 Revenue (\$000)
Security Plan							
Level 2 Fee	1,792	1,828	1,887	3%	5%	01-Jan-26	
Level 3 Fee	1,792	1,828	1,887	3%	5%	01-Jan-26	
Construction As-Built Drawings							
Level 2 Fee	598	610	629	3%	5%	01-Jan-26	
Level 3 Fee	1,792	1,828	1,887	3%	5%	01-Jan-26	

Strategic Initiatives Department Service Area Summary – Strategic Projects Office

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

Programs/Services Offered

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

City of Ottawa

Strategic Initiatives Department

GM's Office, Business Support Services and Strategic Projects Office - Operating Resource Requirement

In Thousands (\$000)

	2024	2025		2026	\$ Change over 2025 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
GM's Office	359	438	323	376	53
Business Support Services	923	1,373	999	1,154	155
Strategic Projects Office	1,260	1,791	1,341	1,553	212
Gross Expenditure	2,542	3,602	2,663	3,083	420
Recoveries & Allocations	(21)	(209)	0	0	0
Revenue	(7)	(10)	0	0	0
Net Requirement	2,514	3,383	2,663	3,083	420
Expenditures by Type					
Salaries, Wages & Benefits	2,331	3,432	2,441	2,861	420
Overtime	0	0	0	0	0
Material & Services	208	165	218	218	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	3	5	4	4	0
Gross Expenditures	2,542	3,602	2,663	3,083	420
Recoveries & Allocations	(21)	(209)	0	0	0
Net Expenditure	2,521	3,393	2,663	3,083	420
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	(7)	(10)	0	0	0
Total Revenue	(7)	(10)	0	0	0
Net Requirement	2,514	3,383	2,663	3,083	420
Full Time Equivalents			17.00	17.00	0.00

Strategic Initiatives Department Service Area Summary – Economic Development

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

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

Programs/Services Offered

- **Community, Policy and Partnerships:** In collaboration with key economic development partners, develops and implements economic development programs, projects, and initiatives under the umbrella of the City's Economic Development Strategy and Action Plan to facilitate local economic growth, support key sectors, enable job creation, and capitalize on assets and opportunities to diversify the city's economy as a key element of broader city building.
- **ByWard Market Strategic Projects Office:** Responsible for the revitalization of the ByWard Market through the multi-phase implementation of the Council approved ByWard Market Public Realm Plan. City liaison and support for the ByWard Market District Authority (BMDA) and the Service and Asset Management Agreement between the City and the BMDA.
- **Nightlife Commissioner Office:** In collaboration with partners, leads the implementation of the Nightlife Economy Action Plan, addressing the economic opportunities and challenges of Ottawa's nightlife through a series of actions that support a vibrant and safe nightlife and the development and delivery of nightlife infrastructure, amenities, and experiences.
- **200th of Bytown and ByWard Market Office:** Responsible for the planning, coordination, and support of initiatives marking the 200th anniversary of the founding of Bytown and the ByWard Market. In partnership with Ottawa

Tourism, the office works with City departments, community partners, and local economic partners to develop programming, events, and legacy projects that celebrate Ottawa's history, cultural significance, and future.

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

	2024	2025		2026	\$ Change over 2025 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	274	301	346	349	3
Community, Policy and Partnerships	7,377	8,611	9,211	11,350	2,139
Byward Market Strategic Project	1,160	1,497	835	835	0
Gross Expenditure	8,811	10,409	10,392	12,534	2,142
Recoveries & Allocations	(500)	(766)	(139)	(144)	(5)
Revenue	(150)	(770)	(735)	(735)	0
Net Requirement	8,161	8,873	9,518	11,655	2,137
Expenditures by Type					
Salaries, Wages & Benefits	1,681	2,429	2,057	2,099	42
Overtime	5	8	6	6	0
Material & Services	225	524	916	2,216	1,300
Transfers/Grants/Financial Charges	6,897	7,443	7,408	8,208	800
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	4	5	5	5	0
Gross Expenditures	8,811	10,409	10,392	12,534	2,142
Recoveries & Allocations	(500)	(766)	(139)	(144)	(5)
Net Expenditure	8,311	9,643	10,253	12,390	2,137
Revenues By Type					
Federal	0	0	0	0	0
Provincial	(150)	(770)	(735)	(735)	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(150)	(770)	(735)	(735)	0
Net Requirement	8,161	8,873	9,518	11,655	2,137
Full Time Equivalents			13.00	13.00	0.00

City of Ottawa
Strategic Initiatives Department
Economic Development - User Fees

	2024 Rate \$	2025 Rate \$	2026 Rate \$	% Change Over 2025	% Change Over 2024	Effective Date	2026 Revenue (\$000)
Retail Business Holidays Act exemption application fee	2,790.00	2,870.00	2,970.00	3.5%	6.5%	01-Jan-26	

Finance and Corporate Services Department

Service Area Summary - Chief Information Security Office

The Chief Information Security Office is responsible for delivering and overseeing cybersecurity and digital risk management programs across all City business lines, including strategic cyber security, policy and implementation oversight, digital risk management and advisory, and cyber security incidents monitoring and response.

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

Programs/Services Offered

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

- **Strategic Cyber Security:** Proactively identifies emerging threats and informs policy to guide strategic security direction across all City business lines. Develops tailored education to programs to align stakeholders, leads security culture transformation, and provides regular reporting on cyber security and digital risks to governance bodies and internal stakeholders.
- **Cyber security policy and Implementation Oversight:** Develops and oversees the implementation of cybersecurity policies and standards. The output from this team provides technical security expectations for all City business lines.
- **Digital Risk Management and Advisory:** Based on strategic direction, identifies and assess unique business digital security risks and remediation needs. The risk assessments and mitigation strategies developed by this team informs the work of the other teams who will be identified as risk or controls owners.

- **Cyber Security Incidents Monitoring & Response:** Through continuous monitoring, this team enables the detection and analysis of potential cyber threats. Once triaged, cyber security events are managed through coordinated response and remediation to contain and eradicate threats.

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

	2024	2025		2026	\$ Change over 2025 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Office of the CISO	648	1,453	1,673	1,752	79
Gross Expenditure	648	1,453	1,673	1,752	79
Recoveries & Allocations	(45)	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	603	1,453	1,673	1,752	79
Expenditures by Type					
Salaries, Wages & Benefits	276	878	1,098	1,177	79
Overtime	0	0	0	0	0
Material & Services	53	575	575	575	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	319	0	0	0	0
Gross Expenditures	648	1,453	1,673	1,752	79
Recoveries & Allocations	(45)	0	0	0	0
Net Expenditure	603	1,453	1,673	1,752	79
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	603	1,453	1,673	1,752	79
Full Time Equivalents			7.00	7.00	0.00

City Manager's Office

Service Area Summary - Public Information and Media Relations

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

Programs/Services Offered

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

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

	2024	2025		2026	\$ Change over 2025 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Public Information & Media Relations	4,554	4,733	4,733	4,743	10
Gross Expenditure	4,554	4,733	4,733	4,743	10
Recoveries & Allocations	(228)	(190)	(190)	(190)	0
Revenue	0	0	0	0	0
Net Requirement	4,326	4,543	4,543	4,553	10
Expenditures by Type					
Salaries, Wages & Benefits	4,310	4,434	4,434	4,449	15
Overtime	18	30	30	30	0
Material & Services	195	253	253	248	(5)
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	31	17	17	17	0
Gross Expenditures	4,554	4,733	4,733	4,743	10
Recoveries & Allocations	(228)	(190)	(190)	(190)	0
Net Expenditure	4,326	4,543	4,543	4,553	10
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	4,326	4,543	4,543	4,553	10
Full Time Equivalents			33.00	33.00	0.00

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

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

- Forward-thinking human resource expertise tailored to the unique business and strategic needs of our clients
- Expertise and services to create an inclusive, healthy, safe and collaborative workforce
- Career development for a high-performing workforce

Programs/Services Offered

- Strategic advice and operational support for recruiting, staffing, performance management, succession planning, disability and attendance management. Ensure compliance with legislation, policies and collective agreements.
- Strategic advice and oversight of organization design principles, job evaluation, market rate comparisons, skills shortage analysis, salary design, progression and pay equity compliance.
- Development, oversight and implementation of corporate strategic workforce planning. Leveraging data and analyzing labour market trends to align corporate objectives with people strategy to build a diverse and highly skilled workforce. Improve processes, information and systems to support data-informed decision making.
- Foster a culture of continuous learning, enhancing employee skills, and driving innovation to ensure a highly skilled and adaptable workforce.
- Develop and execute corporate occupational health and safety initiatives and resources to support City departments. Accountable for occupational disability case management, and compliance with relevant legislation.
- Develop and shape the corporate strategy to support safe, healthy behaviors, foster a psychologically safe workplace culture, support diverse intersectional employee needs, oversee the Workplace Violence and Harassment program and guide the City's evolution into a trauma-informed organization.

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

	2024	2025		2026	\$ Change over 2025 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	979	592	592	619	27
HR Strategic Support and Analytics	2,509	2,616	2,616	2,734	118
Wellness and Benefits	1,664	1,810	1,810	1,912	102
HR Programs & Planning	5,730	5,844	5,844	6,244	400
HR Business Services	7,858	7,283	7,283	7,634	351
Workplace Safety & Compliance	1,768	2,798	2,798	2,983	185
HR Organizational Development	1,004	583	583	607	24
Gross Expenditure	21,512	21,526	21,526	22,733	1,207
Recoveries & Allocations	(1,777)	(980)	(980)	(980)	0
Revenue	(765)	(765)	(765)	(765)	0
Net Requirement	18,970	19,781	19,781	20,988	1,207
Expenditures by Type					
Salaries, Wages & Benefits	16,613	16,269	16,269	16,911	642
Overtime	36	3	3	3	0
Material & Services	4,415	5,104	5,104	5,669	565
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	448	150	150	150	0
Gross Expenditures	21,512	21,526	21,526	22,733	1,207
Recoveries & Allocations	(1,777)	(980)	(980)	(980)	0
Net Expenditure	19,735	20,546	20,546	21,753	1,207

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

	2024	2025		2026	\$ Change over 2025 Budget
	Actual	Forecast	Budget	Estimate	
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	(765)	(765)	(765)	(765)	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(765)	(765)	(765)	(765)	0
Net Requirement	18,970	19,781	19,781	20,988	1,207
Full Time Equivalents			126.80	126.80	0.00

Finance and Corporate Services Department Service Area Summary - ServiceOttawa

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

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

Programs/Services Offered

- The 3-1-1 Contact Centre responds to inquiries and submits requests for service on behalf of our corporate partners. The Contact Centre will liaise with departments to ensure public safety concerns are communicated promptly for departmental resolution.
- The Counter Services Branch provides in-person and phone service related to licenses, permits, payments, Provincial Offence Act court matters, and Administrative Penalty System matters such as parking tickets and red-light camera-based offences.
- The Provincial Offences Act and the Administrative Penalty Systems Branches provide administrative and adjudication services for fines and penalties such as red-light camera and parking tickets
- In the first three quarters of 2025, the 3-1-1 Contact Centre have answered over 357,000 phone calls, processed over 80,000 in person transactions and responded to over 27,000 emails from the public, Councillors and City staff.

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

	2024	2025		2026	\$ Change over 2025 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Service Ottawa	23,607	22,244	22,244	22,465	221
Gross Expenditure	23,607	22,244	22,244	22,465	221
Recoveries & Allocations	(10,307)	(7,700)	(7,700)	(8,940)	(1,240)
Revenue	(1,813)	(1,754)	(1,404)	(1,504)	(100)
Net Requirement	11,487	12,790	13,140	12,021	(1,119)
Expenditures by Type					
Salaries, Wages & Benefits	13,864	14,405	14,405	15,822	1,417
Overtime	113	163	163	163	0
Material & Services	4,258	7,076	7,076	5,880	(1,196)
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	5,372	600	600	600	0
Gross Expenditures	23,607	22,244	22,244	22,465	221
Recoveries & Allocations	(10,307)	(7,700)	(7,700)	(8,940)	(1,240)
Net Expenditure	13,300	14,544	14,544	13,525	(1,019)
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	(1,813)	(1,754)	(1,404)	(1,504)	(100)
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(1,813)	(1,754)	(1,404)	(1,504)	(100)
Net Requirement	11,487	12,790	13,140	12,021	(1,119)
Full Time Equivalents			143.07	143.07	0.00

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

	2024 Rate \$	2025 Rate \$	2026 Rate \$	% Change Over 2025	% Change Over 2024	Effective Date	2026 Revenue (\$000)
Vital Stats Program							
Marriage License	182.00	186.55	192.14	3.0%	5.6%	01-Jan-26	
Death Registration	51.00	52.28	54.00	3.3%	5.9%	01-Jan-26	
Commission of Oaths (Affidavits)	16.00	16.40	16.90	3.0%	5.6%	01-Jan-26	
Express Processing (Xpresspost)	42.75	43.82	45.00	2.7%	5.3%	01-Jan-26	
Civil Marriages							
Option A: M-F (business hours)	159.20	163.18	168.00	3.0%	5.5%	01-Jan-26	
Option B: Friday evening & Saturday afternoons	238.75	244.72	252.00	3.0%	5.5%	01-Jan-26	
Community and Customer Service							
Photocopies							
First Page	1.30	1.33	1.37	2.8%	5.4%	01-Jan-26	
Each additional page	0.35	0.36	0.37	3.1%	5.7%	01-Jan-26	
Promotional Merchandise							
Flag Large 9x5	204.80	209.92	216.00	2.9%	5.5%	01-Jan-26	
Flag Small 6x3	89.15	91.38	94.00	2.9%	5.4%	01-Jan-26	
Lapel Pins	0.75	0.77	0.80	4.1%	6.7%	01-Jan-26	
Administrative Penalty System							
Vehicle Owner Address / Search Fee	0.00	15.00	16.00	6.7%	100.0%	01-Jan-26	
Late Payment Fee	0.00	25.00	26.00	4.0%	100.0%	01-Jan-26	
Plate Denial Enforcement Fee (Municipal Component)	0.00	25.00	25.00	0.0%	100.0%	01-Jan-26	
Screening Non-Appearence Fee	0.00	50.00	50.00	0.0%	100.0%	01-Jan-26	
Hearing Non-Appearence Fee	0.00	100.00	100.00	0.0%	100.0%	01-Jan-26	
Total Departmental							(100)

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

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

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

IT Services Core Operations

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

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

	2024	2025		2026	\$ Change over 2025 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Office of the CIO	548	390	390	397	7
Network Operations	17,233	15,322	15,322	16,928	1,606
Frontline Services	29,379	26,517	26,517	26,753	236
Applications Management	30,240	25,869	25,869	26,169	300
SAP Solutions	11,412	11,924	11,924	14,108	2,185
Technology Security	3,391	4,040	4,040	4,056	16
Technology Solutions	5,120	3,303	3,303	3,569	267
Gross Expenditure	97,324	87,365	87,365	91,981	4,616
Recoveries & Allocations	(17,551)	(5,835)	(5,835)	(5,975)	(140)
Revenue	(1)	0	0	0	0
Net Requirement	79,772	81,530	81,530	86,006	4,476
Expenditures by Type					
Salaries, Wages & Benefits	51,128	41,756	41,756	42,812	1,056
Overtime	254	263	263	263	0
Material & Services	45,768	45,286	45,286	48,846	3,560
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	173	60	60	60	0
Gross Expenditures	97,324	87,365	87,365	91,981	4,616
Recoveries & Allocations	(17,551)	(5,835)	(5,835)	(5,975)	(140)
Net Expenditure	79,773	81,530	81,530	86,006	4,476

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

	2024	2025		2026	\$ Change over 2025 Budget
	Actual	Forecast	Budget	Estimate	
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	(1)	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(1)	0	0	0	0
Net Requirement	79,772	81,530	81,530	86,006	4,476
Full Time Equivalents			317.00	317.00	0.00

Finance and Corporate Services Department Service Area Summary - Supply Services

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

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

Programs/Services Offered

Procurement

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

Strategic Sourcing

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

Strategic Projects

- Responsible for managing strategic procurement programs.

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

	2024	2025		2026	\$ Change over 2025 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Supply Services	6,751	6,535	6,535	6,681	146
Gross Expenditure	6,751	6,535	6,535	6,681	146
Recoveries & Allocations	(1,674)	(1,364)	(1,364)	(1,364)	0
Revenue	(3,093)	(3,140)	(3,140)	(3,140)	0
Net Requirement	1,984	2,031	2,031	2,177	146
Expenditures by Type					
Salaries, Wages & Benefits	6,657	6,462	6,462	6,608	146
Overtime	10	7	7	7	0
Material & Services	34	51	51	51	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	50	15	15	15	0
Gross Expenditures	6,751	6,535	6,535	6,681	146
Recoveries & Allocations	(1,674)	(1,364)	(1,364)	(1,364)	0
Net Expenditure	5,077	5,171	5,171	5,317	146
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	(3,093)	(3,140)	(3,140)	(3,140)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(3,093)	(3,140)	(3,140)	(3,140)	0
Net Requirement	1,984	2,031	2,031	2,177	146
Full Time Equivalents			52.99	52.99	0.00

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

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

City of Ottawa

Finance and Corporate Services Department

Chief Financial Officer/Treasurer & Business Support Services - Operating Resource Requirement

In Thousands (\$000)

	2024	2025		2026	\$ Change over 2025 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Chief Financial Officer/Treasurer	736	413	413	473	60
Business & Technical Support Services	4,506	4,315	4,315	4,439	124
Gross Expenditure	5,242	4,728	4,728	4,912	184
Recoveries & Allocations	(1,048)	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	4,194	4,728	4,728	4,912	184
Expenditures by Type					
Salaries, Wages & Benefits	5,017	4,300	4,300	4,484	184
Overtime	1	10	10	10	0
Material & Services	108	336	336	336	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	116	82	82	82	0
Gross Expenditures	5,242	4,728	4,728	4,912	184
Recoveries & Allocations	(1,048)	0	0	0	0
Net Expenditure	4,194	4,728	4,728	4,912	184
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	4,194	4,728	4,728	4,912	184
Full Time Equivalents			33.00	33.00	0.00

Finance and Corporate Services Department Service Area Summary - Financial Services

Financial Services area is the City's central authority for financial management, providing strategic oversight and operational support to all departments, boards, and agencies. The service area ensures the integrity, transparency, and accountability of financial operations, while advising on governance matters and aligning financial practices with municipal legislation, by-laws, and regulatory frameworks. Through leadership in financial planning, compliance, and policy development, Financial Services enables informed decision-making and promotes long-term fiscal sustainability.

Core Services:

Financial Services Unit provides expert financial advisory services, supporting budget development, financial analysis, reporting, and project oversight. It ensures compliance with accounting standards through audits and reconciliations, manages funding applications, and contributes to long-term financial planning and asset management. The unit also advises on financial governance and legislative requirements, supporting policy development and Council reporting.

Financial Shared Services oversees centralized financial transaction processing, including procurement documentation, invoice reviews, staff reimbursements, and internal billing. It ensures adherence to corporate financial policies and procedures, provides guidance on commodity tax matters, and supports financial compliance in contract awards.

Financial Planning and Budgeting leads the development and administration of the City's budget. It maintains financial data integrity within SAP, manages the full budget cycle, and produces financial performance reports. The branch also oversees reserve fund management, debt reporting, development charge funding, and statutory financial disclosures. It plays a key role in ensuring financial governance and alignment with municipal legislation and fiscal policies.

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

	2024	2025		2026	\$ Change over 2025 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Financial Services	13,245	13,164	13,164	13,451	287
Gross Expenditure	13,245	13,164	13,164	13,451	287
Recoveries & Allocations	(2,038)	(1,062)	(1,062)	(1,062)	0
Revenue	0	0	0	0	0
Net Requirement	11,207	12,102	12,102	12,389	287
Expenditures by Type					
Salaries, Wages & Benefits	12,931	13,052	13,052	13,339	287
Overtime	63	16	16	16	0
Material & Services	163	62	62	62	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	88	34	34	34	0
Gross Expenditures	13,245	13,164	13,164	13,451	287
Recoveries & Allocations	(2,038)	(1,062)	(1,062)	(1,062)	0
Net Expenditure	11,207	12,102	12,102	12,389	287
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	11,207	12,102	12,102	12,389	287
Full Time Equivalents			115.35	115.35	0.00

Finance and Corporate Services Department Service Area Summary - Revenue Services

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

Programs/Services Offered

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

Core services include:

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

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

	2024	2025		2026	\$ Change over 2025 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Revenue Services	30,152	31,612	32,112	33,389	1,277
Gross Expenditure	30,152	31,612	32,112	33,389	1,277
Recoveries & Allocations	(17,504)	(18,468)	(18,468)	(19,093)	(625)
Revenue	(8,835)	(8,407)	(7,907)	(9,157)	(1,250)
Net Requirement	3,813	4,737	5,737	5,139	(598)
Expenditures by Type					
Salaries, Wages & Benefits	23,813	25,656	26,156	27,477	1,321
Overtime	68	17	17	17	0
Material & Services	5,431	5,400	5,400	5,361	(39)
Transfers/Grants/Financial Charges	58	130	130	130	0
Fleet Costs	262	253	253	248	(5)
Program Facility Costs	0	0	0	0	0
Other Internal Costs	520	156	156	156	0
Gross Expenditures	30,152	31,612	32,112	33,389	1,277
Recoveries & Allocations	(17,504)	(18,468)	(18,468)	(19,093)	(625)
Net Expenditure	12,648	13,144	13,644	14,296	652
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	(8,558)	(8,407)	(7,907)	(9,157)	(1,250)
Fines	(57)	0	0	0	0
Other	(220)	0	0	0	0
Total Revenue	(8,835)	(8,407)	(7,907)	(9,157)	(1,250)
Net Requirement	3,813	4,737	5,737	5,139	(598)
Full Time Equivalents			232.45	232.45	0.00

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

	2024 Rate \$	2025 Rate \$	2026 Rate \$	% Change Over 2025	% Change Over 2024	Effective Date	2026 Revenue (\$000)
Revenue - User Fees							
Tax Certificates	74.00	74.00	74.00	0.0%	0.0%	1-Jan-26	
Water Certificates	74.00	74.00	74.00	0.0%	0.0%	1-Jan-26	
Tax & Water Certificates (combined fee)	0.00	0.00	125.00	100.0%	100.0%	1-Jan-26	
Reminder Notice: Tax	9.40	9.90	10.20	3.0%	8.5%	1-Jan-26	
Reminder Notice: Water	9.40	9.90	10.20	3.0%	8.5%	1-Jan-26	
New Account Fee: Tax	77.00	79.00	82.00	3.8%	6.5%	1-Jan-26	
New Account Fee: Water	81.00	86.00	89.00	3.5%	9.9%	1-Jan-26	
Tax Change of Ownership/Name	48.00	48.00	33.00	-31.3%	-31.3%	1-Jan-26	
Water Change of Ownership/Occupancy	49.00	49.00	49.00	0.0%	0.0%	1-Jan-26	
Bill Reprint/Statement of Account History: Tax	41.00	41.00	41.00	0.0%	0.0%	1-Jan-26	
Bill Reprint/Statement of Account History: Water	41.00	41.00	41.00	0.0%	0.0%	1-Jan-26	
PTP/PAD Service Fee (per transaction)	0.00	0.00	0.55	100.0%	100.0%	1-Jan-26	
Return Cheque Fee: Tax	53.00	55.00	58.00	5.5%	9.4%	1-Jan-26	
Return Cheque Fee: Water	53.00	55.00	58.00	5.5%	9.4%	1-Jan-26	
Return PTP/PAD Fee: Tax	52.00	55.00	58.00	5.5%	11.5%	1-Jan-26	
Return PTP/PAD Fee: Water	39.00	43.00	44.00	2.3%	12.8%	1-Jan-26	
Return Payment Fee: Accounts Receivable	53.00	55.00	58.00	5.5%	9.4%	1-Jan-26	
Return Payment Fee: Overpayment Recovery	53.00	55.00	58.00	5.5%	9.4%	1-Jan-26	
Deferral Program: New Application	160.00	164.00	181.00	10.4%	13.1%	1-Jan-26	
Deferral Program: Renewal	56.00	58.00	64.00	10.3%	14.3%	1-Jan-26	
Tax/Water Payment Redistribution	33.00	34.00	34.00	0.0%	3.0%	1-Jan-26	
Refund Processing Fee	33.00	34.00	44.00	29.4%	33.3%	1-Jan-26	
Mortgage List and Bulk Maintenance: Tax	19.00	20.00	21.00	5.0%	10.5%	1-Jan-26	
Arrears list research for mortgage companies	42.00	43.00	44.00	2.3%	4.8%	1-Jan-26	
Water Termination Notice	52.00	75.00	77.00	2.7%	48.1%	1-Jan-26	
Water Consumption Report	45.00	46.00	47.00	2.2%	4.4%	1-Jan-26	
Small Business Tax Class Appeal Fee	318.00	350.00	350.00	0.0%	10.1%	1-Jan-26	

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

	2024 Rate \$	2025 Rate \$	2026 Rate \$	% Change Over 2025	% Change Over 2024	Effective Date	2026 Revenue (\$000)
Tax Sales Fees							
Municipal Tax Sale: Step 1A	555.00	600.00	620.00	3.3%	11.7%	1-Jan-26	
Municipal Tax Sale: Step 1B	1,315.00	1,400.00	1,430.00	2.1%	8.7%	1-Jan-26	
Municipal Tax Sale: Step 2	600.00	615.00	635.00	3.3%	5.8%	1-Jan-26	
Extension Agreement	945.00	969.00	1,000.00	3.2%	5.8%	1-Jan-26	
Survey	Actual cost	Actual cost	Actual cost	0.0%	0.0%	1-Jan-26	
Sale of Land by Tender Process							
Expenses for Tax Sale Proceedings	1,200.00	1,300.00	1,342.00	3.2%	11.8%	1-Jan-26	
After Tender Opening: Mailing Costs	320.00	328.00	339.00	3.4%	5.9%	1-Jan-26	
After Tender Opening: Registration	480.00	492.00	508.00	3.3%	5.8%	1-Jan-26	
After Tender Opening: Distribution of Sale	480.00	530.00	547.00	3.2%	14.0%	1-Jan-26	
Tender Package Purchase	49.00	62.00	64.00	3.2%	30.6%	1-Jan-26	
Advertising Costs	Actual cost	Actual cost	Actual cost	0.0%	0.0%	1-Jan-26	
Legal Cost	Actual cost	Actual cost	Actual cost	0.0%	0.0%	1-Jan-26	
Collection Fees							
Collection Handling Fee	50.00	53.00	55.00	3.8%	10.0%	1-Jan-26	
Private Collection Agency Fee Recovery	Actual %	Actual %	Actual %	0.0%	0.0%	1-Jan-26	
Account Statement Fee: Accounts Receivable	41.00	42.00	41.00	-2.4%	0.0%	1-Jan-26	
Additions to Tax Roll	52.00	53.00	55.00	3.8%	5.8%	1-Jan-26	
Registered Letter for Arrears on Tax Account	50.00	55.00	76.00	38.2%	52.0%	1-Jan-26	
Corporate Accounts Receivable Interest	1.25 % Compounded per month	1.25 % Compounded per month	1.25 % Compounded per month	0.0%	0.0%	1-Jan-26	
Water Bill Interest Applied after the due date, every 15 days thereafter and before each bill.	0.0417% Daily Rate	0.0417% Daily Rate	0.0417% Daily Rate	0.0%	0.0%	1-Jan-26	
Credit Card/Mastercard Visa Debit Service fee	1.99%	1.99%	1.99%	0.0%	0.0%	1-Jan-26	
Municipal Accommodation Tax							
Municipal Accommodation Tax Rate	5.00%	5.00%	6.00%	20.0%	20.0%	1-Jan-26	
Vacant Unit Tax							
Late Declaration Fee	250.00	250.00	250.00	0.0%	0.0%	1-Jan-26	
Late Appeal Fee	0.00	500.00	500.00	0.0%	100.0%	1-Jan-26	
Total Departmental							(1,250)

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

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

Programs/Services Offered

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

Core services include:

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

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

	2024	2025		2026	\$ Change over 2025 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Corporate Finance	9,530	8,811	9,111	9,299	188
Gross Expenditure	9,530	8,811	9,111	9,299	188
Recoveries & Allocations	(2,343)	(1,088)	(1,088)	(1,088)	0
Revenue	0	0	0	0	0
Net Requirement	7,187	7,723	8,023	8,211	188
Expenditures by Type					
Salaries, Wages & Benefits	8,925	8,086	8,386	8,579	193
Overtime	19	3	3	3	0
Material & Services	454	656	656	651	(5)
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	132	66	66	66	0
Gross Expenditures	9,530	8,811	9,111	9,299	188
Recoveries & Allocations	(2,343)	(1,088)	(1,088)	(1,088)	0
Net Expenditure	7,187	7,723	8,023	8,211	188
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	7,187	7,723	8,023	8,211	188
Full Time Equivalents			75.54	75.54	0.00

Finance and Corporate Services Department

Service Area Summary - Payroll, Pensions and Benefits Service Area

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

Programs/Services Offered

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

Core services include:

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

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

	2024	2025		2026	\$ Change over 2025 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Payroll	11,386	9,796	9,796	10,066	270
Gross Expenditure	11,386	9,796	9,796	10,066	270
Recoveries & Allocations	(3,026)	(626)	(626)	(626)	0
Revenue	0	0	0	0	0
Net Requirement	8,360	9,170	9,170	9,440	270
Expenditures by Type					
Salaries, Wages & Benefits	10,576	9,454	9,454	9,724	270
Overtime	25	20	20	20	0
Material & Services	261	209	209	209	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	524	113	113	113	0
Gross Expenditures	11,386	9,796	9,796	10,066	270
Recoveries & Allocations	(3,026)	(626)	(626)	(626)	0
Net Expenditure	8,360	9,170	9,170	9,440	270
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	8,360	9,170	9,170	9,440	270
Full Time Equivalents			82.33	82.33	0.00

Strategic Initiatives Department

Service Area Summary - Housing Solutions and Investments

Housing Solutions and Investments advances affordable and supportive housing in Ottawa by aligning housing policy, funding, and real estate strategies. The team secures funding, facilitates investment, and manages the City's real estate portfolio to unlock public lands for new housing. Realty services support these priorities through cross-departmental collaboration to deliver long-term, community-focused outcomes. The service area works with partners across sectors and levels of government to create sustainable housing solutions for residents.

Realty Services / Realty Initiatives and Development

This program area delivers strategic real estate solutions to support housing and other City priorities.

Programs/Services Offered

- Advance housing objectives through development projects, leasing, and land sales
- Manage environmental remediation and real estate initiatives that support housing
- Oversee Build Ottawa to develop City-owned lands for public priorities
- Provide expertise on land acquisition, valuation, and expropriation
- Align land readiness with housing development timelines
- Secure and manage land for the City's Light Rail Transit system
- Support special projects requiring coordinated real estate planning

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

	2024	2025		2026	\$ Change over 2025 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	305	413	403	421	18
Realty Services	2,150	1,976	2,106	2,149	43
Realty Initiatives & Development	11,125	12,516	13,466	13,630	164
Gross Expenditure	13,580	14,905	15,975	16,200	225
Recoveries & Allocations	(5,741)	(6,069)	(6,124)	(6,124)	0
Revenue	(526)	(619)	(619)	(619)	0
Net Requirement	7,313	8,217	9,232	9,457	225
Expenditures by Type					
Salaries, Wages & Benefits	5,282	5,455	5,845	6,085	240
Overtime	0	24	24	24	0
Material & Services	3,592	3,646	4,166	4,151	(15)
Transfers/Grants/Financial Charges	4,446	5,496	5,696	5,696	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	260	284	244	244	0
Gross Expenditures	13,580	14,905	15,975	16,200	225
Recoveries & Allocations	(5,741)	(6,069)	(6,124)	(6,124)	0
Net Expenditure	7,839	8,836	9,851	10,076	225
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-Lieu of Taxes	0	0	0	0	0
Fees and Services	(526)	(619)	(619)	(619)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(526)	(619)	(619)	(619)	0
Net Requirement	7,313	8,217	9,232	9,457	225
Full Time Equivalents			41.50	41.50	0.00

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

	2024 Rate \$	2025 Rate \$	2026 Rate \$	% Change Over 2025	% Change Over 2024	Effective Date	2026 Revenue (\$000)
Real Estate Agreements							
Lease agreements	1,200.00	1,240.00	1,280.00	3.2%	6.7%	01-Jan-26	
Lease Assignment Amendment	600.00	620.00	640.00	3.2%	6.7%	01-Jan-26	
Lease Renewal Agreements	600.00	620.00	640.00	3.2%	6.7%	01-Jan-26	
License of Occupation Agreements	1,200.00	1,240.00	1,280.00	3.2%	6.7%	01-Jan-26	
License Assignment	600.00	620.00	640.00	3.2%	6.7%	01-Jan-26	
License Renewal	600.00	620.00	640.00	3.2%	6.7%	01-Jan-26	
Consent to Enter Agreements	300.00	310.00	320.00	3.2%	6.7%	01-Jan-26	
Reconveyance of Dedicated Road Widening requirements	600.00	620.00	640.00	3.2%	6.7%	01-Jan-26	
Appraisal fee for cash-in-lieu of parkland	820.00	850.00	880.00	3.5%	7.3%	01-Jan-26	
Cost of Negotiation of off-site management agreement	1,800.00	1,870.00	1,930.00	3.2%	7.2%	01-Jan-26	
Cost of Negotiation fee	1,800.00	1,870.00	1,930.00	3.2%	7.2%	01-Jan-26	
Cost of appraisal	actual cost	actual cost	actual cost	N/A	N/A	01-Jan-26	
Cost of appraisal admin fee	1,800.00	1,870.00	1,930.00	3.2%	7.2%	01-Jan-26	
Cost of survey	actual cost	actual cost	actual cost	N/A	N/A	01-Jan-26	
Cost of survey admin fee	1,800.00	1,870.00	1,930.00	3.2%	7.2%	01-Jan-26	
Recovery of actual costs relating to real estate operations	actual cost	actual cost	actual cost	N/A	N/A	01-Jan-26	
Administration and overhead charge for third party requests wherein the benefit is for the party's sole interest.	15%	15%	15%	N/A	N/A	01-Jan-26	

Non-Departmental Service Area Summary

Programs/Services Offered

Corporate Human Resource Provision

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

Capital Formation Costs

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

Corporate Common Expenditures

- Financial Charges and Other: Expenditures relating to daily cash management, placing and servicing long term financing, and other sundry financial charges
- Community Improvement Plan (CIP) Programs: Programs that provide [Tax Increment Equivalent Grants](#) for private property owners to undertake specific community development goals

Corporate Common Revenues

- Penalties and Interest: Revenue earned from accounts in arrears on their taxes, water bills and accounts receivable
- Investment Income: The interest, dividends, and other returns earned on the City's cash balances and investment portfolios
- Hydro Ottawa – Dividend Payment: Annual payment to the City in the amount, which is the greater of \$20 million or 60 per cent of Hydro Ottawa's net income
- Other: Includes the City's share of *Provincial Offence Act* fine revenue, net proceeds from Rideau Carleton Raceway and Lottery Fees, Municipal Accommodation Tax revenue and other various revenues

Tax Related Revenues and Expenditures

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

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

	2024	2025		2026	\$ Change over 2025 Budget
	Actual	Forecast	Budget	Estimate	
Corporate Human Resource Provision					
Expenditure					
Sick Leave Banks	3,020	3,020	3,020	3,020	0
Retiree Costs	2,500	2,500	2,500	2,500	0
Employee Benefits	1,128	1,128	1,128	1,128	0
Benefit Adjustments	75	75	75	75	0
Gross Expenditure	6,723	6,723	6,723	6,723	0
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	6,723	6,723	6,723	6,723	0
Net Corp HR Provision Requirement	6,723	6,723	6,723	6,723	0
Capital Formation Costs					
Expenditure					
Contribution to City Wide Capital Reserve	184,617	195,078	195,078	203,828	8,750
Contribution to Tax Stabilization Reserve	14,156	13,456	13,456	14,256	800
Transfer to CW Capital from Endowment Earnings	31,400	13,000	13,000	13,000	0
Transfer to Housing Reserve from Vacant Unit Tax	12,116	15,000	15,000	14,300	(700)
Transfer to CW Capital from Build Ottawa	358	0	5,000	5,000	0
Transfer to CW Capital from Sale of Surplus Land	2,168	2,870	2,500	2,500	0
City Wide Debt Charges	99,853	101,765	98,765	99,400	635
100 Constellation Lease	6,411	6,413	6,413	1,063	(5,350)
Gross Expenditure	351,079	347,582	349,212	353,347	4,135
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	351,079	347,582	349,212	353,347	4,135
Revenue					
Contribution from Tax Stabilization Reserve	(4,065)	(4,125)	(4,125)	(6,411)	(2,286)
Vacant Unit Tax	(12,116)	(15,000)	(15,000)	(14,300)	700
Endowment Fund Earnings	(31,400)	(13,000)	(13,000)	(13,000)	0
Build Ottawa (OCLDC)	(358)	0	(5,000)	(5,000)	0
Sale of Surplus Land	(2,168)	(2,870)	(2,500)	(2,500)	0
City Wide Debt Charge Funding	(11,484)	(11,485)	(11,485)	(11,197)	288
Total Revenue	(61,591)	(46,480)	(51,110)	(52,408)	(1,298)
Net Capital Formation Costs Requirement	289,488	301,102	298,102	300,939	2,837

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

	2024	2025		2026	\$ Change over 2025 Budget
	Actual	Forecast	Budget	Estimate	
Corporate Common Expenditures					
Expenditure					
Financial Charges & Other	10,331	33,153	33,153	33,753	600
Gross Expenditure	10,331	33,153	33,153	33,753	600
Recoveries & Allocations	(54,642)	(81,167)	(81,167)	(82,958)	(1,791)
Net Expenditure	(44,311)	(48,014)	(48,014)	(49,205)	(1,191)
Net Corporate Common Expenditures Requirement	(44,311)	(48,014)	(48,014)	(49,205)	(1,191)
Corporate Common Revenues					
Expenditure					
Penalty & Interest	2,738	0	0	0	0
Investment Income	465	326	326	326	0
Provincial Offences Act	1,084	1,821	2,921	2,921	0
Red Light Camera	0	40	40	2,501	2,461
Municipal Accommodation Tax	21,526	17,732	20,732	26,232	5,500
Gross Expenditure	25,813	19,919	24,019	31,980	7,961
Recoveries & Allocations	50	826	826	826	0
Net Expenditure	25,863	20,745	24,845	32,806	7,961
Revenue					
Penalty & Interest	(26,220)	(25,709)	(20,209)	(26,269)	(6,060)
Investment Income	(71,068)	(39,617)	(33,117)	(36,117)	(3,000)
Hydro Ottawa Dividends	(20,000)	(22,300)	(20,000)	(20,000)	0
Provincial Offences Act	(8,319)	(7,868)	(7,868)	(8,268)	(400)
Red Light Camera	(8,988)	(11,765)	(11,765)	(11,726)	39
Rideau Carleton Raceway	(7,210)	(6,000)	(6,000)	(6,000)	0
Lottery Fees	(312)	(1,004)	(1,004)	(1,004)	0
Municipal Accommodation Tax	(25,164)	(21,800)	(23,800)	(29,800)	(6,000)
Other Miscellaneous Revenue	(3,906)	(5,738)	(3,838)	(3,838)	0
Total Revenue	(171,187)	(141,801)	(127,601)	(143,022)	(15,421)
Net Corporate Common Revenues Requirement	(145,324)	(121,056)	(102,756)	(110,216)	(7,460)

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

	2024	2025		2026	\$ Change over 2025 Budget
	Actual	Forecast	Budget	Estimate	
Tax Related Expenditures and Revenues					
Expenditure					
Tax Rebates & Remissions	13,861	23,774	23,774	23,774	0
Municipal Property Assessment Corp	14,186	14,437	13,937	15,137	1,200
Gross Expenditure	28,047	38,211	37,711	38,911	1,200
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	28,047	38,211	37,711	38,911	1,200
Revenue					
Supplemental Assessment	(29,822)	(29,435)	(29,435)	(30,435)	(1,000)
Payments-in-Lieu Taxation	(178,594)	(183,605)	(178,105)	(186,505)	(8,400)
Public Institutions	(7,125)	(6,800)	(6,800)	(6,800)	0
Property Tax Revenue	(2,102,816)	(2,189,290)	(2,189,290)	(2,306,124)	(116,834)
Total Revenue	(2,318,357)	(2,409,130)	(2,403,630)	(2,529,864)	(126,234)
Net Tax Related Expenditures and Revenues	(2,290,310)	(2,370,919)	(2,365,919)	(2,490,953)	(125,034)
Total Net Requirement	(2,183,734)	(2,232,164)	(2,211,864)	(2,342,712)	(130,848)
Expenditures by Type					
Salaries, Wages & Benefits	7,321	8,133	8,133	8,133	0
Overtime	0	0	0	0	0
Material & Services	20,644	17,680	17,680	11,930	(5,750)
Transfers/Grants/Financial Charges	403,112	403,481	408,711	428,026	19,315
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	(7,849)	16,294	16,294	16,625	331
Gross Expenditures	423,228	445,588	450,818	464,714	13,896
Recoveries & Allocations	(55,827)	(80,341)	(80,341)	(82,132)	(1,791)
Net Expenditure	367,401	365,247	370,477	382,582	12,105

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

	2024	2025		2026	\$ Change over 2025 Budget
	Actual	Forecast	Budget	Estimate	
Revenues By Type					
Federal	0	0	0	0	0
Provincial	(9,593)	(10,315)	(8,315)	(8,315)	0
Municipal	0	0	0	0	0
Own Funds	(4,065)	(4,125)	(4,125)	(6,411)	(2,286)
Property Taxes	(2,167,184)	(2,218,725)	(2,218,725)	(2,336,559)	(117,834)
Investment Income	(122,964)	(75,212)	(66,412)	(69,412)	(3,000)
Development Charges	(10,037)	(10,390)	(10,390)	(10,103)	287
Payment-in-Lieu of Taxes	(185,720)	(190,405)	(184,905)	(193,305)	(8,400)
Fees and Services	(4,553)	(36,520)	(40,020)	(44,820)	(4,800)
Fines	(43,181)	(44,856)	(40,856)	(47,276)	(6,420)
Other	(3,838)	(6,863)	(8,593)	(9,093)	(500)
Total Revenue	(2,551,135)	(2,597,411)	(2,582,341)	(2,725,294)	(142,953)
Net Requirement	(2,183,734)	(2,232,164)	(2,211,864)	(2,342,712)	(130,848)

City Of Ottawa
2026 Draft Capital Budget
Finance and Corporate Services Committee
Capital Funding Summary
In Thousands (\$000)

	Revenues	Tax Supported/ Dedicated	Rate Supported	Develop. Charges	Gas Tax	Tax Supported/ Dedicated Debt	Rate Supported Debt	Develop. Charges Debt	Gas Tax Debt	Total
General Government										
Renewal of City Assets										
911258 24-26 Buildings-General Government	0	2,445	0	0	0	2,000	0	0	0	4,445
Renewal of City Assets Total	0	2,445	0	0	0	2,000	0	0	0	4,445
Service Enhancements										
911267 24-26 Accessibility - General	0	61	0	0	0	10	0	0	0	71
Service Enhancements Total	0	61	0	0	0	10	0	0	0	71
General Government Total	0	2,506	0	0	0	2,010	0	0	0	4,516
Information Technology										
Renewal of City Assets										
911857 Technology Infrastructure - 2026	0	7,053	530	0	0	0	0	0	0	7,583
911858 ITS Managed - 2026	0	1,938	3,762	0	0	0	0	0	0	5,700
911859 ERP Modernization - 2026	0	8,972	5,653	0	0	0	0	0	0	14,625
Renewal of City Assets Total	0	17,963	9,945	0	0	0	0	0	0	27,908
Information Technology Total	0	17,963	9,945	0	0	0	0	0	0	27,908
Transit Services										
Growth										
907143 Confederation Line Contingency	0	0	0	0	0	2,152	0	4,349	0	6,500
907926 Stage 2 LRT	0	0	0	0	0	23,268	0	47,027	0	70,295
908650 Stage 2 LRT - RTG MOU	0	0	0	0	0	128	0	259	0	387
910750 Utilities-Stage 2 LRT	0	0	0	0	0	39	0	79	0	118
910751 Contingency-Stage 2 LRT	0	0	0	0	0	0	0	79,200	0	79,200
Growth Total	0	0	0	0	0	25,586	0	130,914	0	156,500
Transit Services Total	0	0	0	0	0	25,586	0	130,914	0	156,500
Corporate Finance										
Growth										
910394 DC By-Law - 2024 Background Study	0	0	0	156	0	0	0	0	0	156
Growth Total	0	0	0	156	0	0	0	0	0	156
Corporate Finance Total	0	0	0	156	0	0	0	0	0	156
Total	0	20,469	9,945	156	0	27,596	0	130,914	0	189,080