



# Draft **BUDGET 2021**

Investing in our community.  
Moving Ottawa forward.

Transit Commission



Tabled November 4, 2020



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## **Transportation Services Department**

### **2021 Service Area Summary - OC Transpo**

The Transportation Services Department brings together all services related to the mobility of the city, integrating the planning, implementation, operations and delivery of all modes of transportation. Every service and project delivered by the department impacts how people commute – whether by train, bus, car, bicycle, walking or a combination of these – both now and in years to come.

The department operates the OC Transpo system to provide travel options that meet the needs and expectations of customers. All trains and buses are 100 per cent accessible. Both Ottawa and OC Transpo underwent a major transformation with the opening of O-Train Line 1, the Confederation Line last year. The transformation to a multimodal transit system marked a significant change to the way OC Transpo provides service to customers, and the way customers use public transit. OC Transpo works 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 and the Transit Commission, all within the established budget.

#### **Programs/Services Offered**

- OC Transpo bus system, including rapid, frequent, Connexion, local, school, shopper, and event routes
- O-Train Line 1, the Confederation Line, which runs between Tunney's Pasture Station and Blair Station
- O-Train Line 2, the Trillium Line, which runs from Bayview Station to Greenboro Station (temporarily closed for two years to allow for the construction of the Stage 2 O-Train South expansion); and
- Para Transpo service for customers with disabilities

Many support services for OC Transpo operations are also delivered internally within the department, including:

- Operations control centre;

- Customer service and transit information;
- Maintenance of transit vehicles and facilities;
- Employee management, training and development, and engagement;
- Safety Management System;
- Regulatory Compliance;
- Special Constable program and fare enforcement;
- Service and system planning;
- Technology implementation and support; and,
- Community and stakeholder relations.

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Transit Operations	443,601	396,739	383,240	411,544	28,304
Transit Customer Systems & Planning	39,207	37,479	38,734	40,374	1,640
Safety, Compliance, Training & Development	4,894	5,149	4,603	5,558	955
Business Support Services	3,920	3,199	3,899	3,989	90
General Manager's Office	795	857	760	795	35
Rail Operations	32,025	66,713	55,293	53,791	-1,502
Non Departmental	132,219	158,128	158,128	156,884	-1,244
<b>Gross Expenditure</b>	<b>656,661</b>	<b>668,264</b>	<b>644,657</b>	<b>672,935</b>	<b>28,278</b>
Recoveries & Allocations	-84,592	-34,682	-27,725	-25,642	2,083
Revenue	-267,160	-247,049	-290,121	-301,317	-11,196
<b>Net Requirement</b>	<b>304,909</b>	<b>386,533</b>	<b>326,811</b>	<b>345,976</b>	<b>19,165</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	299,197	299,085	282,750	309,394	26,644
Overtime	38,402	19,429	18,040	16,474	-1,566
Materials & Services	157,410	162,114	156,943	159,932	2,989
Transfers/Grants/Financial Charges	132,103	158,170	158,170	156,951	-1,219
Fleet Services Branch Chargebacks	899	1,122	1,122	1,112	-10
Program Facility Costs	25,118	24,465	23,753	25,193	1,440
Other Internal Costs	3,532	3,879	3,879	3,879	0
<b>Gross Expenditures</b>	<b>656,661</b>	<b>668,264</b>	<b>644,657</b>	<b>672,935</b>	<b>28,278</b>
Recoveries & Allocations	-84,592	-34,682	-27,725	-25,642	2,083
<b>Net Expenditure</b>	<b>572,069</b>	<b>633,582</b>	<b>616,932</b>	<b>647,293</b>	<b>30,361</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	-72,800	-72,800
Own Funds	-63,540	-77,866	-77,866	-74,582	3,284
Fees and Services	-203,620	-169,183	-212,255	-153,935	58,320
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-267,160</b>	<b>-247,049</b>	<b>-290,121</b>	<b>-301,317</b>	<b>-11,196</b>
<b>Net Requirement</b>	<b>304,909</b>	<b>386,533</b>	<b>326,811</b>	<b>345,976</b>	<b>19,165</b>
<b>Full Time Equivalents</b>			<b>3,099.30</b>	<b>3,084.30</b>	<b>-15.00</b>

City of Ottawa  
 Transportation Services Department  
 Transit Services - User Fees

Policy Fare Structure							
	Multiplier or Discount	Rounded up to nearest	2020 Rate \$	2021 Rate \$	% Change Over 2020	Effective Date	2021 Revenue (\$000)
<b>OC Transpo - Customers' Fares</b>							
<b>Base fare recommended for approval</b>	-	-	3.5104	3.5982	2.5%	1-Jan-2021	
<b>Passes (set by policy from base fare)</b>							
Adult monthly pass	34 x base	quarter	119.50	122.50	2.5%	1-Jan-2021	
Youth (6-19) monthly pass	23% discount	quarter	92.25	94.50	2.4%	1-Jan-2021	
Senior (65+) monthly pass	62% discount	quarter	45.50	46.75	2.7%	1-Jan-2021	
Community monthly pass	64.7% discount	quarter	43.25	43.25	0.0%	1-Jan-2021	
Access monthly pass	64.7% discount	quarter	43.25	43.25	0.0%	1-Jan-2021	
EquiPass monthly pass	52.5% discount	quarter	58.25	58.25	0.0%	1-Jan-2021	
DayPass [1]	3 x base	quarter	10.75	11.00	2.3%	1-Jan-2021	
DayPass3 [1]	7.5 x base	quarter	26.50	27.00	1.9%	1-Jan-2021	
DayPass5 [1]	12 x base	quarter	42.25	43.25	2.4%	1-Jan-2021	
DayPass7 [1]	14.25 x base	quarter	50.25	51.50	2.5%	1-Jan-2021	
Family Pass (weekends/holidays)	3 x base	quarter	10.75	11.00	2.3%	1-Jan-2021	
U-Pass (per semester)	fixed by contract		212.71	218.03	2.5%	1-Sep-2021	



City of Ottawa  
 Transportation Services Department  
 Transit Services - User Fees

	Policy Fare Structure		2020 Rate \$	2021 Rate \$	% Change Over 2020	Effective Date	2021 Revenue (\$000)
	Multiplier or Discount	Rounded up to nearest					
<b>Single-ride fares [2]</b> (set by policy from base fare)							
Adult single-ride fare (paid by card) [3]	1 x base	nickel	3.55	3.60	1.4%	1-Jan-2021	
Adult single-ride fare (paid by cash)	+ 5 cents	nickel	3.60	3.65	1.4%	1-Jan-2021	
Senior (65+) single-ride fare (paid by card) [3] [4]	25% discount	nickel	2.65	2.70	1.9%	1-Jan-2021	
Senior (65+) single-ride fare (paid by cash) [3] [4]	+ 5 cents	nickel	2.70	2.75	1.9%	1-Jan-2021	
Community Pass single-ride fare (paid by e-purse/ParaPurse)	51.4% discount	nickel	1.75	1.75	0.0%	1-Jan-2021	
EquiPass single-ride fare (paid by e-purse/ParaPurse)	51.4% discount	nickel	1.75	1.75	0.0%	1-Jan-2021	
Child (6-12) single-ride fare (paid by card) [3]	50% discount	nickel	1.80	1.80	0.0%	1-Jan-2021	
Child (6-12) single-ride fare (paid by cash)	+ 5 cents	nickel	1.85	1.85	0.0%	1-Jan-2021	
Child (0-5) single-ride fare [5]	100% discount	-	free	free	-	-	
Para Transpo discounted fare with Access Pass	33% discount	nickel	2.40	2.45	2.1%	1-Jan-2021	
Para Transpo rural fare	2.7 x base	quarter	9.50	9.75	2.6%	1-Jan-2021	

**City of Ottawa**  
**Transportation Services Department**  
**Transit Services - User Fees**

	Policy Fare Structure		2020 Rate \$	2021 Rate \$	% Change Over 2020	Effective Date	2021 Revenue (\$000)
	Multiplier or Discount	Rounded up to nearest					
<b>Total fare revenue</b>							
Conventional service (bus and O-Train)	-	-			-		\$ 142,781
Para Transpo	-	-			-		\$ 1,540
<b>Other fees recommended for approval</b>							
Presto smartcard	-	quarter	6.00	6.00	0.0%	1-Jan-2021	
Regular park and ride monthly permit [6]	-	quarter	26.50	27.25	2.8%	1-Jan-2021	
Gold Pass park and ride monthly permit [6]	-	quarter	60.00	61.50	2.5%	1-Jan-2021	
Bikeseecure parking monthly permit [6]	-	quarter	n/a	10.00	N/A	1-Jan-2021	
Bikeseecure parking key fob	-	quarter	n/a	6.00	N/A	1-Jan-2021	
Charter bus - first hour	-	dollar	557.00	571.00	2.5%	1-Jan-2021	
Charter bus - each additional hour	-	quarter	278.50	285.50	2.5%	1-Jan-2021	

**Notes:**

- [1] Valid for unlimited travel for one (DayPass), three (DayPass3), five (DayPass5) and seven (DayPass7) days.
- [2] Single-ride fares may be purchased using cash, Presto or ParaPurse stored value, credit or debit cards, or vouchers issued to social service and non-profit organizations. Not all payment types can be accepted on board buses or at fare gates.
- [3] These single-ride fares may be purchased using Presto e-purse, ParaPurse, credit or debit cards. Not all payment types can be accepted on board buses or at fare gates.
- [4] Seniors travel at no charge on conventional transit routes on Wednesdays and Sundays.
- [5] Children who travel frequently and cannot be carried through a fare gate by a parent/guardian may obtain a special smartcard.
- [6] Valid where designated parking available.

City Of Ottawa  
2021 Draft Capital Budget  
Transit Commission  
Funding Summary  
In Thousands \$(000's)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
<b>Transit Services</b>						
<b>Renewal of City Assets</b>						
909087 Rail Operational Readiness	-	-	6,222	-	-	6,222
909722 2020 Trillium Line Structures	-	-	1,500	-	2,000	3,500
910065 2021 Buildings-Transit Services	-	-	3,600	-	-	3,600
910114 2021 Transit Roads	-	-	-	-	2,260	2,260
910116 2021 Transit Structures	-	-	-	-	5,125	5,125
910149 Operations Support Vehicles - Replacemen	-	-	985	-	-	985
910150 Renewal of Operational Assets	-	-	4,000	-	-	4,000
910151 Transit Network Yearly Rehab	-	-	1,500	-	-	1,500
910152 Bus Stops and Shelters	-	-	500	-	500	1,000
910153 Contractual Lifecycle Payment (O-Train L	-	-	444	-	-	444
910154 Station Customer Improvements	-	-	6,500	-	6,500	13,000
910155 Transit Accessibility Improvements	-	-	500	-	-	500
910156 Transit Priority Road and Signal Project	-	-	2,500	-	500	3,000
910157 Bus Refurbishment	-	-	13,200	-	7,300	20,500
910158 Bus Operator Barriers	-	-	6,000	-	-	6,000
910160 Stage 2 Transition	-	-	2,000	-	4,000	6,000
910161 Communications and Control Systems Onboard	-	-	5,400	-	750	6,150
<b>Renewal of City Assets Total</b>	-	-	<b>54,851</b>	-	<b>28,935</b>	<b>83,786</b>
<b>Service Enhancements</b>						
909866 O-Train Line 2 Enhmnt to Exting Stations	-	-	5,000	-	-	5,000
910142 Fare Technology Systems	-	-	2,040	-	-	2,040
910143 Technology Systems - Security	-	-	1,500	-	-	1,500
910144 Customer Services Technology Systems	-	-	2,855	-	-	2,855
910145 Fleet Maintenance Technology Systems	-	-	408	-	-	408
910146 Operations Management Systems	-	-	2,744	-	-	2,744
910147 Para Transpo Technology Systems	-	-	602	-	-	602
910148 Scheduling and Control Systems	-	-	655	-	-	655
910159 Fare Control for Stage 2	-	-	3,900	-	20,000	23,900
<b>Service Enhancements Total</b>	-	-	<b>19,704</b>	-	<b>20,000</b>	<b>39,704</b>
<b>Transit Services Total</b>	-	-	<b>74,555</b>	-	<b>48,935</b>	<b>123,490</b>
<b>Grand Total</b>	-	-	<b>74,555</b>	-	<b>48,935</b>	<b>123,490</b>

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

	2020 Baseline			2021 Adjustments				2021	\$ Change over 2020 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>									
Transit Operations	396,739	383,240	6,839	8,665	0	12,800	0	411,544	28,304
Transit Customer Systems & Planning	37,479	38,734	-2,600	4,240	0	0	0	40,374	1,640
Safety, Compliance, Training & Development	5,149	4,603	140	815	0	0	0	5,558	955
Business Support Services	3,199	3,899	0	90	0	0	0	3,989	90
General Manager's Office	857	760	0	35	0	0	0	795	35
Rail Operations	66,713	55,293	-2,726	1,224	0	0	0	53,791	-1,502
Non Departmental	158,128	158,128	-4,950	3,831	0	0	-125	156,884	-1,244
<b>Gross Expenditure</b>	<b>668,264</b>	<b>644,657</b>	<b>-3,297</b>	<b>18,900</b>	<b>0</b>	<b>12,800</b>	<b>-125</b>	<b>672,935</b>	<b>28,278</b>
Recoveries & Allocations	-34,682	-27,725	1,117	966	0	0	0	-25,642	2,083
Revenue	-247,049	-290,121	3,970	3,284	0	-12,800	-5,650	-301,317	-11,196
<b>Net Requirement</b>	<b>386,533</b>	<b>326,811</b>	<b>1,790</b>	<b>23,150</b>	<b>0</b>	<b>0</b>	<b>-5,775</b>	<b>345,976</b>	<b>19,165</b>
<b>Expenditures by Type</b>									
Salaries, Wages & Benefits	299,085	282,750	7,422	12,722	0	6,500	0	309,394	26,644
Overtime	19,429	18,040	-1,953	387	0	0	0	16,474	-1,566
Materials & Services	162,114	156,943	-3,816	505	0	6,300	0	159,932	2,989
Transfers/Grants/Financial Charges	158,170	158,170	-4,950	3,856	0	0	-125	156,951	-1,219
Fleet Services Branch chargebacks	1,122	1,122	0	-10	0	0	0	1,112	-10
Program Facility Costs	24,465	23,753	0	1,440	0	0	0	25,193	1,440
Other Internal Costs	3,879	3,879	0	0	0	0	0	3,879	0
<b>Gross Expenditures</b>	<b>668,264</b>	<b>644,657</b>	<b>-3,297</b>	<b>18,900</b>	<b>0</b>	<b>12,800</b>	<b>-125</b>	<b>672,935</b>	<b>28,278</b>
Recoveries & Allocations	-34,682	-27,725	1,117	966	0	0	0	-25,642	2,083
<b>Net Expenditure</b>	<b>633,582</b>	<b>616,932</b>	<b>-2,180</b>	<b>19,866</b>	<b>0</b>	<b>12,800</b>	<b>-125</b>	<b>647,293</b>	<b>30,361</b>
<b>Percent of 2020 Net Expenditure Budget</b>			<b>-0.4%</b>	<b>3.2%</b>	<b>0.0%</b>	<b>2.1%</b>	<b>0.0%</b>	<b>4.9%</b>	

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

	2020 Baseline			2021 Adjustments				2021	\$ Change over 2020 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	User Fees & Revenues	Estimate	
<b>Revenues By Type</b>									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	-72,800	0	-72,800	-72,800
Own Funds	-77,866	-77,866	0	3,284	0	0	0	-74,582	3,284
Fees and Services	-169,183	-212,255	3,970	0	0	60,000	-5,650	-153,935	58,320
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-247,049</b>	<b>-290,121</b>	<b>3,970</b>	<b>3,284</b>	<b>0</b>	<b>-12,800</b>	<b>-5,650</b>	<b>-301,317</b>	<b>-11,196</b>
<b>Percent of 2020 Revenue Budget</b>			<b>-1.4%</b>	<b>-1.1%</b>	<b>0.0%</b>	<b>4.4%</b>	<b>1.9%</b>	<b>3.9%</b>	
<b>Net Requirement</b>	<b>386,533</b>	<b>326,811</b>	<b>1,790</b>	<b>23,150</b>	<b>0</b>	<b>0</b>	<b>-5,775</b>	<b>345,976</b>	<b>19,165</b>
<b>Percent of 2020 Net Requirement Budget</b>			<b>0.5%</b>	<b>7.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-1.8%</b>	<b>5.9%</b>	
<b>Full Time Equivalents (FTE's)</b>		3,099.30	0.00	-15.00	0.00	0.00	0.00	<b>3,084.30</b>	<b>-15.00</b>
<b>Percent of 2020 FTE's</b>			<b>0.0%</b>	<b>-0.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.5%</b>	

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

2020 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Non COVID-19 deficit due to higher insurance claims, higher staffing and operating costs to address service reliability, addition of R1 and S1 buses, offset by lower compensation due to vacant positions, lower fuel prices and RTG performance deductions. The revenue deficit is as a result of the fare freeze.	-10,420	-1,986	-12,406
COVID-19 additional costs due mainly to cleaning and disinfecting trains and buses.	-17,121		-17,121
COVID-19 cost savings due mainly to Para Transpo contracted services, fuel consumption, tires, reduction in Presto commission fees and some reductions in discretionary spending.	10,891		10,891
COVID-19 fare revenue reduction.		-117,486	-117,486
COVID-19 Phase 1 funding from the Safe Restart Fund.	0	76,400	76,400
<b>Total Surplus / (Deficit)</b>	<b>-16,650</b>	<b>-43,072</b>	<b>-59,722</b>

2020 Baseline Adjustment / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2020 Changes	FTE Impact
Decrease in cost recovery for the anticipated funds from the financial and performance provision in the Project Agreement with the Rideau Transit Group.	980	0	980	0.00
Reversal of 2020 fare increase of 2.5% effective Apr 1, 2020.	0	3,970	3,970	0.00
One-time adjustment to contribution to reserve to fund the 2020 fare freeze.	-4,950	0	-4,950	0.00
Increase in wages and benefits to maintain service reliability by reducing reliance on overtime and maintaining compliance with regulatory requirements related to work hours.	5,590	0	5,590	0.00
Reduction in overtime related to improved service reliability and compliance with regulatory requirements for work hours.	-1,840	0	-1,840	0.00
Increase in Workplace Safety and Insurance Board costs.	500	0	500	0.00
Annualization of increase in bus costs due to temporary shutdown of O-Train Line 2.	2,605	0	2,605	0.00
Reversal of incremental bus costs of O-Train Line 2 temporary shutdown funded by capital.	85	0	85	0.00
Annualization of reduction in rail costs due to temporary shutdown of O-Train Line 2.	-2,690	0	-2,690	0.00
Saving in Presto fees due to lower ridership.	-2,600	0	-2,600	0.00
Other cost Increases in compensation, services, and fixed assets in Safety, Compliance, Training & Development.	140	0	140	0.00
	0	0	0	0.00
	0	0	0	0.00
<b>Total Adjustments to Base Budget</b>	<b>-2,180</b>	<b>3,970</b>	<b>1,790</b>	<b>0.00</b>

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

2021 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2021 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2021 cost of living, increments and benefit adjustments.	7,500	0	7,500	0.00
Regulatory requirement for 30-minute paid break for operators after five consecutive hours of work.	6,225	0	6,225	0.00
Increase in rate charged by Metrolinx for Presto fees.	1,445	0	1,445	0.00
Snow removal at transit stations.	1,000	0	1,000	0.00
Increase in software support costs.	850	0	850	0.00
Inflationary increase for maintenance of fare control devices at O-Train Line 1 stations.	540	0	540	0.00
Increase in Facility costs related to inflation on utilities and leases.	440	0	440	0.00
Increase in hydro for O-Train Line 1 traction power.	190	0	190	0.00
Increase in costs to operate 560560 text messaging.	250	0	250	0.00
Maintenance of digital information screens in transit stations.	150	0	150	0.00
Decrease in bus materials.	-1,980	0	-1,980	0.00
Lower diesel fuel price per litre of \$0.98 in 2021 vs. \$1.03 in 2020.	-1,860	0	-1,860	0.00
Decrease in staff requirement for high capacity bus refurbishment.	-1,500	0	-1,500	-15.00
Decrease in capital recovery for bus refurbishment.	1,500	0	1,500	0.00
Contribution to reserves and debt charges.	2,140	0	2,140	0.00
Redistribution of Provincial Gas Tax revenue between capital and operating.	-3,800	3,800	0	0.00
Contribution to capital to replace the cancelled provincial gas tax increase.	5,000	0	5,000	0.00
OC Transpo pension plan decreased funding requirement.	-25	0	-25	0.00
Increase in costs for training and support for new operators.	210	0	210	0.00
Annual increase per the contractual agreement with Rideau Transit Group for O-Train Line 1 maintenance service and facility costs.	700	0	700	0.00
Debt charges associated with the Confederation Line project.	516	-516	0	0.00
Instructors to support the Rail Operational Readiness program.	190	0	190	0.00
Capital recovery for Instructors supporting the Rail Operational Readiness program.	-190	0	-190	0.00
Hiring of staff to provide analysis of training and development, and support required regulatory commitments including safety management systems.	500	0	500	0.00
Capital recovery of staff hiring for rail training of both expanded line 1 and line 2 systems.	-125	0	-125	0.00
<b>Total Maintain Services</b>	<b>19,866</b>	<b>3,284</b>	<b>23,150</b>	<b>-15.00</b>

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

2021 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2021 Changes	FTE Impact
<b>COVID-19</b>				
One-time additional costs and temporary resources required to address enhance cleaning.	12,800	0	12,800	0.00
One-time reduction in revenues due to impacts of COVID-19 on ridership.	0	60,000	60,000	0.00
One-time government funding required to fund additional COVID-19 costs and pressures in 2021.	0	-72,800	-72,800	0.00
<b>Total COVID-19</b>	<b>12,800</b>	<b>-12,800</b>	<b>0</b>	<b>0.00</b>
<b>User Fees &amp; Revenues</b>				
Fare increase of 2.5% effective Jan 1, 2021.	0	-4,495	-4,495	0.00
One-time adjustment to contribution to reserve to fund the 2020 fare freeze.	-125	0	-125	0.00
Lease revenue for retail space at O-Train stations.	0	-240	-240	0.00
Expansion of the Urban Transit Area to align with the Urban Policy Area.	0	-915	-915	0.00
See following user fee schedule for details on the specific rates.	0	0	0	0.00
<b>Total User Fees &amp; Revenues</b>	<b>-125</b>	<b>-5,650</b>	<b>-5,775</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>30,361</b>	<b>-11,196</b>	<b>19,165</b>	<b>-15.00</b>



# Capital Budget

City of Ottawa  
 2021 Draft Capital Budget  
 Transit Commission  
 In Thousands (\$000)

Service Area: Transit Services											
Category	2021 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	83,786	0	54,851	0	0	0	28,935	0	0	0	28,935
Growth	0	0	0	0	0	0	0	0	0	0	0
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Service Enhancements	39,704	0	19,704	0	0	0	20,000	0	0	0	20,000
<b>Total</b>	<b>123,490</b>	<b>0</b>	<b>74,555</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>48,935</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>48,935</b>

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Program Information		Financial Details	
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<b>Buildings-Transit</b>		<b>Class of Estimate: C) Planning</b>	
Dept: Planning, Infrastructure & Economic Development Department	Category: Renewal of City Assets	Ward: Multiple	Year of Completion: Various

The Building and Park programs provide for life cycle 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.

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:

Service Area	Buildings	Parks
By-Law Services	125	
Child Care Services	175	
Cultural Services	550	
Fire Services	1,950	
General Government	4,025	
Library	2,225	
Long Term Care	6,950	
Parks & Recreation	18,791	6,000
Road Services	3,375	
Social Services	400	
Transit Services	3,600	
Water Services	50	
<b>Total Authority Request</b>	<b>42,216</b>	<b>6,000</b>

<b>2021 Request</b>	<b>3,600</b>	Projected Yearend Unspent Bal.			0
Revenues	0	Debt			
Tax Supported/ Dedicated	3,600	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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	
Authority	3,600	3,525	3,600	3,600	
Spending Plan	1,800	2,840	3,580	3,585	
FTE's	0	0	0	0	
Operating Impact	0	0	0	0	



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Program Information			Financial Details				
<b>Transit Rail Structures</b>			<b>Class of Estimate: C) Planning</b>				
Dept: Planning, Infrastructure & Economic Development Department	Category: Renewal of City Assets	Ward: Multiple	Year of Completion: Various				
<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). Forecasts are based on bulk allocations that will be detailed in future budget submissions following completion of a review.</p>			<b>2021 Request</b>	<b>3,500</b>	Projected Yearend Unspent Bal.		0
			Revenues	0	Debt		
			Tax Supported/ Dedicated	1,500	Tax Supported/ Dedicated Debt	2,000	
			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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
			Authority	3,500	975	2,075	750
			Spending Plan	1,750	1,540	2,030	1,195
			FTE's	0	0	0	0
Operating Impact	0	0	0	0			



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Program Information		Financial Details				
<b>Transit Roads &amp; Structures</b>		<b>Class of Estimate: C) Planning</b>				
Dept: Planning, Infrastructure & Economic Development Department	Category: Renewal of City Assets	Ward: Multiple	Year of Completion: Various			
<p>The Transit Roads &amp; Structures Program provides for condition assessments, life-cycle 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>		<b>2021 Request</b>	<b>7,385</b>	Projected Yearend Unspent Bal.	0	
		Revenues	0	Debt		
		Tax Supported/ Dedicated	0	Tax Supported/ Dedicated Debt	7,385	
		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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
		Authority	7,385	4,110	4,288	4,610
		Spending Plan	3,690	4,290	4,865	4,410
		FTE's	0	0	0	0
Operating Impact	0	0	0	0		







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Project Information			Financial Details								
<b>909087 Rail Operational Readiness</b>			<b>Class of Estimate: Not Applicable</b>								
Dept: Transportation Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2023								
<p>The Rail Operational Readiness (ROR) program develops and implements strategic projects and activities that build on the Stage 1 operations for Line 1, the Confederation Line. Utilizing a structured project management approach, ROR 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>			<b>2021 Request</b>		6,222		Projected Yearend Unspent Bal.		6,388		
			Revenues		0		Debt				
			Tax Supported/ Dedicated		6,222		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>2021</b>		<b>2022</b>		<b>2023</b>		<b>2024</b>
			Authority		6,222		3,130		5,532		3,690
			Spending Plan		12,610		3,130		5,532		3,690
			FTE's		0		0		0		0
			Operating Impact		0		0		0		0
			<b>910149 Operations Support Vehicles - Replacement</b>			<b>Class of Estimate: Not Applicable</b>					
Dept: Transportation Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2024								
<p>This project funds the lifecycle replacement of operational support vehicles, including those used for security, supervision, bus maintenance, winter maintenance, stores, and others. This project will fund approximately 13 operational support vehicles. The fleet is a mix of light and heavy vehicles with various lifecycles: 3 to 15 years or more. The reliability of the system is dependent in part on the timely renewal of the operational support fleet.</p>			<b>2021 Request</b>		985		Projected Yearend Unspent Bal.		0		
			Revenues		0		Debt				
			Tax Supported/ Dedicated		985		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>2021</b>		<b>2022</b>		<b>2023</b>		<b>2024</b>
			Authority		985		1,878		1,915		1,953
			Spending Plan		985		1,878		1,915		1,953
			FTE's		0		0		0		0
			Operating Impact		0		0		0		0

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Project Information			Financial Details									
<b>910150 Renewal of Operational Assets</b>			<b>Class of Estimate: Not Applicable</b>									
Dept: Transportation Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2024									
<p>This project 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 of tools and equipment, that have reached their expected end of life.</p>			<b>2021 Request</b>		4,000		Projected Yearend Unspent Bal.		0			
			Revenues		0		Debt					
			Tax Supported/ Dedicated		4,000		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>2021</b>		<b>2022</b>		<b>2023</b>		<b>2024</b>	
			Authority		4,000		4,722		3,192		1,085	
			Spending Plan		4,000		4,722		3,192		1,085	
			FTE's		0		0		0		0	
			Operating Impact		0		0		0		0	
			<b>910151 Transit Network Yearly Rehab</b>			<b>Class of Estimate: Not Applicable</b>						
			Dept: Transportation Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2024						
<p>This project funds the ongoing rehabilitation of existing Transitway and O-Train 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.</p>			<b>2021 Request</b>		1,500		Projected Yearend Unspent Bal.		0			
			Revenues		0		Debt					
			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>2021</b>		<b>2022</b>		<b>2023</b>		<b>2024</b>	
			Authority		1,500		1,878		1,915		1,954	
			Spending Plan		1,500		1,878		1,915		1,954	
			FTE's		0		0		0		0	
			Operating Impact		0		0		0		0	

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Project Information			Financial Details									
<b>910152 Bus Stops and Shelters</b>			<b>Class of Estimate: Not Applicable</b>									
Dept: Transportation Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2024									
<p>This project will make improvements to on-street transit facilities for the benefit of customers. Work conducted under this project will include new and improved bus pads, shelters, and other customer amenities, as well as other operational improvements.</p>			<b>2021 Request</b>		1,000		Projected Yearend Unspent Bal.		0			
			Revenues		0		Debt					
			Tax Supported/ Dedicated		500		Tax Supported/ Dedicated Debt		500			
			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>2021</b>		<b>2022</b>		<b>2023</b>		<b>2024</b>	
			Authority		1,000		939		958		977	
			Spending Plan		1,000		939		958		977	
			FTE's		0		0		0		0	
Operating Impact		0		0		0		0				
<b>910153 Contractual Lifecycle Payment (O-Train Line 1)</b>			<b>Class of Estimate: Not Applicable</b>									
Dept: Transportation Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2029									
<p>This program will provide lifecycle funding to maintain the O-Train Line 1, the Confederation Line, system 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.</p>			<b>2021 Request</b>		444		Projected Yearend Unspent Bal.		0			
			Revenues		0		Debt					
			Tax Supported/ Dedicated		444		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>2021</b>		<b>2022</b>		<b>2023</b>		<b>2024</b>	
			Authority		444		440		2,538		8,138	
			Spending Plan		444		440		2,538		8,138	
			FTE's		0		0		0		0	
Operating Impact		0		0		0		0				

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Project Information			Financial Details							
<b>910154 Station Customer Improvements</b>			<b>Class of Estimate: Not Applicable</b>							
Dept: Transportation Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2024							
<p>This project will make improvements to Transitway and O-Train stations and other facilities for the benefit of customers and operations. Work will include safety modifications, measures to improve efficiency or reliability, improvements to customer facilities and customer experience, and changes to comply with regulatory standards.</p>			<b>2021 Request</b>		13,000		Projected Yearend Unspent Bal.	0		
			Revenues		0		Debt			
			Tax Supported/ Dedicated		6,500		Tax Supported/ Dedicated Debt		6,500	
			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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>		
			Authority		13,000	1,670	1,702	1,737		
			Spending Plan		13,000	1,670	1,702	1,737		
			FTE's		0	0	0	0		
			Operating Impact		0	0	0	0		
			<b>910155 Transit Accessibility Improvements</b>			<b>Class of Estimate: Not Applicable</b>				
Dept: Transportation Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2024							
<p>This project funds accessibility improvements at Transitway and O-Train stations and other facilities for all customers, including seniors and customers with disabilities.</p>			<b>2021 Request</b>		500		Projected Yearend Unspent Bal.	0		
			Revenues		0		Debt			
			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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>		
			Authority		500	520	530	541		
			Spending Plan		500	520	530	541		
			FTE's		0	0	0	0		
			Operating Impact		0	0	0	0		

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Project Information			Financial Details							
<b>910156 Transit Priority Road and Signal Projects</b>			<b>Class of Estimate: Not Applicable</b>							
Dept: Transportation Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2024							
<p>These projects include road changes and traffic engineering strategies that provide preferential treatment for buses on the City's road network, to improve the speed and reliability of transit service and to reduce operating costs. Locations for improvement are approved in the City's Transportation Master Plan or are selected based on operating experience. Examples of such projects include bus detection and communications at traffic signals, queue jump lanes, reserved bus lanes, and geometric modifications at bus stops and intersections.</p>			<b>2021 Request</b>		3,000		Projected Yearend Unspent Bal.	0		
			Revenues		0		Debt			
			Tax Supported/ Dedicated		2,500		Tax Supported/ Dedicated Debt		500	
			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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>		
			Authority		3,000	3,754	3,827	3,905		
			Spending Plan		3,000	3,754	3,827	3,905		
			FTE's		0	0	0	0		
Operating Impact		0	0	0	0					
<b>910157 Bus Refurbishment</b>			<b>Class of Estimate: Not Applicable</b>							
Dept: Transportation Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2024							
<p>This project is for mid-life refurbishment for conventional service buses, to effectively manage each fleet type to their 15-year life expectancy. This project will fund repairs, modifications and refurbishments to ensure planned availability and reliability. With this work, buses will be maintained in good condition for a good customer experience through their entire 15-year life. The refurbishment project will also cover the replacement of engines, transmissions, other main components of a bus, repair buses that receive major damage, replace buses that are beyond repair, corrosion protection and refurbishment facility modifications.</p>			<b>2021 Request</b>		20,500		Projected Yearend Unspent Bal.	0		
			Revenues		0		Debt			
			Tax Supported/ Dedicated		13,200		Tax Supported/ Dedicated Debt		7,300	
			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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>		
			Authority		20,500	19,215	18,968	7,255		
			Spending Plan		20,500	19,215	18,968	7,255		
			FTE's		0	0	0	0		
Operating Impact		0	0	0	0					

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Project Information			Financial Details								
<b>910158 Bus Operator Barriers</b>			<b>Class of Estimate: Not Applicable</b>								
Dept: Transportation Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2024								
<p>This project is to fit-up all buses with permanent bus operator barriers to improve the health and safety of operators and customers. The barrier system will continue to allow the operator to interact with customers while keeping a safe barrier between themselves and customers.</p>			<b>2021 Request</b>		6,000		Projected Yearend Unspent Bal.		0		
			Revenues		0		Debt				
			Tax Supported/ Dedicated		6,000		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>2021</b>		<b>2022</b>		<b>2023</b>		<b>2024</b>
			Authority		6,000		0		0		0
			Spending Plan		6,000		0		0		0
			FTE's		0		0		0		0
Operating Impact		0		0		0		0			
<b>910160 Stage 2 Transition</b>			<b>Class of Estimate: Not Applicable</b>								
Dept: Transportation Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2024								
<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 deliver service on Line 1 and Line 2, in addition to resources to manage the new systems, vehicles and associated contracts. Prior to revenue service on each line, these resources will be dedicated to planning, coordination, project management, testing and commissioning and trial running activities. This project will ensure the implementation of business and service delivery models that ensure a seamless operation and positive customer experience for revenue service. The focus of the project is to ensure operational readiness and consistency across the rail network.</p>			<b>2021 Request</b>		6,000		Projected Yearend Unspent Bal.		0		
			Revenues		0		Debt				
			Tax Supported/ Dedicated		2,000		Tax Supported/ Dedicated Debt		4,000		
			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>2021</b>		<b>2022</b>		<b>2023</b>		<b>2024</b>
			Authority		6,000		15,708		10,400		10,716
			Spending Plan		6,000		15,708		10,400		10,716
			FTE's		0		0		0		0
Operating Impact		0		0		0		0			

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Project Information		Financial Details				
<b>910161 Communications and Control Systems Onboard Vehicles</b>		<b>Class of Estimate: Not Applicable</b>				
Dept: Transportation Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2024			
This program funds upgrades and maintenance of onboard technology systems, including customer-facing systems, radio hardware as well as systems for bus and train operations such as the next stop announcement system, passenger counting system, GPS system, fare collection systems, and onboard cameras.		<b>2021 Request</b>	<b>6,150</b>	Projected Yearend Unspent Bal.		0
		Revenues	0	Debt		
		Tax Supported/ Dedicated	5,400	Tax Supported/ Dedicated Debt	750	
		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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
		Authority	6,150	2,087	0	2,122
		Spending Plan	6,150	2,087	0	2,122
		FTE's	0	0	0	0
Operating Impact	0	0	0	0		



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Project Information			Financial Details								
<b>909866 O-Train Line 2 Enhancements to Existing Stations</b>			<b>Class of Estimate: Not Applicable</b>								
Dept: Transportation Services Department	Category: Service Enhancements	Ward: CW	Year of Completion: 2023								
<p>This program will fund upgrades to existing O-Train Line 2 stations, to accommodate line and vehicle expansion as identified within the Stage 2 bundled projects. Upgrades to Bayview, Carling, Carleton, Mooney's Bay and Greenboro Stations include, but are not limited to: signage installations, PA system replacements, upgrades to various systems (communications, lighting, CCTV monitoring, electrical, etc.), upgrades to accessibility, Transecure areas, and landscaping.</p>			<b>2021 Request</b>		5,000		Projected Yearend Unspent Bal.		5,000		
			Revenues		0		Debt				
			Tax Supported/ Dedicated		5,000		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>2021</b>		<b>2022</b>		<b>2023</b>		<b>2024</b>
			Authority		5,000		0		0		0
			Spending Plan		10,000		0		0		0
			FTE's		0		0		0		0
			Operating Impact		0		0		0		0
			<b>910142 Fare Technology Systems</b>			<b>Class of Estimate: Not Applicable</b>					
Dept: Transportation Services Department	Category: Service Enhancements	Ward: CW	Year of Completion: 2024								
<p>This program funds required changes to fare and ticketing systems. It includes upgrades to ensure integration of all fare system functions and devices as well as enhancements to maintain up-to-date features.</p>			<b>2021 Request</b>		2,040		Projected Yearend Unspent Bal.		0		
			Revenues		0		Debt				
			Tax Supported/ Dedicated		2,040		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>2021</b>		<b>2022</b>		<b>2023</b>		<b>2024</b>
			Authority		2,040		2,087		7,447		2,171
			Spending Plan		2,040		2,087		7,447		2,171
			FTE's		0		0		0		0
			Operating Impact		0		0		0		0

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**Service Area: Transit Services**  
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Project Information			Financial Details									
<b>910143 Technology Systems - Security</b>			<b>Class of Estimate: Not Applicable</b>									
Dept: Transportation Services Department	Category: Service Enhancements	Ward: CW	Year of Completion: 2024									
<p>Installation of high resolution IP cameras in all elevators at transit stations and stairwells as well as dedicated cameras for all emergency phones in addition to expand the current CCTV system across the transit network while providing more videowall space in the control centre.</p>			<b>2021 Request</b>		1,500		Projected Yearend Unspent Bal.		0			
			Revenues		0		Debt					
			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>2021</b>		<b>2022</b>		<b>2023</b>		<b>2024</b>	
			Authority		1,500		2,295		0		1,061	
			Spending Plan		1,500		2,295		0		1,061	
			FTE's		0		0		0		0	
Operating Impact		0		0		0		0				
<b>910144 Customer Services Technology Systems</b>			<b>Class of Estimate: Not Applicable</b>									
Dept: Transportation Services Department	Category: Service Enhancements	Ward: CW	Year of Completion: 2024									
<p>This program funds updates to customer-facing systems, which evolve as technology changes and as customers adapt to it. The web content management system (CMS) will be updated to conform to newer web approaches and accessibility standards. The interactive voice response (IVR) and customer relationship management (CRM) systems will be enhanced to allow further improvements in service to customers. The program will also include updates share transit data more broadly across customer interfaces.</p>			<b>2021 Request</b>		2,855		Projected Yearend Unspent Bal.		0			
			Revenues		0		Debt					
			Tax Supported/Dedicated		2,855		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>2021</b>		<b>2022</b>		<b>2023</b>		<b>2024</b>	
			Authority		2,855		261		266		814	
			Spending Plan		2,855		261		266		814	
			FTE's		0		0		0		0	
Operating Impact		0		0		0		0				

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In Thousands (\$000)

Project Information			Financial Details									
<b>910145 Fleet Maintenance Technology Systems</b>			<b>Class of Estimate: Not Applicable</b>									
Dept: Transportation Services Department	Category: Service Enhancements	Ward: CW	Year of Completion: 2024									
This program funds replacements and improvements to existing operational applications that support Fleet and Facilities Maintenance. This includes work on the development and replacement of the existing systems and applications currently scheduled for retirement or replacement			<b>2021 Request</b>		408		Projected Yearend Unspent Bal.		0			
			Revenues		0		Debt					
			Tax Supported/ Dedicated		408		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>2021</b>		<b>2022</b>		<b>2023</b>		<b>2024</b>	
			Authority		408		0		520		0	
			Spending Plan		408		0		520		0	
			FTE's		0		0		0		0	
Operating Impact		0		0		0		0				
<b>910146 Operations Management Systems</b>			<b>Class of Estimate: Not Applicable</b>									
Dept: Transportation Services Department	Category: Service Enhancements	Ward: CW	Year of Completion: 2024									
This program funds maintenance, lifecycle replacement, and adaptations to core software, hardware and systems used to support all service areas such as control systems for ParaTranspo and conventional bus operations, payroll and staff management, and other legacy software.			<b>2021 Request</b>		2,744		Projected Yearend Unspent Bal.		0			
			Revenues		0		Debt					
			Tax Supported/ Dedicated		2,744		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>2021</b>		<b>2022</b>		<b>2023</b>		<b>2024</b>	
			Authority		2,744		6,522		1,608		2,474	
			Spending Plan		2,744		6,522		1,608		2,474	
			FTE's		0		0		0		0	
Operating Impact		0		0		0		0				

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Project Information			Financial Details									
<b>910147 Para Transpo Technology Systems</b>			<b>Class of Estimate: Not Applicable</b>									
Dept: Transportation Services Department	Category: Service Enhancements	Ward: CW	Year of Completion: 2024									
<p>This program funds continuing maintenance and upgrades to the suite of software used for Para Transpo workforce management, customer bookings, dispatch and timekeeping. Update to the existing version of IVR is required as the previous version is now deprecated. Funding for enhancement to Online Booking will be required following the initial launch.</p>			<b>2021 Request</b>		602		Projected Yearend Unspent Bal.		0			
			Revenues		0		Debt					
			Tax Supported/ Dedicated		602		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>2021</b>		<b>2022</b>		<b>2023</b>		<b>2024</b>	
			Authority		602		0		0		318	
			Spending Plan		602		0		0		318	
			FTE's		0		0		0		0	
			Operating Impact		0		0		0		0	
			<b>910148 Scheduling and Control Systems</b>			<b>Class of Estimate: Not Applicable</b>						
Dept: Transportation Services Department	Category: Service Enhancements	Ward: CW	Year of Completion: 2024									
<p>This program funds operational improvements and software enhancements of the computer aided dispatch control system for bus operations and the suite of software used to manage employees as well as implement advance analytic on the software suite.</p>			<b>2021 Request</b>		655		Projected Yearend Unspent Bal.		0			
			Revenues		0		Debt					
			Tax Supported/ Dedicated		655		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>2021</b>		<b>2022</b>		<b>2023</b>		<b>2024</b>	
			Authority		655		1,565		0		488	
			Spending Plan		655		1,565		0		488	
			FTE's		0		0		0		0	
			Operating Impact		0		0		0		0	

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**Service Area: Transit Services**  
 In Thousands (\$000)

Project Information			Financial Details				
<b>910159 Fare Control for Stage 2</b>			<b>Class of Estimate: Not Applicable</b>				
Dept: Transportation Services Department	Category: Service Enhancements	Ward: CW	Year of Completion: 2024				
<p>This project funds the procurement and implementation of the fare control system for Stage 2, as approved by Transit Commission. The Fare Control System will include fare gates, ticket machines and customer help points at all stations on Line 1 and Line 2 extensions. These equipment and systems will allow for safe and efficient transit operations and an intuitive customer journey consistent with existing Stage 1 stations. The fare control system will allow for payment with existing fare media as well as provide flexibility for future fare media.</p>			<b>2021 Request</b>	<b>23,900</b>	Projected Yearend Unspent Bal.		0
			Revenues	0	Debt		
			Tax Supported/ Dedicated	3,900	Tax Supported/ Dedicated Debt	20,000	
			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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
			Authority	23,900	0	0	0
			Spending Plan	23,900	0	0	0
			FTE's	0	0	0	0
Operating Impact	0	0	0	0			

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**Transit Commission**  
**Four Year Forecast Summary**  
**In Thousands \$(000's)**

Project Description	2021	2022	2023	2024	Total
<b>Transit Services</b>					
<b>Renewal of City Assets</b>					
909087 Rail Operational Readiness	6,222	3,130	5,532	3,690	18,574
909089 LRT Detour hours funding for Stage 2	-	10,608	15,912	-	26,520
909100 Bus Replacement Para 2020	-	13,565	-	-	13,565
909390 Transit Structures - Drainage	-	200	128	250	578
909512 Contractual Lifecycle Payment O-Train 2	-	9,285	15,817	15,269	40,371
909721 2020 Transit STR Scoping Pre/Post Eng.	-	50	-	-	50
909722 2020 Trillium Line Structures	3,500	900	2,000	600	7,000
909723 2020 Trillium L STR Scoping Pre/Post Eng	-	75	75	150	300
909752 Bus Replacement 2020	-	52,540	99,264	101,268	253,072
909759 Unplanned Infrastructure Response 2020	-	1,043	1,064	1,085	3,192
909762 Train and Rail Lifecycle and Mod 2020	-	1,304	1,330	1,248	3,882
910065 2021 Buildings-Transit Services	3,600	3,525	3,600	3,600	14,325
910114 2021 Transit Roads	2,260	2,210	2,110	2,110	8,690
910115 2021 Transit Park & Ride Renewal	-	650	750	750	2,150
910116 2021 Transit Structures	5,125	1,000	1,300	1,500	8,925
910149 Operations Support Vehicles - Replacement	985	1,878	1,915	1,953	6,731
910150 Renewal of Operational Assets	4,000	4,722	3,192	1,085	12,999
910151 Transit Network Yearly Rehab	1,500	1,878	1,915	1,954	7,247
910152 Bus Stops and Shelters	1,000	939	958	977	3,874
910153 Contractual Lifecycle Payment (O-Train)	444	440	2,538	8,138	11,560
910154 Station Customer Improvements	13,000	1,670	1,702	1,737	18,109
910155 Transit Accessibility Improvements	500	520	530	541	2,091
910156 Transit Priority Road and Signal Project	3,000	3,754	3,827	3,905	14,486
910157 Bus Refurbishment	20,500	19,215	18,968	7,255	65,938
910158 Bus Operator Barriers	6,000	-	-	-	6,000
910160 Stage 2 Transition	6,000	15,708	10,400	10,716	42,824
910161 Communications and Control Systems Onboard	6,150	2,087	-	2,122	10,359
<b>Renewal of City Assets Total</b>	<b>83,786</b>	<b>152,896</b>	<b>194,827</b>	<b>171,903</b>	<b>603,412</b>
<b>Growth</b>					
908703 Operations Support Vehicles - Growth	-	-	-	1,085	1,085
<b>Growth Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,085</b>	<b>1,085</b>

**City Of Ottawa**  
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**Transit Commission**  
**Four Year Forecast Summary**  
**In Thousands \$(000's)**

Project Description	2021	2022	2023	2024	Total
<b>Service Enhancements</b>					
909531 Technology Systems - Infr. LC	-	2,087	-	-	2,087
909866 O-Train Line 2 Enhmnt to Exting Stations	5,000	-	-	-	5,000
910142 Fare Technology Systems	2,040	2,087	7,447	2,171	13,745
910143 Technology Systems - Security	1,500	2,295	-	1,061	4,856
910144 Customer Services Technology Systems	2,855	261	266	814	4,196
910145 Fleet Maintenance Technology Systems	408	-	520	-	928
910146 Operations Management Systems	2,744	6,522	1,608	2,474	13,348
910147 Para Transpo Technology Systems	602	-	-	318	920
910148 Scheduling and Control Systems	655	1,565	-	488	2,708
910159 Fare Control for Stage 2	23,900	-	-	-	23,900
<b>Service Enhancements Total</b>	<b>39,704</b>	<b>14,817</b>	<b>9,841</b>	<b>7,326</b>	<b>71,688</b>
<b>Transit Services Total</b>	<b>123,490</b>	<b>167,713</b>	<b>204,668</b>	<b>180,314</b>	<b>676,185</b>
<b>Grand Total</b>	<b>123,490</b>	<b>167,713</b>	<b>204,668</b>	<b>180,314</b>	<b>676,185</b>

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**2021 Draft Capital Budget**  
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**Works-In-Progress**  
**In Thousands \$(000's)**

Project Description	Authority	Expenditures as of August 31, 2020	August 31, 2020 Upsent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractuals
Transit Services					
900300 IT Smartcard	34,124	37,641	(3,517)	372	(3,888)
904610 IT Bus Radio System	13,589	13,256	334	18	315
904868 Transitway System Improvements	1,465	1,182	283	41	242
905894 IT Operating & Control Centre Platform	2,556	2,304	252	245	7
906169 OLRT Transition	109,929	141,449	(31,520)	4,093	(35,612)
906432 Bus Equipment Replacement	1,430	1,329	101	29	72
906519 IT Business Intelligence Platform	380	199	181	177	4
906944 Environmental Improve - Reg. Compliance	1,600	616	984	17	967
906951 IT CAD AVL	2,000	1,517	483	476	7
906957 IT Transit Zone - Business Continuity	1,200	836	364	112	252
907300 2019 Trillium Line Structures	1,430	711	719	507	211
907372 Rail Radio Integration	5,077	5,275	(198)	-	(198)
907373 Fare Control Syst Confed Line Stn	25,940	25,173	767	139	628
907478 Tunney's Pasture Bus Staging Area	5,020	5,000	20	1	19
907881 2016 Buildings-Transit Services	3,600	3,504	96	-	96
908189 2016 Transitway Structures	1,835	1,740	95	48	47
908228 Transit Priority Road & Signal Project	3,030	2,429	601	472	129
908230 Unplanned Infrastructure Response - 2016	250	116	134	100	34
908234 Bus Refurbishment - 2016	9,327	5,274	4,053	-	4,053
908236 Vehicle Modifications - 2016	750	446	304	15	289
908473 2017 Buildings-Transit Services	4,914	4,850	64	73	(9)
908505 2017 Transitway Structures-site specific	300	153	147	33	114
908506 2019 Transit Roads	607	363	244	153	92
908565 PTIF 004 Carleton Siding - Spring switch	2,500	2,500	-	-	-
908648 PTIF 006 Customer waiting area Confed St	2,000	1,534	466	-	466
908649 PTIF-Advanced Renewal Proj-LRT Stage2-32	3,100	1,634	1,466	1,071	395
908651 PTIF 002 Transit Op Crew room Bayview	1,500	1,500	-	-	-
908652 PTIF-Park & Ride Lot Improvements (013)	1,000	585	415	-	415



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**In Thousands \$(000's)**

Project Description	Authority	Expenditures as of August 31, 2020	August 31, 2020 Upsent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractuals
908653 PTIF 003 Tunney's Pasture Bus Loop	3,000	3,000	-	-	-
908654 PTIF-Transitway Resurfacing (022)	3,170	3,110	60	20	40
908662 Renewal of Operational Assets - 2017	4,000	3,619	381	437	(56)
908664 Transitway Yearly Rehab - 2017	1,000	565	435	391	43
908682 PTIF-008 Elevator Tremblay Station	1,000	1,000	-	-	-
908695 Unplanned Infrastructure Response - 2017	250	105	145	135	10
908696 IT Corporate Support Platform - 2017	1,450	950	500	10	489
908698 IT Operations & Control Centre Platform	700	614	86	-	86
908700 Technology Systems - Infrast. Lifecycle	1,300	558	742	67	675
908702 Trillium Line & Rail Lifecycle - 2017	6,400	3,628	2,772	312	2,460
908703 Operations Support Vehicles - Growth	210	5	205	176	29
908704 Non Revenue Vehicle Replacement - 2017	1,500	1,128	372	267	105
908750 Bus Replacement (34 buses)	28,000	22,466	5,534	4,454	1,080
908753 PTIF 014 Rural Bus Stop Improvements	400	374	26	-	26
908754 PTIF 015 Bus Shelters	750	750	-	-	-
908755 PTIF 016 Concrete Bus Pads	350	294	56	-	56
908756 PTIF 017 Emergency Phone Upgr at Twy Stn	2,000	1,497	503	-	503
908757 PTIF 020 Merivale Driver facil& Elevator	1,500	1,490	10	-	10
908758 PTIF 023 Fare Gate Entrances Transitway	1,750	1,321	429	51	378
908759 PTIF 024 Transit Operator room Hawthorne	400	-	400	-	400
908760 PTIF 034 Transit Priority Projects	8,700	4,827	3,873	1,104	2,770
908761 PTIF 018 Passenger Information Display	2,000	2,000	-	-	-
908762 PTIF 019Smartbus Infrastructure on board	4,500	4,293	207	-	207
908763 PTIF 025 Transport Demand Mgmt - detours	30,000	30,000	-	-	-
908764 PTIF 005 Walkley Interlock Refurb & Repl	11,000	8,633	2,367	-	2,367
908766 PTIF 035 Acquisition of (17) new buses	18,400	17,904	496	-	496
908930 2018 Buildings-Transit Services	3,600	1,300	2,300	83	2,217
908986 2018 Scoping Pre/Post Tway Struc.	100	87	13	-	13
908987 2018 Transitway Structures	1,100	758	342	441	(99)

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Project Description	Authority	Expenditures as of August 31, 2020	August 31, 2020 Upsent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractuals
908988 2018 Transit Structures - Drainage	255	37	218	8	210
908989 2019 Transit Structures	680	-	680	251	429
908990 Prince of Wales Bridge (Pier Work)	5,002	262	4,740	272	4,468
908991 2018 Scoping Pre/Post Trillium Line Stru	150	(0)	150	-	150
909080 Bus Stops and Shelters	900	151	749	169	580
909081 Renewal of Operational Assets	4,000	3,373	627	56	571
909083 Transit Network Yearly Rehab	800	617	183	31	152
909084 Transit Priority Road & Signal Projects	4,016	1,602	2,414	797	1,617
909085 Transit System Customer Improvements	2,600	858	1,742	171	1,571
909086 Unplanned Infrastructure Response	502	3	499	500	(1)
909087 Rail Operational Readiness	7,100	712	6,388	6	6,382
909089 LRT Detour hours funding for Stage 2	15,000	45	14,955	-	14,955
909091 IT Onboard Technology Systems	2,700	1,511	1,189	1,127	62
909092 IT Technology Systems - Customer Service	1,055	664	391	292	99
909093 IT Technology Systems - Operational Supp	400	12	388	-	388
909094 IT Technology Systems - Para Transpo	1,200	166	1,034	75	959
909095 IT Technology Systems - Schedule&Control	2,400	1,421	979	718	262
909096 Train & Rail Lifecycle (Confederation)	300	217	83	292	(209)
909097 Train & Rail Lifecycle (Trillium Line)	5,000	440	4,560	65	4,495
909101 Operations Support Vehicles - Replacemen	1,600	488	1,112	722	390
909116 Reinstate roads post O-Train Confed Line	1,000	-	1,000	-	1,000
909370 2019 Buildings-Transit Services	3,600	846	2,754	700	2,053
909389 2019 Transit STR Scoping Pre/Post Eng.	-	(0)	0	-	0
909391 2019 Trillium L STR Scoping Pre/Post Eng	150	-	150	-	150
909493 2019 Transit Park & Ride Renewal	603	554	49	-	49
909511 Technology Systems - Security	2,950	602	2,348	130	2,218
909513 Contractual LC Payment (O-train Line1)	320	227	93	227	(134)
909518 Bus Refurbishment	22,350	11,738	10,612	3,884	6,727
909519 Bus Replacement	55,235	51,062	4,173	3,560	613

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Project Description	Authority	Expenditures as of August 31, 2020	August 31, 2020 Upsent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractuals
909520 Bus Stops and Shelters	900	162	738	610	128
909521 Operations Management Systems	500	17	483	-	483
909522 Customer Services Technology System	1,000	2	998	86	911
909524 IT - Comm and Control Sys Onboard Vehicl	2,000	890	1,110	250	859
909525 Scheduling and Control Systems	1,400	188	1,212	838	373
909528 Renewal of Operational Assets	4,000	885	3,115	663	2,452
909529 Fare Technology Systems	400	185	215	102	113
909530 Transit Accessibility Improvements	600	309	291	38	253
909531 Technology Systems - Infr. LC	2,000	-	2,000	-	2,000
909532 Transit Priority Road and Signal Project	3,316	-	3,316	137	3,179
909533 Transit Network Yearly Rehab	1,800	351	1,449	366	1,083
909534 Tran & Rail Lifecycle Modifications	1,750	-	1,750	-	1,750
909535 Unplanned Infrastructure Response	1,000	634	366	-	366
909536 Operations Support Vehicle Replacement	1,700	145	1,555	412	1,144
909681 2020 Buildings - Transit Services	3,600	-	3,600	-	3,600
909718 2020 Transit Roads	1,500	-	1,500	914	586
909720 2020 Transit Structures	430	-	430	-	430
909721 2020 Transit STR Scoping Pre/Post Eng.	200	-	200	-	200
909722 2020 Trillium Line Structures	6,660	520	6,140	5,047	1,093
909723 2020 Trillium L STR Scoping Pre/Post Eng	150	-	150	-	150
909752 Bus Replacement 2020	43,392	1,008	42,384	40,673	1,712
909756 Operations Support Vehicles - Replace 20	1,800	81	1,719	437	1,282
909757 Renewal of Operational Assets 2020	4,000	340	3,660	1,202	2,458
909758 Transit Network Yearly Rehab 2020	1,800	3	1,797	148	1,649
909759 Unplanned Infrastrcuture Response 2020	1,000	28	972	137	834
909760 IT Fare Technology Systems 2020	2,000	-	2,000	-	2,000
909762 Train and Rail Lifecycle and Mod 2020	750	-	750	-	750
909763 Bus Stops and Shelters 2020	900	0	900	-	900
909764 Station Customer Improvements	2,850	392	2,458	140	2,318

**City Of Ottawa**  
**2021 Draft Capital Budget**  
**Transit Commission**  
**Works-In-Progress**  
**In Thousands \$(000's)**

Project Description	Authority	Expenditures as of August 31, 2020	August 31, 2020 Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractuals
909765 Transit Accessibility Improvements	500	55	445	-	445
909766 Transit Priority Road and Signal Project	2,975	(212)	3,187	639	2,549
909767 IT Comm + Control Syst Onboard Vehicles	8,500	66	8,434	301	8,133
909769 IT Customer Services Technology Systems	1,300	-	1,300	-	1,300
909771 IT Fleet Maintenance Technology Systems	940	-	940	-	940
909772 IT Operations Management Systems	500	-	500	-	500
909773 IT Technology Systems - Para Transpo	900	157	743	159	584
909774 IT Scheduling and Control Systems	800	-	800	-	800
909775 IT Technology Systems - Security	3,000	-	3,000	-	3,000
909864 Electric Buses and Equipment	6,000	31	5,969	2,934	3,035
909866 O-Train Line 2 Enhmnt to Exting Stations	5,000	-	5,000	1,286	3,714
909867 O-Train Line 2 Station Connectivity Impr	3,300	-	3,300	-	3,300
<b>Transit Services Total</b>	<b>647,964</b>	<b>463,240</b>	<b>184,724</b>	<b>87,710</b>	<b>97,013</b>
<b>Grand Total</b>	<b>647,964</b>	<b>463,240</b>	<b>184,724</b>	<b>87,710</b>	<b>97,013</b>