



Ottawa

Draft

# BUDGET

# 2024

Advancing Ottawa: A plan for a resilient, affordable and connected city

Transit Commission  
Tabled – November 8, 2023



# Table of Contents

## Transit Commission

Transit Services . . . . .	1
Service Area Summary . . . . .	1
Operating Resource Requirement . . . . .	6
User Fees . . . . .	7
Capital Funding Summary . . . . .	9
Operating and Capital Supplemental Summaries . . . . .	10
Transit Services . . . . .	10
Operating Analysis	
Explanatory Notes. . . . .	12
Capital Budget . . . . .	15
Project Details. . . . .	16
Transit Services . . . . .	16
Four Year Forecast . . . . .	37
Works-In-Process Listing . . . . .	39

## **Transit Services Department 2024 Service Area Summaries**

Transit Services is comprised of OC Transpo and the Rail Construction Program. OC Transpo operates Ottawa's public transit network, which supports multiple modes of travel to serve the needs of customers. In 2019, the opening of O-Train Line 1 marked a significant evolution of the transit network, transforming the way OC Transpo provides service to customers, and the way Ottawa uses public transit. The extended O-Train Line 2 will re-open and the new Line 4 will serve the airport. Through the Rail Construction Program, the O-Train network continues to expand with Stage 2 extensions to the east and west. Transit Services works continually to provide a safe, reliable, comfortable, courteous and affordable transit service for all, to build and retain an engaged workforce, and to meet the policy objectives set by Council, Transit Commission and Light Rail Sub-Committee, all within established budgets and in accordance with all regulatory requirements. All OC Transpo trains and buses are 100 per cent accessible.

### **OC Transpo Programs/Services Offered**

- OC Transpo bus system
- O-Train Line 1, service between Tunney's Pasture Station and Blair Station (opened in 2019)
- O-Train Line 2, service between Bayview Station and Limebank Station
- O-Train Line 4, service between Airport Station and South Keys Station
- Stage 2 O-Train extensions east and west are currently under construction
- Para Transpo service for customers unable to take conventional transit services.

The Transit Services Department has six service areas that report to the Transit Commission, a description for each is provided further below:

- Engineering Services
- Transit Strategic Communications and External Relations
- Safety, Regulatory, Training and Development

- Transit Bus Operations and Maintenance
- Transit Customer Systems and Planning
- Transit Service Delivery and Rail Operations

### **Engineering Services**

Engineering Services (ES) is the newest service area within TSD and ensures that all engineering related deliverables in the department are achieved within industry and City standards for safety, reliability, availability and maintenance.

Internal programs and initiatives:

- Engineering tasks for Line 1 and Line 2 light rail systems, as well as electric and diesel bus service.
- Manage procurement of bus and Para Transpo fleet, including infrastructure requirements.
- Manage special projects such as Zero Emission Bus (ZEB) Program.
- Develop and implement engineering policies, programs and procedures to support safe and reliable transit service.

### **Transit Strategic Communications and External Relations**

Transit Strategic Communications and External Relations (SCER) service area provides support and expertise in strategic communications, legislative requirements, media relations, issues management, and business administration. Through its branches, the team supports a wide variety of communications and business functions that support the General Manager and all service areas.

Internal programs and initiatives:

- Legislative support
- Strategic recruitment campaigns
- Internal communications and employee engagement
- Audits and Access to Information requests

- Provides strategic stakeholder relations, communications, media relations and issues management support for the department
- Coordinates, monitors, and moderates strategic social media activities for OC Transpo
- Develops external communications products
- Customer service and transit information and marketing
- Community and stakeholder relations.

### **Safety, Regulatory, Training and Development**

Safety, Regulatory, Training and Development (SRTD) works closely with all of OC Transpo's service areas in a cross-functional capacity to achieve organizational safety goals, compliance with regulatory and legislative requirements, and risk management. SRTD also develops, coordinates, and delivers training for OC Transpo employees.

Internal programs and initiatives:

- Implementation of a Safety Management System and Security Management System in accordance with industry best practices
- Ongoing safety oversight through 8 active Workplace Health and Safety Committees and 1 Policy Health and Safety Committee
- Environmental program management
- Investigates safety incidents, identifies corrective actions, and makes recommendations for implementation
- Safety Coordinators act as Service Duty Officers for the Department and are on call 24/7
- Develops, implements, and oversees transit emergency plans
- Ensures regulatory compliance (Federal, Provincial & Municipal) and regulatory filings and submissions to governing bodies
- Conducts audits, internal assessments, document reviews, ensures quality control and assurance oversight and monitoring
- Provides training, certification and development for all rail, bus and maintenance employees

- Operates an in-house bus and rail simulator facility for rail rules certifications, refreshers, re-certifications and re-training
- Handles training requests for reassessment, skills building, CVOR Management and in-service assessments
- Ensures the safety of transit customers, employees and assets through a Special Constable program.

### **Transit Bus Operations and Maintenance**

Transit Bus Operations and Maintenance (TBOM) provides the day-to-day delivery of OC Transpo's conventional bus rapid transit and Para Transpo.

Internal programs and initiatives:

- The operation and maintenance of transit administrative and operational facilities
- The maintenance and repair activities including fueling and cleaning of buses, and completing various mandatory Ministry of Transportation (MTO)
- The integration of new vehicles into the revenue and non-revenue fleets, such as zero-emission buses
- Material handling and supply chain management
- Deliver approved capital projects.

### **Transit Customer Systems and Planning**

Transit Customer Systems and Planning (TCSP) provides customer-facing and departmental services that together support OC Transpo's mandate of delivering efficient, courteous and cost-effective public transit. In addition, TCSP provides research and analysis to inform recommendations to City Council and the Transit Commission on transit system design and budgeting by providing data analysis, customer service best practices and forecasts of affordability.

Internal programs and initiatives:

- Transit system design and strategic development
- Service and system planning

- Fare systems and sale of transit passes
- Customer support
- Transit operational and information systems
- Technology implementation and support
- Budget and capital planning
- Strategic initiatives from the Five-year Roadmap.

### **Transit Service Delivery and Rail Operations**

Transit Service Delivery and Rail Operations (TSDRO) is responsible for managing all aspects of bus and rail service delivery, and through the Transit Operations Control Centre provides real-time oversight of the entire transit network to ensure bus, on-street monitoring and Para Transpo service delivery meet customer requirements.

Internal programs and initiatives:

- Deliver safe and reliable service through the TOCC and Mobile Operations Teams
- Manages the day-to-day delivery of OC Transpo's transit service including rail service
- Rail Operational Preparedness planning for the future expansions of the light rail system
- Transit Operations Control Centre (TOCC)
- Develops, implements, and oversees transit emergency plans
- Drills and exercises to support operational readiness
- Manages Line 1 Contracts, develops rail performance metrics and document control for Line 1.

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

	2022	2023		2024	\$ Change over 2023 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Transit Bus Operations & Maintenance	407,668	412,075	413,937	404,689	(9,248)
Transit Customer Systems & Planning	38,783	41,638	43,026	43,984	958
Safety, Regulatory, Training & Development	18,803	17,619	17,063	15,904	(1,159)
Transit Strategic Comms & External Reln's	7,156	6,392	6,531	5,923	(608)
General Manager's Office	719	580	648	654	6
Transit Engineering Services	2,681	4,538	5,817	7,387	1,570
Transit Service Delivery & Rail Ops	69,993	77,550	78,280	98,782	20,502
Non Departmental	191,729	171,822	171,555	190,506	18,951
<b>Gross Expenditure</b>	<b>737,532</b>	<b>732,214</b>	<b>736,857</b>	<b>767,829</b>	<b>30,972</b>
Recoveries & Allocations	(49,018)	(29,435)	(30,654)	(36,620)	(5,966)
Revenue	(289,229)	(272,216)	(316,432)	(322,243)	(5,811)
<b>Net Requirement</b>	<b>399,285</b>	<b>430,563</b>	<b>389,771</b>	<b>408,966</b>	<b>19,195</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	306,718	312,802	327,075	317,611	(9,464)
Overtime	28,182	21,978	16,551	16,732	181
Materials & Services	172,842	188,583	184,325	202,082	17,757
Transfers/Grants/Financial Charges	191,730	171,863	171,622	190,573	18,951
Fleet Services Branch Chargebacks	975	1,177	1,177	1,122	(55)
Program Facility Costs	28,978	30,318	30,630	34,232	3,602
Other Internal Costs	8,107	5,493	5,477	5,477	0
<b>Gross Expenditures</b>	<b>737,532</b>	<b>732,214</b>	<b>736,857</b>	<b>767,829</b>	<b>30,972</b>
Recoveries & Allocations	(49,018)	(29,435)	(30,654)	(36,620)	(5,966)
<b>Net Expenditure</b>	<b>688,514</b>	<b>702,779</b>	<b>706,203</b>	<b>731,209</b>	<b>25,006</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	(74,491)	(7,472)	(39,000)	0	39,000
Own Funds	(96,602)	(110,845)	(110,845)	(147,275)	(36,430)
Fees and Services	(118,136)	(153,899)	(166,587)	(174,968)	(8,381)
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(289,229)</b>	<b>(272,216)</b>	<b>(316,432)</b>	<b>(322,243)</b>	<b>(5,811)</b>
<b>Net Requirement</b>	<b>399,285</b>	<b>430,563</b>	<b>389,771</b>	<b>408,966</b>	<b>19,195</b>
<b>Full Time Equivalents</b>			<b>3,252.30</b>	<b>3,259.30</b>	<b>7.00</b>

City of Ottawa  
Transit Services Department  
Transit Services - User Fees

	Policy Fare Structure		2023 Rate \$	2024 Rate \$	% Change Over 2023	Effective Date	2024 Revenue (\$000)
	Multiplier or Discount	Rounded up to nearest					
<b>OC Transpo - Customers' Fares</b>							
<b>Base fare recommended for approval</b>	-	-	3.6882	3.7804	2.5%	1-Jan-2024	
<b>Passes (set by policy from base fare)</b>							
Adult monthly pass	34 x base	quarter	125.50	128.75	2.6%	1-Jan-2024	
Youth (13-19) monthly pass	23% discount	quarter	96.75	99.25	2.6%	1-Jan-2024	
Senior (65+) monthly pass	62% discount	quarter	47.75	49.00	2.6%	1-Jan-2024	
Community monthly pass	66.4% discount	quarter	43.25	43.25	0.0%	-	
Access monthly pass	66.4% discount	quarter	43.25	43.25	0.0%	-	
EquiPass monthly pass	54.8% discount	quarter	58.25	58.25	0.0%	-	
1-day pass	3 x base	quarter	11.25	11.75	4.4%	1-Jan-2024	
3-day pass	7.5 x base	quarter	27.75	28.50	2.7%	1-Jan-2024	
5-day pass	12 x base	quarter	44.50	45.75	2.8%	1-Jan-2024	
7-day pass	14.25 x base	quarter	52.75	54.25	2.8%	1-Jan-2024	
2-for-1 DayPass (weekends/holidays) [1]	3 x base	quarter	11.25	11.75	4.4%	1-Jan-2024	
Displaced Persons and Refugees Pass	100% discount	-	free	free	0.0%	-	
Emergency Shelter Pass	100% discount	-	free	free	0.0%	-	
U-Pass (per semester)	fixed by contract		223.48	229.07	2.5%	1-Sep-2024	
<b>Single-ride fares [2] (set by policy from base fare)</b>							
Adult single-ride fare (paid by card) [3] [4]	1 x base	nickel	3.70	3.80	2.7%	1-Jan-2024	
Adult single-ride fare (paid by cash)	+ 5 cents	nickel	3.75	3.85	2.7%	1-Jan-2024	
Senior (65+) single-ride fare (paid by card) [3] [5]	25% discount	nickel	2.80	2.90	3.6%	1-Jan-2024	
Senior (65+) single-ride fare (paid by cash) [5]	+ 5 cents	nickel	2.85	2.95	3.5%	1-Jan-2024	
Community Pass single-ride fare (paid by e-purse/ParaPurse)	53.9% discount	nickel	1.75	1.75	0.0%	-	
EquiPass single-ride fare (paid by e-purse/ParaPurse)	53.9% discount	nickel	1.75	1.75	0.0%	-	
Child (0-12) single-ride fare [6]	100% discount	-	free	free	0.0%	-	
Para Transpo discounted fare with Access Pass	33% discount	nickel	2.50	2.55	2.0%	1-Jan-2024	
Para Transpo rural fare	2.7 x base	quarter	10.00	10.25	2.5%	1-Jan-2024	

City of Ottawa  
 Transit Services Department  
 Transit Services - User Fees

	Policy Fare Structure		2023 Rate \$	2024 Rate \$	% Change Over 2023	Effective Date	2024 Revenue (\$000)
	Multiplier or Discount	Rounded up to nearest					
<b>Other fees recommended for approval</b>							
Presto smartcard [7]	-	quarter	6.00	4.00	-33.3%	1-Aug-2023	
Regular park and ride monthly permit [8]	-	quarter	28.00	28.75	2.7%	1-Jan-2024	
Gold Pass park and ride monthly permit [8]	-	quarter	63.25	65.00	2.8%	1-Jan-2024	
Bikeseecure parking monthly permit [8]	-	quarter	10.00	10.00	0.0%	-	
Bikeseecure parking key fob	-	quarter	6.00	6.00	0.0%	-	
Chartered bus – first three hours [9] [10]	-	dollar	600.00	615.00	2.5%	1-Jan-2024	
Chartered bus – each additional hour [10]	-	dollar	200.00	205.00	2.5%	1-Jan-2024	

**Notes:**

- [1] Valid on weekends and holidays, for one or two people
- [2] Single-ride fares may be purchased using cash, Presto or ParaPay stored value, credit or debit cards, or vouchers issued to social service and non-profit organizations. Not all payment types can be accepted on all device types.
- [3] These single-ride fares may be purchased using Presto or ParaPay stored value, credit or debit cards. Not all payment types can be accepted on all device types.
- [4] For adult fares paid by credit card on buses and at fare gates, a daily maximum of the price of a 1-day pass and a monthly maximum of the price of a monthly pass applies.
- [5] Seniors travel at no charge on conventional transit routes on Wednesdays and Sundays.
- [6] Children who travel frequently or cannot be carried or walk through a fare gate with a parent/guardian may obtain a special smartcard.
- [7] Price is set by Metrolinx and is subject to change.
- [8] Valid where designated parking available.
- [9] Time calculated from when the bus leaves and returns to the garage.
- [10] Contracted services for event transportation are charged at full cost-recovery based on costs calculated specific to the event.

**City Of Ottawa**  
**2024 Draft Capital Budget**  
**Transit Commission**  
**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	Grand Total
<b>Transit Services</b>										
<b>Renewal of City Assets</b>										
909087 Rail Operational Readiness	0	3,518	0	0	0	0	0	0	0	3,518
910160 Stage 2 Transition	0	8,400	0	0	0	0	0	0	0	8,400
910623 Operations Management Systems 2022	0	272	0	0	0	68	0	0	0	340
911101 Zero Emission Bus (ZEB) Program	0	0	0	0	30,000	71,000	0	0	78,683	179,683
911262 2024 Buildings-Transit Services	0	3,600	0	0	0	0	0	0	0	3,600
911309 2024 Transit Roads	0	0	0	0	1,000	500	0	0	0	1,500
911310 2024 Pavement Imp - Transit	0	220	0	0	0	0	0	0	0	220
911356 2024 Transit Structures	0	270	0	0	0	0	0	0	0	270
911357 2024 Bridge Preventative Maint TWY	0	320	0	0	0	0	0	0	0	320
911358 2024 Regulatory Structural Inspect. TWY	0	150	0	0	0	0	0	0	0	150
911359 2024 Transit STR Scoping Pre/Post Eng.	0	50	0	0	0	0	0	0	0	50
911360 2024 Trillium Line Structures	0	70	0	0	0	0	0	0	0	70
911361 2024 Trillium L STR Scoping Pre/Post Eng	0	75	0	0	0	0	0	0	0	75
911392 Operations Support Vehicles-Replace2024	0	270	0	0	0	1,530	0	0	0	1,800
911393 Transit Network Yearly Rehab 2024	0	810	0	0	0	90	0	0	0	900
911394 Unplanned Infrastructure Response 2024	0	500	0	0	0	0	0	0	0	500
911395 Contractual Lifecycle Payment (OTL1)2024	0	6,562	0	0	0	0	0	0	0	6,562
911403 Train and Rail Lifecycle and Mod. 2024	0	1,275	0	0	0	225	0	0	0	1,500
911405 Bus Refurbishment 2024	0	10,300	0	0	0	0	0	0	0	10,300
911406 Renewal of Operational Assets 2024	0	200	0	0	0	800	0	0	0	1,000
911407 Customer Service Program 2024	0	1,060	0	0	0	0	0	0	0	1,060
911410 Scheduling and Control Systems 2024	0	210	0	0	0	0	0	0	0	210
911396 Contractual Lifecycle Payment (O-Train Line 2&4)2024	0	1,124	0	0	0	0	0	0	0	1,124
911397 Detour Hours Funding for Stage 2 2024	0	9,633	0	0	0	0	0	0	0	9,633
911421 O-Train Engineering 2024	0	615	0	0	0	0	0	0	0	615
911422 O-Train Cybersecurity 2024	0	1,500	0	0	0	0	0	0	0	1,500
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>51,004</b>	<b>0</b>	<b>0</b>	<b>31,000</b>	<b>74,213</b>	<b>0</b>	<b>0</b>	<b>78,683</b>	<b>234,900</b>
<b>Service Enhancements</b>										
911399 Station Customer Information 2024	0	2,950	0	0	0	0	0	0	0	2,950
911400 Transit Accessibility Improvements 2024	0	90	0	0	0	60	0	0	0	150
911401 Customer Services Technology System 2024	0	250	0	0	0	0	0	0	0	250
911408 Fleet Maintenance Technology System 2024	0	105	0	0	0	45	0	0	0	150
911409 Para Transpo Technology Systems 2024	0	300	0	0	0	0	0	0	0	300
911420 Transit Five-Year Roadmap Comm/Marketing	0	600	0	0	0	0	0	0	0	600
<b>Service Enhancements Total</b>	<b>0</b>	<b>4,295</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>105</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,400</b>
<b>Transit Services Total</b>	<b>0</b>	<b>55,299</b>	<b>0</b>	<b>0</b>	<b>31,000</b>	<b>74,318</b>	<b>0</b>	<b>0</b>	<b>78,683</b>	<b>239,300</b>
<b>Grand Total</b>	<b>0</b>	<b>55,299</b>	<b>0</b>	<b>0</b>	<b>31,000</b>	<b>74,318</b>	<b>0</b>	<b>0</b>	<b>78,683</b>	<b>239,300</b>

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

	2023 Baseline			2024 Adjustments						2024	\$ Change over 2023 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Federal Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>											
Transit Bus Operations & Maintenance	412,075	413,937	5,713	(1,351)	0	0	0	(13,610)	0	404,689	(9,248)
Transit Customer Systems & Planning	41,638	43,026	0	573	0	1,620	0	(1,235)	0	43,984	958
Safety, Regulatory, Training & Development	17,619	17,063	0	278	0	0	0	(1,437)	0	15,904	(1,159)
Transit Strategic Comms & External Reln's	6,392	6,531	0	215	0	0	0	(823)	0	5,923	(608)
General Manager's Office	580	648	0	6	0	0	0	0	0	654	6
Transit Engineering Services	4,538	5,817	812	758	0	0	0	0	0	7,387	1,570
Transit Service Delivery & Rail Ops	77,550	78,280	22,008	1,723	0	0	0	(3,229)	0	98,782	20,502
Non Departmental	171,822	171,555	63,114	4,259	0	5,020	0	(53,442)	0	190,506	18,951
<b>Gross Expenditure</b>	<b>732,214</b>	<b>736,857</b>	<b>91,647</b>	<b>6,461</b>	<b>0</b>	<b>6,640</b>	<b>0</b>	<b>(73,776)</b>	<b>0</b>	<b>767,829</b>	<b>30,972</b>
Recoveries & Allocations	(29,435)	(30,654)	0	(7,507)	0	0	0	1,541	0	(36,620)	(5,966)
Revenue	(272,216)	(316,432)	(22,643)	(15,966)	0	0	37,611	0	(4,813)	(322,243)	(5,811)
<b>Net Requirement</b>	<b>430,563</b>	<b>389,771</b>	<b>69,004</b>	<b>(17,012)</b>	<b>0</b>	<b>6,640</b>	<b>37,611</b>	<b>(72,235)</b>	<b>(4,813)</b>	<b>408,966</b>	<b>19,195</b>
<b>Expenditures by Type</b>											
Salaries, Wages & Benefits	312,802	327,075	5,824	943	0	0	0	(16,231)	0	317,611	(9,464)
Overtime	21,978	16,551	573	23	0	0	0	(415)	0	16,732	181
Materials & Services	188,583	184,325	20,050	(225)	0	1,620	0	(3,688)	0	202,082	17,757
Transfers/Grants/Financial Charges	171,863	171,622	63,114	4,259	0	5,020	0	(53,442)	0	190,573	18,951
Fleet Services Branch chargebacks	1,177	1,177	0	(55)	0	0	0	0	0	1,122	(55)
Program Facility Costs	30,318	30,630	2,086	1,516	0	0	0	0	0	34,232	3,602
Other Internal Costs	5,493	5,477	0	0	0	0	0	0	0	5,477	0
<b>Gross Expenditures</b>	<b>732,214</b>	<b>736,857</b>	<b>91,647</b>	<b>6,461</b>	<b>0</b>	<b>6,640</b>	<b>0</b>	<b>(73,776)</b>	<b>0</b>	<b>767,829</b>	<b>30,972</b>
Recoveries & Allocations	(29,435)	(30,654)	0	(7,507)	0	0	0	1,541	0	(36,620)	(5,966)
<b>Net Expenditure</b>	<b>702,779</b>	<b>706,203</b>	<b>91,647</b>	<b>(1,046)</b>	<b>0</b>	<b>6,640</b>	<b>0</b>	<b>(72,235)</b>	<b>0</b>	<b>731,209</b>	<b>25,006</b>
<b>Percent of 2024 Net Expenditure Budget</b>			<b>13.0%</b>	<b>-0.1%</b>	<b>0.0%</b>	<b>0.9%</b>	<b>0.0%</b>	<b>-10.2%</b>	<b>0.0%</b>	<b>3.5%</b>	

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

	2023 Baseline			2024 Adjustments						2024	\$ Change over 2023 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Federal Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Revenues By Type</b>											
Federal	0	0	0	0	0	0	0	0	0	0	0
Provincial	(7,472)	(39,000)	39,000	0	0	0	0	0	0	0	39,000
Own Funds	(110,845)	(110,845)	(20,464)	(15,966)	0	0	0	0	0	(147,275)	(36,430)
Fees and Services	(153,899)	(166,587)	(41,179)	0	0	0	37,611	0	(4,813)	(174,968)	(8,381)
Fines	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>(272,216)</b>	<b>(316,432)</b>	<b>(22,643)</b>	<b>(15,966)</b>	<b>0</b>	<b>0</b>	<b>37,611</b>	<b>0</b>	<b>(4,813)</b>	<b>(322,243)</b>	<b>(5,811)</b>
<b>Percent of 2024 Revenue Budget</b>			<b>7.2%</b>	<b>5.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-11.9%</b>	<b>0.0%</b>	<b>1.5%</b>	<b>1.8%</b>	
<b>Net Requirement</b>	<b>430,563</b>	<b>389,771</b>	<b>69,004</b>	<b>(17,012)</b>	<b>0</b>	<b>6,640</b>	<b>37,611</b>	<b>(72,235)</b>	<b>(4,813)</b>	<b>408,966</b>	<b>19,195</b>
<b>Percent of 2024 Net Requirement Budget</b>			<b>17.7%</b>	<b>-4.4%</b>	<b>0.0%</b>	<b>1.7%</b>	<b>9.6%</b>	<b>-18.5%</b>	<b>-1.2%</b>	<b>4.9%</b>	
<b>Full Time Equivalents (FTEs)</b>		3,252.30	0	7.00	0.00	0.00	0.00	0.00	0.00	<b>3,259.30</b>	<b>7.00</b>
<b>Percent of 2024 FTEs</b>			<b>0.0%</b>	<b>0.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.2%</b>	

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

2023 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
SRA funding not confirmed to be received from senior levels of government.	0	(39,000)	(39,000)	
SRA funding identified in the 2022 year-end disposition report applied directly against the transit operating reserve.	(7,472)	7,472	0	
Lower revenue related to COVID-19.	0	(12,325)	(12,325)	
Lower compensation expenses, mainly the result of vacant positions.	10,251	0	10,251	
Lower O-Train Line 1 maintenance costs mainly due to performance deductions per the project agreement with Rideau Transit Group.	7,347	0	7,347	
Lower fuel costs.	2,257	0	2,257	
Higher Para Transpo service costs, mainly the result of higher meter rates for contracted taxis.	(3,224)	0	(3,224)	
Higher fleet maintenance costs.	(6,529)	0	(6,529)	
Miscellaneous items.	794	(363)	431	
<b>Total Surplus / (Deficit)</b>	<b>3,424</b>	<b>(44,216)</b>	<b>(40,792)</b>	
	Increase / (Decrease)			
2023 Baseline Adjustment / Explanation	Expense	Revenue	Net 2024 Changes	FTE Impact
Removal of 2023 one-time COVID-19 fare revenue loss.	0	(52,712)	(52,712)	0.00
Removal of 2023 one-time Provincial COVID-19 funding.	0	39,000	39,000	0.00
Revenue shortfall resulting from lower average fares due to customers' fare choices.	0	11,446	11,446	0.00
Annualization of free fares for children aged 0-12 funded by a reduction in diesel fuel costs.	(87)	87	0	0.00
Annualization of compensation and other operating costs associated with the opening of O-Train Lines 2 and 4.	24,906	0	24,906	0.00
Annualization of capital financing for the opening of O-Train Lines 2 and 4.	20,464	(20,464)	0	0.00
Annualization of savings from reduction in bus fleet size to match current service levels.	(4,497)	0	(4,497)	0.00
Increase in expenditures for bus maintenance.	7,311	0	7,311	0.00
Reverse reduction in contribution to the transit capital reserve in 2023.	42,650	0	42,650	0.00
Annualization of growth in service to high schools to fulfil requests from the school boards and their transportation authorities.	900	0	900	0.00
<b>Total Adjustments to Base Budget</b>	<b>91,647</b>	<b>(22,643)</b>	<b>69,004</b>	<b>0.00</b>

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

2024 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2024 cost of living, increments and benefit adjustments.	6,127	0	6,127	0.00
Decrease in diesel fuel price from \$1.48 per litre in 2023 to \$1.36 per litre in 2024.	(4,590)	0	(4,590)	0.00
Inflationary impact on Fleet Services chargeback related to lower fuel price.	(55)	0	(55)	0.00
Inflationary increase in facility costs and increase in landscaping costs and maintenance of multi-use pathways at transit stations.	707	0	707	0.00
Increase in material requirements for bus refurbishment program.	2,650	0	2,650	0.00
Increase in capital recovery for bus refurbishment program.	(2,650)	0	(2,650)	0.00
Inflationary increase in Para Transpo taxi contract.	206	0	206	0.00
Increase in Presto fees due to higher ridership.	846	0	846	0.00
Increase in software support costs.	128	0	128	0.00
Engineering services.	794	0	794	2.00
Contribution to reserves and debt charges.	4,259	(1,347)	2,912	0.00
Annual inflationary increase per the contractual agreement with Rideau Transit Group for O-Train Line 1 maintenance service and facility costs and increase for contractual variations and other services.	1,676	0	1,676	0.00
Annual inflationary increase per the contractual agreement with TransitNEXT for O-Train Lines 2 and 4 maintenance service and facility costs and increase for contractual variations and other services.	1,189	0	1,189	0.00
Contract supervisor and increase in diesel rail operators for O-Train Lines 2 and 4.	593	0	593	5.00
Inflationary increase of service hours for Stage 2 construction detours.	102	0	102	0.00
Capital recovery of service hours for Stage 2 construction detours.	(102)	0	(102)	0.00
One-time funding from the transit operating reserve.	0	(12,719)	(12,719)	0.00
Operational services savings.	0	(1,900)	(1,900)	0.00
Increase in cost recovery for the anticipated funds from the financial and performance provision in the Project Agreement with the Rideau Transit Group.	(5,000)	0	(5,000)	0.00
Decrease in bus costs from ending O-Train Lines 2 and 4 construction detours.	(7,926)	0	(7,926)	0.00
<b>Total Maintain Services</b>	<b>(1,046)</b>	<b>(15,966)</b>	<b>(17,012)</b>	<b>7.00</b>
2024 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Growth</b>				
Debt servicing to fund debt issued for transit infrastructure.	5,020	0	5,020	0.00
Increase in fare control system maintenance costs for the opening of O-Train Lines 2 and 4.	1,620	0	1,620	0.00
<b>Total Growth</b>	<b>6,640</b>	<b>0</b>	<b>6,640</b>	<b>0.00</b>

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

2024 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>COVID-19</b>				
One-time reduction in revenues due to impacts of COVID-19 on ridership.	0	37,611	37,611	0.00
<b>Total COVID-19</b>	<b>0</b>	<b>37,611</b>	<b>37,611</b>	<b>0.00</b>
2024 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Service Initiatives / Savings</b>				
Lost and found services transfer to in-house operation.	(150)	0	(150)	0.00
Administrative Process Review.	(19,142)	0	(19,142)	0.00
Reduction in contribution to transit capital reserve.	(41,608)	0	(41,608)	0.00
Decrease in cost of O-Train professional services.	(335)	0	(335)	0.00
Bus and O-Train service adjustments.	(11,000)	0	(11,000)	0.00
<b>Total Service Initiatives / Savings</b>	<b>(72,235)</b>	<b>0</b>	<b>(72,235)</b>	<b>0.00</b>
2024 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>User Fees &amp; Revenues</b>				
Fare increase of 2.5% effective Jan 1, 2024.	0	(3,813)	(3,813)	0.00
Increase in advertising revenue.	0	(100)	(100)	0.00
Annualization of growth in service to high schools to fulfil requests from the school boards and their transportation authorities.	0	(900)	(900)	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>(4,813)</b>	<b>(4,813)</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>25,006</b>	<b>(5,811)</b>	<b>19,195</b>	<b>7.00</b>

# Capital Budget

**City of Ottawa  
2024 Draft Capital Budget  
Transit Commission  
In Thousands (\$000)**

Service Area: Transit Services											
Category	2024 Draft Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	<b>234,900</b>	0	51,004	0	0	31,000	74,213	0	0	78,683	152,896
Growth	<b>0</b>	0	0	0	0	0	0	0	0	0	0
Regulatory	<b>0</b>	0	0	0	0	0	0	0	0	0	0
Service Enhancements	<b>4,400</b>	0	4,295	0	0	0	105	0	0	0	105
<b>Total</b>	<b>239,300</b>	<b>0</b>	<b>55,299</b>	<b>0</b>	<b>0</b>	<b>31,000</b>	<b>74,318</b>	<b>0</b>	<b>0</b>	<b>78,683</b>	<b>153,001</b>

**City of Ottawa**  
**2024 Draft Capital Budget**  
**Service Area: Transit Services**  
 In Thousands (\$000)

Program Information			Financial Details																																											
<b>Buildings-Transit</b>			<b>Class of Estimate: C) Planning</b>																																											
Dept: Infrastructure & Water Services Department	Category: Renewal of City Assets	Ward: Multiple	Year of Completion: Various																																											
Reduces greenhouse gases?	No	<b>2024 Request</b>		<b>3,600</b>	Projected Yearend Unspent Bal.		0																																							
Builds climate resiliency?	Yes - Minor Contribution	Revenues	0	Debt																																										
<p>The Building and Park programs provide for lifecycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work, such as roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work. When selecting materials and solutions for lifecycle projects, measures are taken to account for increased seasonal variability and extreme weather events where project budget permits. This includes, for example, reflective or metal roofing to build resilience to heat, high winds or heavy snow. Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary. Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Buildings</th> <th>Parks</th> </tr> </thead> <tbody> <tr><td>By-Law Services</td><td>470</td><td></td></tr> <tr><td>Child Care Services</td><td>350</td><td></td></tr> <tr><td>Cultural Services</td><td>1,960</td><td></td></tr> <tr><td>Fire Services</td><td>2,600</td><td></td></tr> <tr><td>General Government</td><td>3,400</td><td></td></tr> <tr><td>Library</td><td>2,000</td><td></td></tr> <tr><td>Long Term Care</td><td>1,425</td><td></td></tr> <tr><td>Parks &amp; Recreation</td><td>29,190</td><td>6,600</td></tr> <tr><td>Roads Services</td><td>3,665</td><td></td></tr> <tr><td>Social Services</td><td>2,300</td><td></td></tr> <tr><td>Transit Services</td><td>3,600</td><td></td></tr> <tr><td><b>Total</b></td><td><b>50,960</b></td><td><b>6,600</b></td></tr> </tbody> </table>		Service Area	Buildings	Parks	By-Law Services	470		Child Care Services	350		Cultural Services	1,960		Fire Services	2,600		General Government	3,400		Library	2,000		Long Term Care	1,425		Parks & Recreation	29,190	6,600	Roads Services	3,665		Social Services	2,300		Transit Services	3,600		<b>Total</b>	<b>50,960</b>	<b>6,600</b>	Tax Supported/ Dedicated	3,600	Tax Supported/ Dedicated Debt			0
		Service Area	Buildings	Parks																																										
		By-Law Services	470																																											
		Child Care Services	350																																											
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<b>Total</b>	<b>50,960</b>	<b>6,600</b>																																												
		Rate Supported	0	Rate Supported Debt		0																																								
		Develop. Charges	0	Develop. Charges Debt		0																																								
		Gas Tax	0	Gas Tax Debt		0																																								
		<b>Forecast</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>																																								
		Authority	3,600	4,900	3,600	5,400																																								
		Spending Plan	1,800	3,530	3,990	4,760																																								
		FTEs	0	0	0	0																																								
		Operating Impact	0	0	0	0																																								



**City of Ottawa**  
**2024 Draft Capital Budget**  
**Service Area: Transit Services**  
 In Thousands (\$000)

Program Information			Financial Details					
<b>Transit Rail Structures</b>			<b>Class of Estimate: C) Planning</b>					
Dept: Infrastructure & Water Services Department	Category: Renewal of City Assets	Ward: Multiple	Year of Completion: Various					
Reduces greenhouse gases?	No	<b>2024 Request</b>		145	Projected Yearend Unspent Bal.		0	
Builds climate resiliency?	No	Revenues	0	Debt				
<p>The Transit Rail Structures Program provides for condition assessments, rehabilitation, and reconstruction work undertaken on the Trillium Line structures (non rail / rail bed infrastructure).</p> <p>Forecasts are based on bulk allocations that will be detailed in future budget submissions following completion of a review.</p>		Tax Supported/ Dedicated	145	Tax Supported/ Dedicated Debt		0		
		Rate Supported	0	Rate Supported Debt		0		
		Develop. Charges	0	Develop. Charges Debt		0		
		Gas Tax	0	Gas Tax Debt		0		
		<b>Forecast</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>		
		Authority	145	3,089	1,410	865		
		Spending Plan	73	1,588	1,661	1,473		
FTEs	0	0	0	0				
Operating Impact	0	0	0	0				

**City of Ottawa**  
**2024 Draft Capital Budget**  
**Service Area: Transit Services**  
**In Thousands (\$000)**

Project(s) within a Program Information			\$000's
<b>911360</b>	<b>2024 Trillium Line Structures</b>	<b>Class of Estimate: C) Planning</b>	<b>70</b>
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2026	
<p>This component of the program provides for the engineering and construction activities relating to repair and lifecycle rehabilitation of various Trillium Line structures, to address deficiencies over their service life. The size and complexity of the projects vary considerably. The activities are scheduled based on needs identified through the structures asset management programs.</p>			
<b>911361</b>	<b>2024 Trillium L STR Scoping Pre/Post Eng</b>	<b>Class of Estimate: C) Planning</b>	<b>75</b>
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2026	
<p>Scope and design briefs are necessary to adequately define conditions, coordinate requirements, and explore renewal options prior to initiating design stages. Post-construction funding is required to address assessments and unplanned/unexpected adjustments, outside the original implementation funding envelopes.</p>			

**City of Ottawa**  
**2024 Draft Capital Budget**  
**Service Area: Transit Services**  
 In Thousands (\$000)

Program Information			Financial Details					
<b>Transit Roads &amp; Structures</b>			<b>Class of Estimate: C) Planning</b>					
Dept: Infrastructure & Water Services Department	Category: Renewal of City Assets	Ward: Multiple	Year of Completion: Various					
Reduces greenhouse gases?	No	<b>2024 Request</b>		<b>2,510</b>	Projected Yearend Unspent Bal.		0	
Builds climate resiliency?	No	Revenues	0	Debt				
<p>The Transit Roads &amp; Structures Program provides for condition assessments, lifecycle renewals, and rehabilitation / reconstruction work undertaken on the City's existing roadways and structures dedicated to transit.</p> <p>The program is focused on:</p> <ul style="list-style-type: none"> <li>Roads and park &amp; ride areas (renewal of roadways and parking dedicated to transit).</li> <li>Transitway structures (renewal of bridges, culverts, retaining walls serving the dedicated transit network).</li> <li>Project scoping and engineering.</li> </ul> <p>Forecasts are based on bulk allocations that will be detailed in future budget submissions following completion of a review.</p>		Tax Supported/ Dedicated	1,010	Tax Supported/ Dedicated Debt	500			
		Rate Supported	0	Rate Supported Debt	0			
		Develop. Charges	0	Develop. Charges Debt	0			
		Gas Tax	1,000	Gas Tax Debt	0			
		<b>Forecast</b>		<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
		Authority	2,510	7,439	6,680	5,274		
Spending Plan	1,255	4,472	6,074	6,129				
FTEs	0	0	0	0				
Operating Impact	0	0	0	0				

**City of Ottawa**  
**2024 Draft Capital Budget**  
**Service Area: Transit Services**  
**In Thousands (\$000)**

Project(s) within a Program Information			\$000's
<b>911309</b>	<b>2024 Transit Roads</b>	<b>Class of Estimate: C) Planning</b>	<b>1,500</b>
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2026	
<p>This program provides for engineering, design and construction activities, to maintain and rehabilitate the existing transit roadway infrastructure. The activities include resurfacing, rehabilitation of concrete pavements, roadbase repairs, and other surface repairs/rehabilitation work.</p>			
<b>911310</b>	<b>2024 Pavement Imp - Transit</b>	<b>Class of Estimate: C) Planning</b>	<b>220</b>
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2026	
<p>This program provides authority for engineering and construction works for Transitway preservation that include localized asphalt resurfacing, concrete pavement repairs, pavement crack sealing and other surface repairs on roadways dedicated to transit and transit stations.</p>			



**City of Ottawa**  
**2024 Draft Capital Budget**  
**Service Area: Transit Services**  
 In Thousands (\$000)

Project(s) within a Program Information			\$000's
<b>911357 2024 Bridge Preventative Maint TWY</b>		<b>Class of Estimate: C) Planning</b>	<b>320</b>
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2026	
<p>This program provides the authority to undertake engineering and construction of preventative maintenance works for Transitway structures that are not budgeted through any other program.</p>			
<b>911358 2024 Regulatory Structural Inspect. TWY</b>		<b>Class of Estimate: C) Planning</b>	<b>150</b>
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2026	
<p>This program provides the authority for the regulatory inspections of Transitway structures and any required follow-up assessments</p>			
<b>911359 2024 Transit STR Scoping Pre/Post Eng.</b>		<b>Class of Estimate: C) Planning</b>	<b>50</b>
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2026	
<p>This program provides the authority for the regulatory inspections of Transitway structures and any required follow-up assessments.</p>			

**City of Ottawa**  
**2024 Draft Capital Budget**  
**Service Area: Transit Services**  
 In Thousands (\$000)

Project Information			Financial Details				
<b>909087 Rail Operational Readiness</b>			<b>Class of Estimate: Not Applicable</b>				
Dept: Transit Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2023				
Reduces greenhouse gases?	No	<b>2024 Request</b>		<b>3,518</b>	Projected Yearend Unspent Bal.		3,819
Builds climate resiliency?	No	Revenues	0	Debt			
<p>The Rail Operational Readiness (ROR) program develops and facilitates the implementation of business and service delivery models that ensure a seamless and positive end-to-end customer experience for the Stage 2 O-Train extensions to the east, west and south.</p> <p>New completion date 2027.</p>		Tax Supported/ Dedicated	3,518	Tax Supported/ Dedicated Debt		0	
		Rate Supported	0	Rate Supported Debt		0	
		Develop. Charges	0	Develop. Charges Debt		0	
		Gas Tax	0	Gas Tax Debt		0	
		<b>Forecast</b>		<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
		Authority	3,518	3,411	3,122	0	
		Spending Plan	3,518	3,411	3,122	0	
		FTEs	0	0	0	0	
		Operating Impact	0	0	0	0	
<b>910160 Stage 2 Transition</b>			<b>Class of Estimate: Not Applicable</b>				
Dept: Transit Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2024				
Reduces greenhouse gases?	Yes - Minor Contribution	<b>2024 Request</b>		<b>8,400</b>	Projected Yearend Unspent Bal.		17,106
Builds climate resiliency?	No	Revenues	0	Debt			
<p>Supporting the Rail Operational Readiness Program, the Stage 2 Transition project provides operational, technical and administrative resources to enable the delivery of the expanded integrated rail service. The project provides for the resources to prepare for service delivery on Stage 2 O-Train extensions, in addition to resources to manage the new systems, vehicles and associated contracts. Prior to commencing revenue service on each line, these resources will be dedicated to planning, coordination, project management, testing and commissioning and trial running activities.</p> <p>New completion date 2027.</p>		Tax Supported/ Dedicated	8,400	Tax Supported/ Dedicated Debt		0	
		Rate Supported	0	Rate Supported Debt		0	
		Develop. Charges	0	Develop. Charges Debt		0	
		Gas Tax	0	Gas Tax Debt		0	
		<b>Forecast</b>		<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
		Authority	8,400	6,120	6,242	0	
		Spending Plan	8,400	6,120	6,242	0	
		FTEs	0	0	0	0	
		Operating Impact	0	0	0	0	

**City of Ottawa**  
**2024 Draft Capital Budget**  
**Service Area: Transit Services**  
**In Thousands (\$000)**

Project Information			Financial Details										
<b>911101 Zero Emission Bus (ZEB) Program</b>			<b>Class of Estimate: Not Applicable</b>										
Dept:	Transit Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2027									
Reduces greenhouse gases?		Yes - Major Contribution		<b>2024 Request</b>		179,683		Projected Yearend Unspent Bal.	495,266				
Builds climate resiliency?		Yes - Minor Contribution		Revenues		0		Debt					
<p>This project will supplement the existing Zero Emission Bus (ZEB) program and fund the continued planning, design, and construction of ZEB charging infrastructure, transition costs and the purchase of ZEBs. The budget authority for 2024 includes a draw on the approved loan from the Canada Infrastructure Bank (CIB) and will help fund the replacement of 91 existing 40-foot diesel buses with a new fleet of zero emission 40-foot buses. The budget authority also includes a repayment of approximately \$16.7 million that Council approved in 2023, to supplement funding in the minibus program. Transitioning the bus fleet to zero emission vehicles is a significant contributor to reducing emissions in the transportation sector and supports meeting the targets under Energy Evolution. The future electric bus fleet will require reliable power for charging. Resiliency to extended power outages will be provided through grid redundancy, decentralized charging and/or on-site power generation including generators.</p>				Tax Supported/ Dedicated		0		Tax Supported/ Dedicated Debt		71,000			
				Rate Supported		0		Rate Supported Debt				0	
				Develop. Charges		0		Develop. Charges Debt				0	
				Gas Tax		30,000		Gas Tax Debt				78,683	
				<b>Forecast</b>		<b>2024</b>		<b>2025</b>		<b>2026</b>		<b>2027</b>	
				Authority		179,683		307,689		0		0	
				Spending Plan		89,842		243,686		153,845		0	
FTEs		0		0		0		0					
Operating Impact		0		0		0		0					
<b>911392 Operations Support Vehicles - Replacement 2024</b>			<b>Class of Estimate: Not Applicable</b>										
Dept:	Transit Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2027									
Reduces greenhouse gases?		Yes - Minor Contribution		<b>2024 Request</b>		1,800		Projected Yearend Unspent Bal.	0				
Builds climate resiliency?		No		Revenues		0		Debt					
<p>This project funds the lifecycle replacement of operational support vehicles that have reached end of life. This includes vehicles used by special constables, supervisors, fleet and facilities maintenance, seasonal maintenance, and operational support. The reliability of the system is dependent in part on the timely renewal of the operational support fleet. Planned purchases for 2024 include vehicles such as maintenance support vehicles, trucks for facilities maintenance, utility vans, and operator shuttle vans. The renewal of operational support vehicles provides an opportunity to reduce operating emissions through the purchase of lower emitting options. This includes more efficient gasoline vehicles, hybrid vehicles or battery electric vehicles depending on market availability and suitability of lower emitting options for municipal operations.</p>				Tax Supported/ Dedicated		270		Tax Supported/ Dedicated Debt		1,530			
				Rate Supported		0		Rate Supported Debt				0	
				Develop. Charges		0		Develop. Charges Debt				0	
				Gas Tax		0		Gas Tax Debt				0	
				<b>Forecast</b>		<b>2024</b>		<b>2025</b>		<b>2026</b>		<b>2027</b>	
				Authority		1,800		1,952		1,693		2,031	
				Spending Plan		1,800		1,952		1,693		2,031	
FTEs		0		0		0		0					
Operating Impact		0		0		0		0					

**City of Ottawa**  
**2024 Draft Capital Budget**  
**Service Area: Transit Services**  
In Thousands (\$000)

Project Information			Financial Details				
<b>911393 Transit Network Yearly Rehab 2024</b>			<b>Class of Estimate: Not Applicable</b>				
Dept: Transit Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2027				
Reduces greenhouse gases?	No	<b>2024 Request</b>		<b>900</b>	Projected Yearend Unspent Bal.		0
Builds climate resiliency?	No	Revenues	0	Debt			
This project funds the ongoing rehabilitation of existing transit stations and bus stops, including condition assessment and infrastructure rehabilitation, and to allow for the implementation of safety and security improvements for customers and staff.		Tax Supported/ Dedicated	810	Tax Supported/ Dedicated Debt		90	
		Rate Supported	0	Rate Supported Debt			0
		Develop. Charges	0	Develop. Charges Debt			0
		Gas Tax	0	Gas Tax Debt			0
		<b>Forecast</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
		Authority	900	1,627	1,659	1,693	
		Spending Plan	900	1,627	1,659	1,693	
		FTEs	0	0	0	0	
		Operating Impact	0	0	0	0	
	<b>911394 Unplanned Infrastructure Response 2024</b>			<b>Class of Estimate: Not Applicable</b>			
Dept: Transit Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2027				
Reduces greenhouse gases?	No	<b>2024 Request</b>		<b>500</b>	Projected Yearend Unspent Bal.		0
Builds climate resiliency?	No	Revenues	0	Debt			
This project funds unforeseen and unplanned infrastructure repair and is necessary to maintain normal operations that includes, but is not limited to, events such as weather events, snow events, flooding, power outages, equipment failures and damage to structures and properties.		Tax Supported/ Dedicated	500	Tax Supported/ Dedicated Debt		0	
		Rate Supported	0	Rate Supported Debt			0
		Develop. Charges	0	Develop. Charges Debt			0
		Gas Tax	0	Gas Tax Debt			0
		<b>Forecast</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
		Authority	500	1,084	1,106	1,128	
		Spending Plan	500	1,084	1,106	1,128	
		FTEs	0	0	0	0	
		Operating Impact	0	0	0	0	

**City of Ottawa**  
**2024 Draft Capital Budget**  
**Service Area: Transit Services**  
In Thousands (\$000)

Project Information			Financial Details										
<b>911395 Contractual Lifecycle Payment (O-Train Line 1) 2024</b>			<b>Class of Estimate:</b>		<b>Not Applicable</b>								
Dept:	Transit Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2027									
Reduces greenhouse gases?		Yes - Minor Contribution		<b>2024 Request</b>		6,562		Projected Yearend Unspent Bal.	0				
Builds climate resiliency?		No		Revenues		0		Debt					
<p>This program will provide lifecycle funding to maintain O-Train Line 1 and supporting systems in a state of good repair. Under the Project Agreement, monthly service payments will be made to Rideau Transit Group that will include the lifecycle requirements for renewal of vehicles, stations, rail infrastructure and systems, and Belfast Yard. The project is considered to have a minor contribution to reducing emissions as the project was already captured in Energy Evolution, under the business-as-planned scenario.</p>				Tax Supported/ Dedicated		6,562		Tax Supported/ Dedicated Debt		0			
				Rate Supported		0		Rate Supported Debt		0			
				Develop. Charges		0		Develop. Charges Debt		0			
				Gas Tax		0		Gas Tax Debt		0			
				<b>Forecast</b>		<b>2024</b>		<b>2025</b>		<b>2026</b>		<b>2027</b>	
				Authority		6,562		5,663		8,662		8,928	
				Spending Plan		6,562		5,663		8,662		8,928	
FTEs		0		0		0		0					
Operating Impact		0		0		0		0					
<b>911396 Contractual Lifecycle Payment (O-Train Lines 2&amp;4)2024</b>			<b>Class of Estimate:</b>		<b>Not Applicable</b>								
Dept:	Transit Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2027									
Reduces greenhouse gases?		Yes - Minor Contribution		<b>2024 Request</b>		1,124		Projected Yearend Unspent Bal.	0				
Builds climate resiliency?		No		Revenues		0		Debt					
<p>This program will provide lifecycle funding to maintain O-Train Lines 2 and 4 and supporting systems in a state of good repair. Under the Project Agreement, monthly service payments will be made to TransitNEXT that will include the lifecycle requirements for renewal of vehicles, stations, rail infrastructure and systems, and Albion Yard. The project is considered to have a minor contribution to reducing emissions as the Stage 2 project was already captured in Energy Evolution, under the business-as-planned scenario.</p>				Tax Supported/ Dedicated		1,124		Tax Supported/ Dedicated Debt		0			
				Rate Supported		0		Rate Supported Debt		0			
				Develop. Charges		0		Develop. Charges Debt		0			
				Gas Tax		0		Gas Tax Debt		0			
				<b>Forecast</b>		<b>2024</b>		<b>2025</b>		<b>2026</b>		<b>2027</b>	
				Authority		1,124		291		769		8,769	
				Spending Plan		1,124		291		769		8,769	
FTEs		0		0		0		0					
Operating Impact		0		0		0		0					

**City of Ottawa**  
**2024 Draft Capital Budget**  
**Service Area: Transit Services**  
 In Thousands (\$000)

Project Information			Financial Details						
<b>911397 Detour Hours Funding for Stage 2 2024</b>			<b>Class of Estimate:</b>		<b>Not Applicable</b>				
Dept:	Transit Services Department	Category: Renewal of City Assets	Ward: CW		Year of Completion: 2027				
Reduces greenhouse gases?		No	<b>2024 Request</b>		<b>9,633</b>	Projected Yearend Unspent Bal.		0	
Builds climate resiliency?		No	Revenues		0	Debt			
This project will fund detour costs in 2024 for Stage 2 construction projects. Additional funding will be sought in future budgets for detour costs prior to the opening of all Stage 2 extensions.			Tax Supported/ Dedicated		9,633	Tax Supported/ Dedicated Debt		0	
			Rate Supported		0	Rate Supported Debt		0	
			Develop. Charges		0	Develop. Charges Debt		0	
			Gas Tax		0	Gas Tax Debt		0	
			<b>Forecast</b>		<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
			Authority		9,633	8,906	1,844	0	
			Spending Plan		9,633	8,906	1,844	0	
FTEs		0	0	0	0				
Operating Impact		0	0	0	0				
<b>911403 Train and Rail Lifecycle and Modifications 2024</b>			<b>Class of Estimate:</b>		<b>Not Applicable</b>				
Dept:	Transit Services Department	Category: Renewal of City Assets	Ward: CW		Year of Completion: 2027				
Reduces greenhouse gases?		No	<b>2024 Request</b>		<b>1,500</b>	Projected Yearend Unspent Bal.		0	
Builds climate resiliency?		No	Revenues		0	Debt			
This program is to maintain the O-Train system in a state of good repair and to implement modernization measures to improve service that are outside of the contractual responsibilities of Rideau Transit Group and TransitNext. The funding will implement required vehicle overhauls, strategies, and modernization measures to keep the rolling stock in a state of good repair. The funding will also implement required infrastructure (tracks, signals, control systems and stations) overhauls, reliability improvements, safety and security improvements, and modernization measures to keep the infrastructure in a state of good repair.			Tax Supported/ Dedicated		1,275	Tax Supported/ Dedicated Debt		225	
			Rate Supported		0	Rate Supported Debt		0	
			Develop. Charges		0	Develop. Charges Debt		0	
			Gas Tax		0	Gas Tax Debt		0	
			<b>Forecast</b>		<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
			Authority		1,500	1,275	1,301	1,327	
			Spending Plan		1,500	1,275	1,301	1,327	
FTE's		0	0	0	0				
Operating Impact		0	0	0	0				

**City of Ottawa**  
**2024 Draft Capital Budget**  
**Service Area: Transit Services**  
In Thousands (\$000)

Project Information			Financial Details				
<b>911405 Bus Refurbishment 2024</b>			<b>Class of Estimate: Not Applicable</b>				
Dept: Transit Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2027				
Reduces greenhouse gases?	No	<b>2024 Request</b>		<b>10,300</b>	Projected Yearend Unspent Bal.		0
Builds climate resiliency?	No	Revenues		0	Debt		
<p>This program is to effectively manage each fleet type to their life expectancy, as well as fund required facility modifications. This program will fund repairs, modifications, and refurbishments to ensure planned availability and reliability. The program will cover the replacement of engines, transmissions, and other main components. This program will cover the repair of buses that receive major collision damage and/or replace buses that are beyond repair.</p>	Tax Supported/ Dedicated		10,300	Tax Supported/ Dedicated Debt		0	
	Rate Supported		0	Rate Supported Debt		0	
	Develop. Charges		0	Develop. Charges Debt		0	
	Gas Tax		0	Gas Tax Debt		0	
	<b>Forecast</b>		<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
	Authority		10,300	9,811	8,080	9,503	
	Spending Plan		10,300	9,811	8,080	9,503	
	FTEs		0	0	0	0	
	Operating Impact		0	0	0	0	
	<b>911406 Renewal of Operational Assets 2024</b>			<b>Class of Estimate: Not Applicable</b>			
Dept: Transit Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2027				
Reduces greenhouse gases?	Yes - Minor Contribution	<b>2024 Request</b>		<b>1,000</b>	Projected Yearend Unspent Bal.		0
Builds climate resiliency?	No	Revenues		0	Debt		
<p>This program funds the planned preventative maintenance program and renewal of work areas and facilities, to prevent failure and to ensure continuous operations. This program also includes refurbishment and replacement including, but not limited to, electrical, mechanical, technological, hydraulic, fleet and facilities operational equipment, tools, and signage improvements.</p>	Tax Supported/ Dedicated		200	Tax Supported/ Dedicated Debt		800	
	Rate Supported		0	Rate Supported Debt		0	
	Develop. Charges		0	Develop. Charges Debt		0	
	Gas Tax		0	Gas Tax Debt		0	
	<b>Forecast</b>		<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
	Authority		1,000	2,170	1,128	1,128	
	Spending Plan		1,000	2,170	1,128	1,128	
	FTEs		0	0	0	0	
	Operating Impact		0	0	0	0	

**City of Ottawa**  
**2024 Draft Capital Budget**  
**Service Area: Transit Services**  
 In Thousands (\$000)

Project Information			Financial Details					
<b>911407 Customer Service Program 2024</b>			<b>Class of Estimate: Not Applicable</b>					
Dept: Transit Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2027					
Reduces greenhouse gases?	No	<b>2024 Request</b>			<b>1,060</b>	Projected Yearend Unspent Bal.		0
Builds climate resiliency?	No	Revenues	0	Debt				
This project will allocate funds and resources to customer service initiatives that will be focused on improving customer experience by improving service levels, reliability and customer engagement. This project will also support the modernization and upgrades for the Customer Service branch.		Tax Supported/ Dedicated	1,060	Tax Supported/ Dedicated Debt				0
		Rate Supported	0	Rate Supported Debt				0
		Develop. Charges	0	Develop. Charges Debt				0
		Gas Tax	0	Gas Tax Debt				0
		<b>Forecast</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>		
		Authority	1,060	0	0	0		
		Spending Plan	1,060	0	0	0		
		FTEs	0	0	0	0		
		Operating Impact	0	0	0	0		
	<b>911420 Transit Five-Year Roadmap Comms/Marketing</b>			<b>Class of Estimate: Not Applicable</b>				
Dept: Transit Services Department	Category: Service Enhancements	Ward: CW	Year of Completion: 2027					
Reduces greenhouse gases?	Yes - Minor Contribution	<b>2024 Request</b>			<b>600</b>	Projected Yearend Unspent Bal.		0
Builds climate resiliency?	No	Revenues	0	Debt				
This program will fund initiatives required to build public trust, encourage new and existing customers to choose transit, and support OC Transpo's Five-Year Roadmap priorities through information and marketing campaigns. These campaigns aim to increase ridership, keep customers and stakeholders informed about roadmap initiatives, and encourage uptake of new and existing OC Transpo services.		Tax Supported/ Dedicated	600	Tax Supported/ Dedicated Debt				0
		Rate Supported	0	Rate Supported Debt				0
		Develop. Charges	0	Develop. Charges Debt				0
		Gas Tax	0	Gas Tax Debt				0
		<b>Forecast</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>		
		Authority	600	0	692	0		
		Spending Plan	600	0	692	0		
		FTEs	0	0	0	0		
		Operating Impact	0	0	0	0		

**City of Ottawa**  
**2024 Draft Capital Budget**  
**Service Area: Transit Services**  
In Thousands (\$000)

Project Information			Financial Details					
<b>911421 O-Train Engineering Services 2024</b>			<b>Class of Estimate: Not Applicable</b>					
Dept: Transit Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2027					
Reduces greenhouse gases?	Yes - Minor Contribution	<b>2024 Request</b>		<b>615</b>	Projected Yearend Unspent Bal.			0
Builds climate resiliency?	Yes - Minor Contribution	Revenues	0	Debt				
<p>This project is for engineering services for LRT for all O-Train lines. These services include additional oversight support, engineering technical reviews and audit support as required. The project is considered to have a minor contribution to reducing emissions as the Stage 2 project was already captured in Energy Evolution, under the business-as-planned scenario. Any future stages of the O-Train network would be considered beyond business-as-planned and a major contributor to reducing emissions. The project also includes building resiliency to changing climate conditions such as freezing rain or high winds.</p>		Tax Supported/ Dedicated	615	Tax Supported/ Dedicated Debt		0		
		Rate Supported	0	Rate Supported Debt		0		
		Develop. Charges	0	Develop. Charges Debt		0		
		Gas Tax	0	Gas Tax Debt		0		
		<b>Forecast</b>		<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
		Authority	615	0	0	0	0	
		Spending Plan	615	0	0	0	0	
FTEs	0	0	0	0	0			
Operating Impact	0	0	0	0	0			
<b>910623 Operations Management Systems 2024</b>			<b>Class of Estimate: Not Applicable</b>					
Dept: Transit Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2025					
Reduces greenhouse gases?	No	<b>2024 Request</b>		<b>340</b>	Projected Yearend Unspent Bal.			5,824
Builds climate resiliency?	No	Revenues	0	Debt				
<p>This program funds all continuing technology operations and infrastructure needs for OC Transpo, including hardware and software maintenance, upgrades, lifecycle replacement, licence renewals and system integration as well as adoption of new tools and enhancements to support increased business demands for IT solutions.</p> <p>New completion date 2027.</p>		Tax Supported/ Dedicated	272	Tax Supported/ Dedicated Debt		68		
		Rate Supported	0	Rate Supported Debt		0		
		Develop. Charges	0	Develop. Charges Debt		0		
		Gas Tax	0	Gas Tax Debt		0		
		<b>Forecast</b>		<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
		Authority	340	4,338	4,425	4,513		
		Spending Plan	340	4,338	4,425	4,513		
FTEs	0	0	0	0				
Operating Impact	0	0	0	0				

**City of Ottawa**  
**2024 Draft Capital Budget**  
**Service Area: Transit Services**  
In Thousands (\$000)

Project Information			Financial Details					
<b>911399 Station Customer Information 2024</b>			<b>Class of Estimate:</b>		<b>Not Applicable</b>			
Dept:	Transit Services Department	Category: Service Enhancements	Ward: CW		Year of Completion: 2027			
Reduces greenhouse gases?		No	<b>2024 Request</b>		<b>2,950</b>	Projected Yearend Unspent Bal.		0
Builds climate resiliency?		No	Revenues		0	Debt		
This project will make improvements to customer information signage and systems at transit stations. The program includes funding for canopies at transit stations which will provide safety and comfort for transit users during extreme heat, rainfall and winter storms expected to increase with climate change			Tax Supported/ Dedicated		2,950	Tax Supported/ Dedicated Debt		0
			Rate Supported		0	Rate Supported Debt		0
			Develop. Charges		0	Develop. Charges Debt		0
			Gas Tax		0	Gas Tax Debt		0
			<b>Forecast</b>		<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
			Authority		2,950	1,789	4,425	565
			Spending Plan		2,950	1,789	4,425	565
FTEs		0	0	0	0			
Operating Impact		0	0	0	0			
<b>911400 Transit Accessibility Improvements 2024</b>			<b>Class of Estimate:</b>		<b>Not Applicable</b>			
Dept:	Transit Services Department	Category: Service Enhancements	Ward: CW		Year of Completion: 2027			
Reduces greenhouse gases?		Yes - Minor Contribution	<b>2024 Request</b>		<b>150</b>	Projected Yearend Unspent Bal.		0
Builds climate resiliency?		Yes - Minor Contribution	Revenues		0	Debt		
This project funds accessibility improvements at transit stations and other facilities for all customers, including seniors and customers with disabilities. Improvements such as new bus shelters provide protection in inclement weather encouraging ridership in all climate conditions.			Tax Supported/ Dedicated		90	Tax Supported/ Dedicated Debt		60
			Rate Supported		0	Rate Supported Debt		0
			Develop. Charges		0	Develop. Charges Debt		0
			Gas Tax		0	Gas Tax Debt		0
			<b>Forecast</b>		<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
			Authority		150	543	553	226
			Spending Plan		150	543	553	226
FTEs		0	0	0	0			
Operating Impact		0	0	0	0			

**City of Ottawa**  
**2024 Draft Capital Budget**  
**Service Area: Transit Services**  
**In Thousands (\$000)**

Project Information			Financial Details					
<b>911401 Customer Services Technology Systems 2024</b>			<b>Class of Estimate: Not Applicable</b>					
Dept:	Transit Services Department	Category: Service Enhancements	Ward: CW	Year of Completion: 2027				
Reduces greenhouse gases?		No	<b>2024 Request</b>		<b>250</b>	Projected Yearend Unspent Bal.		0
Builds climate resiliency?		No	Revenues		0	Debt		
This program funds updates to customer-facing systems, including real-time information, the web content management system, the interactive voice response, the customer alerts systems and other digital customer information channels. These require continuous upgrades to allow improvements in service to customers.			Tax Supported/ Dedicated		250	Tax Supported/ Dedicated Debt		0
			Rate Supported		0	Rate Supported Debt		0
			Develop. Charges		0	Develop. Charges Debt		0
			Gas Tax		0	Gas Tax Debt		0
			<b>Forecast</b>		<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
			Authority		250	597	277	282
			Spending Plan		250	597	277	282
FTEs		0	0	0	0			
Operating Impact		0	0	0	0			
<b>911408 Fleet Maintenance Technology Systems 2024</b>			<b>Class of Estimate: Not Applicable</b>					
Dept:	Transit Services Department	Category: Service Enhancements	Ward: CW	Year of Completion: 2027				
Reduces greenhouse gases?		No	<b>2024 Request</b>		<b>150</b>	Projected Yearend Unspent Bal.		0
Builds climate resiliency?		No	Revenues		0	Debt		
This program funds replacements and improvements to existing operational applications that support fleet maintenance and fuel management. This includes work on the development and replacement of the existing systems and applications currently scheduled for retirement or replacement.			Tax Supported/ Dedicated		105	Tax Supported/ Dedicated Debt		45
			Rate Supported		0	Rate Supported Debt		0
			Develop. Charges		0	Develop. Charges Debt		0
			Gas Tax		0	Gas Tax Debt		0
			<b>Forecast</b>		<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
			Authority		150	1,110	0	0
			Spending Plan		150	1,110	0	0
FTEs		0	0	0	0			
Operating Impact		0	0	0	0			

**City of Ottawa**  
**2024 Draft Capital Budget**  
**Service Area: Transit Services**  
**In Thousands (\$000)**

Project Information			Financial Details					
<b>911409 Para Transpo Technology Systems 2024</b>			<b>Class of Estimate:</b>		<b>Not Applicable</b>			
Dept:	Transit Services Department	Category: Service Enhancements	Ward: CW		Year of Completion: 2027			
Reduces greenhouse gases?		No	<b>2024 Request</b>		<b>300</b>	Projected Yearend Unspent Bal.		0
Builds climate resiliency?		No	Revenues		0	Debt		
This program funds continuing maintenance and upgrades to the suite of software used for Para Transpo workforce management, customer bookings, dispatch and timekeeping and enhancements to online booking.			Tax Supported/ Dedicated		300	Tax Supported/ Dedicated Debt		0
			Rate Supported		0	Rate Supported Debt		0
			Develop. Charges		0	Develop. Charges Debt		0
			Gas Tax		0	Gas Tax Debt		0
			<b>Forecast</b>		<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
			Authority		300	1,110	0	1,155
			Spending Plan		300	1,110	0	1,155
FTEs		0	0	0	0			
Operating Impact		0	0	0	0			
<b>911410 Scheduling and Control Systems 2024</b>			<b>Class of Estimate:</b>		<b>Not Applicable</b>			
Dept:	Transit Services Department	Category: Renewal of City Assets	Ward: CW		Year of Completion: 2027			
Reduces greenhouse gases?		No	<b>2024 Request</b>		<b>210</b>	Projected Yearend Unspent Bal.		0
Builds climate resiliency?		No	Revenues		0	Debt		
This program funds improvements and software enhancements of the computer-aided dispatch control system for bus operations and the suite of software used for network planning, scheduling buses and managing employees for booking, dispatch and time-keeping functions, as well as implementing advanced analytics.			Tax Supported/ Dedicated		210	Tax Supported/ Dedicated Debt		0
			Rate Supported		0	Rate Supported Debt		0
			Develop. Charges		0	Develop. Charges Debt		0
			Gas Tax		0	Gas Tax Debt		0
			<b>Forecast</b>		<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
			Authority		210	0	2,213	1,580
			Spending Plan		210	0	2,213	1,580
FTEs		0	0	0	0			
Operating Impact		0	0	0	0			

**City of Ottawa**  
**2024 Draft Capital Budget**  
**Service Area: Transit Services**  
 In Thousands (\$000)

Project Information			Financial Details						
<b>911422 O-Train Cybersecurity 2024</b>			<b>Class of Estimate:</b>		<b>Not Applicable</b>				
Dept:	Transit Services Department	Category: Renewal of City Assets	Ward: CW		Year of Completion: 2027				
Reduces greenhouse gases?		No	<b>2024 Request</b>		<b>1,500</b>	Projected Yearend Unspent Bal.		0	
Builds climate resiliency?		No	Revenues		0	Debt			
This project is for cyber security updates that are required for the O-Train system. This will include the development of an overall cyber security program including implementing resources, developing and updating documentation, further penetration testing and the start of the implementation of a Security Operations Centre.			Tax Supported/ Dedicated		1,500	Tax Supported/ Dedicated Debt		0	
			Rate Supported		0	Rate Supported Debt		0	
			Develop. Charges		0	Develop. Charges Debt		0	
			Gas Tax		0	Gas Tax Debt		0	
			<b>Forecast</b>		<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
			Authority		1,500	2,040	2,081	2,122	
			Spending Plan		1,500	2,040	2,081	2,122	
FTE's		0	0	0	0				
Operating Impact		0	0	0	0				

**City Of Ottawa  
2024 Draft Capital Budget  
Transit Commission  
Four Year Forecast Summary  
In Thousands (\$000)**

Project Description	2024	2025	2026	2027	Total
Transit Services					
Renewal of City Assets					
909087 Rail Operational Readiness	3,518	3,411	3,122	0	10,051
910160 Stage 2 Transition	8,400	6,120	6,242	0	20,762
910616 Bus Stops and Shelters 2022	0	1,084	5,420	1,016	7,520
910623 Operations Management Systems 2022	340	4,338	4,425	4,513	13,616
911031 Bus Replacement 2023	0	0	102,017	0	102,017
911035 Vehicle Modifications (BTAC) 2023	0	543	0	565	1,108
911049 Comm & Control Sys Onboard Vehicles 2023	0	6,508	0	2,257	8,765
911101 Zero Emission Bus (ZEB) Program	179,683	307,689	0	0	487,372
911262 2024 Buildings-Transit Services	3,600	4,900	3,600	5,400	17,500
911309 2024 Transit Roads	1,500	2,600	2,750	2,800	9,650
911310 2024 Pavement Imp - Transit	220	220	220	220	880
911311 2024 Transit Park & Ride Renewal	0	750	750	800	2,300
911356 2024 Transit Structures	270	4,099	3,140	1,684	9,193
911357 2024 Bridge Preventative Maint TWY	320	320	320	320	1,280
911358 2024 Regulatory Structural Inspect. TWY	150	150	150	150	600
911359 2024 Transit STR Scoping Pre/Post Eng.	50	50	100	100	300
911360 2024 Trillium Line Structures	70	3,014	1,160	615	4,859
911361 2024 Trillium L STR Scoping Pre/Post Eng	75	75	250	250	650
911392 Operations Support Vehicles-Replace2024	1,800	1,952	1,693	2,031	7,476
911393 Transit Network Yearly Rehab 2024	900	1,627	1,659	1,693	5,879
911394 Unplanned Infrastructure Response 2024	500	1,084	1,106	1,128	3,818
911395 Contractual Lifecycle Payment (OTL1)2024	6,562	5,663	8,662	8,928	29,815
911396 Contractual Lifecycle Payment (O-Train Line 2&4)	1,124	291	769	8,769	10,953
911397 Detour Hours Funding for Stage 2 2024	9,633	8,906	1,844	0	20,383
911403 Train and Rail Lifecycle and Mod. 2024	1,500	1,275	1,301	1,327	5,403
911405 Bus Refurbishment 2024	10,300	9,811	8,080	9,503	37,694

**City Of Ottawa  
2024 Draft Capital Budget  
Transit Commission  
Four Year Forecast Summary  
In Thousands (\$000)**

Project Description	2024	2025	2026	2027	Total
911406 Renewal of Operational Assets 2024	1,000	2,170	1,128	1,128	5,426
911407 Customer Service Program 2024	1,060	0	0	0	1,060
911410 Scheduling and Control Systems 2024	210	0	2,213	1,580	4,003
911421 O-Train Engineering 2024	615	0	0	0	615
911422 O-Train Cybersecurity 2024	1,500	2,040	2,081	2,122	7,743
<b>Renewal of City Assets Total</b>	<b>234,900</b>	<b>380,690</b>	<b>164,201</b>	<b>58,899</b>	<b>838,690</b>
Growth					
910215 Bus Growth	0	0	0	40,225	40,225
911033 Operations Support Vehicles - Growth	0	102	104	0	206
<b>Growth Total</b>	<b>0</b>	<b>102</b>	<b>104</b>	<b>40,225</b>	<b>40,431</b>
Service Enhancements					
911046 Transit Priority Road & Signal Proj 2023	0	2,711	3,983	4,062	10,756
911051 Fare Technology Systems 2023	0	2,170	2,213	4,513	8,896
911398 Station Customer Improvements 2024	0	1,530	1,561	1,592	4,683
911399 Station Customer Information 2024	2,950	1,789	4,425	565	9,729
911400 Transit Accessibility Improvements 2024	150	543	553	226	1,472
911401 Customer Services Technology System 2024	250	597	277	282	1,406
911408 Fleet Maintenance Technology System 2024	150	1,110	0	0	1,260
911409 Para Transpo Technology Systems 2024	300	1,110	0	1,155	2,565
911411 Technology Systems - Security 2024	0	1,627	2,213	0	3,840
911420 Transit Five-Year Roadmap Comm/Marketing	600	0	692	0	1,292
<b>Service Enhancements Total</b>	<b>4,400</b>	<b>13,187</b>	<b>15,917</b>	<b>12,395</b>	<b>45,899</b>
<b>Transit Services Total</b>	<b>239,300</b>	<b>393,979</b>	<b>180,222</b>	<b>111,519</b>	<b>925,020</b>
<b>Grand Total</b>	<b>239,300</b>	<b>393,979</b>	<b>180,222</b>	<b>111,519</b>	<b>925,020</b>

City Of Ottawa  
Capital Works-In-Progress as at September 30, 2023  
Transit Commission  
In Thousands \$(000's)

Project Description	Authority	Expenditures	Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractual Obligations
<b>Transit Services</b>					
906169 OLRT Transition	109,929	141,990	(32,061)	0	(32,061)
906944 Environmental Improve - Reg. Compliance	1,600	687	913	63	850
908565 PTIF 004 Carleton Siding - Spring switch	2,500	2,500	0	0	0
908648 PTIF 006 Customer waiting area Confed St	2,000	1,534	466	0	466
908649 PTIF-Advanced Renewal Proj-LRT Stage2-32	3,100	1,634	1,466	0	1,466
908651 PTIF 002 Transit Op Crew room Bayview	1,500	1,500	0	0	0
908652 PTIF-Park & Ride Lot Improvements (013)	1,000	585	415	0	415
908653 PTIF 003 Tunney's Pasture Bus Loop	3,000	3,000	0	0	0
908654 PTIF-Transitway Resurfacing (022)	3,110	3,110	0	0	0
908682 PTIF-008 Elevator Tremblay Station	1,000	1,000	0	0	0
908753 PTIF 014 Rural Bus Stop Improvements	400	374	26	0	26
908754 PTIF 015 Bus Shelters	750	750	0	0	0
908755 PTIF 016 Concrete Bus Pads	284	284	0	0	0
908756 PTIF 017 Emergency Phone Upgr at Twy Stn	2,000	1,497	503	0	503
908757 PTIF 020 Merivale Driver facil& Elevator	1,458	1,458	0	0	0
908758 PTIF 023 Fare Gate Entrances Transitway	1,750	1,321	429	0	429
908760 PTIF 034 Transit Priority Projects	8,700	8,700	0	0	0
908761 PTIF 018 Passenger Information Display	2,000	2,000	0	0	0
908762 PTIF 019Smartbus Infrastructure on board	4,500	4,293	207	0	207
908763 PTIF 025 Transport Demand Mgmt - detours	30,000	30,000	0	0	0
908764 PTIF 005 Walkley Interlock Refurb & Repl	8,597	8,633	(36)	0	(36)
908766 PTIF 035 Acquisition of (17) new buses	18,400	17,859	541	0	541
908930 2018 Buildings-Transit Services	3,600	2,740	860	782	79
908990 Chief William Commanda Br Pier	11,121	4,957	6,164	5,098	1,066
909087 Rail Operational Readiness	19,691	13,110	6,581	2,762	3,819
909089 LRT Detour hours funding for Stage 2	15,750	13,316	2,434	0	2,434
909091 IT Onboard Technology Systems	2,700	2,082	618	176	442
909097 Train & Rail Lifecycle (Trillium Line)	2,800	2,654	146	0	146
909370 2019 Buildings-Transit Services	3,600	3,088	512	62	449
909521 Operations Management Systems	864	666	198	33	164
909523 Fleet Maintenance Technology System	1,900	229	1,671	174	1,497

City Of Ottawa  
Capital Works-In-Progress as at September 30, 2023  
Transit Commission  
In Thousands \$(000's)

Project Description	Authority	Expenditures	Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractual Obligations
909531 Technology Systems - Infr. LC	1,000	242	758	393	365
909533 Transit Network Yearly Rehab	1,300	713	587	88	499
909536 Operations Support Vehicle Replacement	1,513	651	862	0	862
909681 2020 Buildings - Transit Services	2,600	2,181	419	342	76
909720 2020 Transit Structures	430	274	156	15	141
909722 2020 Trillium Line Structures	10,280	9,454	826	40	786
909756 Operations Support Vehicles - Replace 20	1,000	481	519	183	336
909758 Transit Network Yearly Rehab 2020	800	180	620	16	604
909759 Unplanned Infrastructure Response 2020	1,000	151	849	65	784
909762 Train and Rail Lifecycle and Mod 2020	1,340	380	960	282	678
909766 Transit Priority Road and Signal Project	4,036	931	3,105	210	2,895
909769 IT Customer Services Technology Systems	1,300	1,236	64	66	(2)
909771 IT Fleet Maintenance Technology Systems	940	282	658	73	585
909774 IT Scheduling and Control Systems	800	739	61	77	(16)
909775 IT Technology Systems - Security	1,600	435	1,165	41	1,124
909866 O-Train Line 2 Enhmnt to Exting Stations	5,404	5,403	0	0	0
909867 O-Train Line 2 Station Connectivity Impr	3,300	1,388	1,912	1,912	(0)
910065 2021 Buildings-Transit Services	3,600	497	3,103	51	3,052
910114 2021 Transit Roads	1,260	1,164	96	0	96
910116 2021 Transit Structures	5,020	4,392	628	42	586
910142 Fare Technology Systems	2,040	1,042	998	308	689
910144 Customer Services Technology Systems	2,855	1,866	989	403	586
910145 Fleet Maintenance Technology Systems	408	102	306	119	186
910146 Operations Management Systems	2,744	1,589	1,155	106	1,049
910147 Para Transpo Technology Systems	602	407	195	78	118
910148 Scheduling and Control Systems	655	555	100	19	82
910149 Operations Support Vehicles - Replacemen	985	82	903	0	903
910150 Renewal of Operational Assets	4,000	2,913	1,087	168	920
910151 Transit Network Yearly Rehab	1,500	69	1,431	121	1,310
910152 Bus Stops and Shelters	1,000	443	557	45	512
910154 Station Customer Improvements	13,000	4,096	8,904	3,735	5,169
910155 Transit Accessibility Improvements	500	194	306	132	174

City Of Ottawa  
Capital Works-In-Progress as at September 30, 2023  
Transit Commission  
In Thousands \$(000's)

Project Description	Authority	Expenditures	Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractual Obligations
910156 Transit Priority Road and Signal Project	3,000	2,138	862	176	687
910157 Bus Refurbishment	20,500	20,179	321	74	247
910158 Bus Operator Barriers	6,000	5,620	380	12	368
910159 Fare Control for Stage 2	23,900	9,884	14,016	7,770	6,246
910160 Stage 2 Transition	29,400	11,809	17,591	485	17,106
910161 Communications and Control Systems Onboa	4,370	465	3,905	102	3,803
910270 Chief William Commanda Br MUP	12,225	10,830	1,395	1,007	389
910410 2022 Buildings-Transit Services	2,300	169	2,131	957	1,174
910464 2022 Transit Roads	2,120	1,055	1,065	0	1,065
910465 2022 Pavement Imp - Transit	213	101	112	91	21
910467 2022 Transit Structures	494	282	212	0	212
910468 2022 Bridge Preventative Maint TWY	320	0	320	0	320
910469 2022 Regulatory Struct Inspections TWY	150	105	45	0	45
910470 2022 Transit STR Scoping Pre/Post Eng.	56	51	5	3	2
910471 2022 Trillium Line Structures	1,370	690	680	326	354
910472 2022 Trillium L STR Scoping Pre/Post Eng	75	0	75	0	75
910612 Bus Refurbishment 2022	19,581	15,362	4,219	1,083	3,135
910613 Operations Support Vehicles - Repl 2022	1,775	0	1,775	0	1,775
910614 Renewal of Operational Assets 2022	4,600	159	4,441	158	4,283
910615 Transit Network Yearly Rehab 2022	400	0	400	0	400
910616 Bus Stops and Shelters 2022	1,000	1,030	(30)	0	(31)
910617 Station Customer Improvements 2022	6,100	2,194	3,906	1,114	2,792
910618 Transit Accessibility Improvements 2022	500	200	300	66	234
910619 Transit Priority Road & Signal Proj 2022	2,500	222	2,278	76	2,202
910620 Comm & Control Sys Onboard Vehicles 2022	2,800	123	2,677	0	2,677
910621 Customer Services Technology System 2022	250	54	196	0	196
910622 Fare Technology Systems 2022	3,000	0	3,000	0	3,000
910623 Operations Management Systems 2022	6,450	626	5,824	0	5,824
910624 Scheduling and Control Systems 2022	1,500	732	768	694	75
910625 Technology Systems - Security 2022	1,500	126	1,374	0	1,374
910629 Unplanned Infrastructure Response 2022	1,000	757	243	53	190
910630 Customer Service Program	11,000	7,853	3,147	434	2,713

City Of Ottawa  
Capital Works-In-Progress as at September 30, 2023  
Transit Commission  
In Thousands \$(000's)

Project Description	Authority	Expenditures	Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractual Obligations
910631 O-Train Station Names	2,000	978	1,022	328	693
910633 O-Train Telecommunications Improvements	7,200	49	7,151	623	6,528
910635 Contract Lifecycle Pmt (O-Train Line 1)	440	261	179	0	179
910636 Train and Rail Lifecycle & Modifications	2,279	694	1,585	309	1,276
910673 PTIF-Bus Replacement	16,897	16,897	0	0	0
910816 2023 Buildings-Transit Services	3,600	24	3,576	325	3,251
910875 2023 Transit Roads	2,400	1,029	1,371	218	1,152
910876 2023 Pavement Imp - Transit	220	0	220	19	201
910877 2023 Transit Structures	500	0	500	55	445
910879 2023 Regulatory Struct Inspections TWY	150	91	59	43	16
910880 2023 Transit STR Scoping Pre/Post Eng.	260	0	260	37	223
910881 2023 Trillium Line Structures	900	0	900	0	900
910882 2023 Trillium L STR Scoping Pre/Post Eng	75	0	75	0	75
910939 West Transitway Rock Wall	5,000	0	5,000	0	5,000
911032 Bus Replacement (Para) 2023	15,199	36	15,163	26,247	(11,083)
911033 Operations Support Vehicles - Growth	100	0	100	0	100
911034 Operations Support Vehicles- Replacement	1,190	0	1,190	0	1,190
911035 Vehicle Modifications (BTAC) 2023	500	0	500	0	500
911036 Renewal of Operational Assets 2023	690	0	690	0	690
911037 Transit Network Yearly Rehab 2023	600	0	600	0	600
911038 Unplanned Infrastructure Response 2023	1,000	45	955	0	955
911039 Transit Facility Upgrades 2023	9,000	3	8,997	0	8,997
911045 Transit Accessibility Improvements 2023	500	0	500	0	500
911046 Transit Priority Road & Signal Proj 2023	2,300	45	2,255	25	2,230
911047 Lees Avenue Environmental Upgrades 2023	1,000	0	1,000	0	1,000
911048 Station Customer Information 2023	8,425	28	8,397	630	7,767
911049 Comm & Control Sys Onboard Vehicles 2023	1,000	0	1,000	0	1,000
911050 Customer Technology Systems 2023	2,450	183	2,267	210	2,057
911051 Fare Technology Systems 2023	1,000	0	1,000	0	1,000
911052 Fleet Maintenance Tech Systems 2023	500	0	500	0	500
911053 Para Transpo Technology Systems 2023	500	16	484	0	484
911054 Scheduling and Control Systems 2023	3,500	36	3,464	1,291	2,173

City Of Ottawa  
 Capital Works-In-Progress as at September 30, 2023  
 Transit Commission  
 In Thousands \$(000's)

Project Description	Authority	Expenditures	Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractual Obligations
911055 LRT Engineering Services	1,400	0	1,400	547	853
911056 O-Train Telecommunications Improvements	4,890	0	4,890	0	4,890
911058 Train & Rail Lifecycle Modification 2023	2,150	111	2,039	145	1,894
911071 Ridership Return Campaign	600	171	429	54	375
911072 Contractual Lifecycle Payment O-Train L1	4,072	1,242	2,830	895	1,935
911073 Contractual Lifecycle Payment O-Train L2	9,973	0	9,973	0	9,973
911101 Zero Emission Bus (ZEB) Program	505,022	1,736	503,286	8,020	495,266
911119 Transit Structures - LRT2 Delivered	1,053	0	1,053	0	1,053
911133 O-Train Line 2 Station Enhancement	4,597	4,397	200	0	200
<b>Transit Services Total</b>	<b>1,143,996</b>	<b>442,971</b>	<b>701,025</b>	<b>72,982</b>	<b>628,043</b>
<b>Grand Total</b>	<b>1,143,996</b>	<b>442,971</b>	<b>701,025</b>	<b>72,982</b>	<b>628,043</b>