

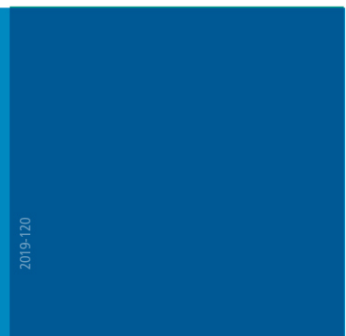
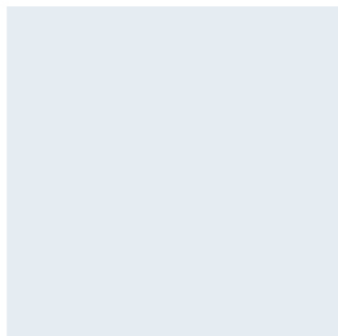


# Draft **BUDGET 2020**

An affordable approach for  
responsible growth, mobility  
and housing

Transit Commission

Tabled November 6, 2019





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### Transit Commission

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## **Transportation Services Department**

### **2020 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, earlier this year. The successful 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; 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
- Customer service

- Maintenance of transit vehicles and facilities
- Employee management, training, and engagement
- Safety management
- 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)

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Transit Operations	423,464	430,468	425,049	436,882	11,833
Transit Customer Systems & Planning	30,747	34,452	35,826	38,732	2,906
Safety, Compliance, Training & Development	4,648	5,247	5,247	4,603	-644
Business Support Services	3,829	3,706	4,104	3,886	-218
General Manager's Office	631	601	601	608	7
Non Departmental	123,006	140,120	140,120	157,138	17,018
<b>Gross Expenditure</b>	<b>586,325</b>	<b>614,594</b>	<b>610,947</b>	<b>641,849</b>	<b>30,902</b>
Recoveries & Allocations	-50,899	-36,096	-36,096	-26,745	9,351
Revenue	-246,510	-274,051	-276,112	-293,610	-17,498
<b>Net Requirement</b>	<b>288,916</b>	<b>304,447</b>	<b>298,739</b>	<b>321,494</b>	<b>22,755</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	273,981	274,894	275,292	282,563	7,271
Overtime	26,970	25,337	19,918	18,223	-1,695
Materials & Services	137,879	147,576	148,950	156,930	7,980
Transfers/Grants/Financial Charges	123,194	140,162	140,162	157,180	17,018
Fleet Services Branch Chargebacks	859	1,122	1,122	1,122	0
Program Facility Costs	20,661	23,426	23,426	23,754	328
Other Internal Costs	2,781	2,077	2,077	2,077	0
<b>Gross Expenditures</b>	<b>586,325</b>	<b>614,594</b>	<b>610,947</b>	<b>641,849</b>	<b>30,902</b>
Recoveries & Allocations	-50,899	-36,096	-36,096	-26,745	9,351
<b>Net Expenditure</b>	<b>535,426</b>	<b>578,498</b>	<b>574,851</b>	<b>615,104</b>	<b>40,253</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	-53,608	-75,338	-75,338	-84,377	-9,039
Fees and Services	-192,902	-198,713	-200,774	-209,233	-8,459
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-246,510</b>	<b>-274,051</b>	<b>-276,112</b>	<b>-293,610</b>	<b>-17,498</b>
<b>Net Requirement</b>	<b>288,916</b>	<b>304,447</b>	<b>298,739</b>	<b>321,494</b>	<b>22,755</b>
<b>Full Time Equivalents</b>			<b>2,932.30</b>	<b>3,093.30</b>	<b>161.00</b>

City of Ottawa  
Transportation Services Department  
Transit Services - User Fees

Policy Fare Structure		2019 Rate \$	2020 Rate \$	% Change Over 2019	Effective Date	2020 Revenue (\$000)
	Multiplier or Discount					
<b>OC Transpo - Customers' Fares</b>						
<b>Base fare recommended for approval</b>	-	-	3.5104	3.5982	2.5%	1-Jan-2020
<b>Passes</b> (set by policy from base fare)						
Adult monthly pass	34 x base	quarter	119.50	122.50	2.5%	1-Jan-2020
Youth (6-19) monthly pass	23% discount	quarter	92.25	94.50	2.4%	1-Jan-2020
Senior (65+) monthly pass	62% discount	quarter	45.50	46.75	2.7%	1-Jan-2020
Community monthly pass	64.7% discount	quarter	43.25	43.25	0.0%	1-Jan-2020
Access monthly pass	64.7% discount	quarter	43.25	43.25	0.0%	1-Jan-2020
EquiPass monthly pass	52.4% discount	quarter	58.25	58.25	0.0%	1-Jan-2020
DayPass [1]	3 x base	quarter	10.75	11.00	2.3%	1-Jan-2020
DayPass3 [1]	7.5 x base	quarter	26.50	27.00	1.9%	1-Jan-2020
DayPass5 [1]	12 x base	quarter	42.25	43.25	2.4%	1-Jan-2020
DayPass7 [1]	14.25 x base	quarter	50.25	51.50	2.5%	1-Jan-2020
Family Pass (weekends/holidays)	3 x base	quarter	10.75	11.00	2.3%	1-Jan-2020
U-Pass (per semester)	fixed by contract		212.71	218.03	2.5%	1-Sep-2020



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

	Policy Fare Structure						
	Multiplier or Discount	Rounded up to nearest	2019 Rate \$	2020 Rate \$	% Change Over 2019	Effective Date	2020 Revenue (\$000)
Single-ride fares [2] (set by policy from base fare)							
Adult single-ride fare (paid by e-purse/ParaPurse)	1 x base	nickel	3.55	3.60	1.4%	1-Jan-2020	
Adult single-ride fare (paid by cash/credit/debit)	+ 5 cents	nickel	3.60	3.65	1.4%	1-Jan-2020	
Senior (65+) single-ride fare (paid by e-purse/ParaPurse) [3]	25% discount	nickel	2.65	2.70	1.9%	1-Jan-2020	
Senior (65+) single-ride fare (paid by cash/credit/debit) [3]	+ 5 cents	nickel	2.70	2.75	1.9%	1-Jan-2020	
Community Pass single-ride fare (paid by e-purse/ParaPurse)	51.4% discount	nickel	1.75	1.75	0.0%	1-Jan-2020	
EquiPass single-ride fare (paid by e-purse/ParaPurse)	51.4% discount	nickel	1.75	1.75	0.0%	1-Jan-2020	
Child (6-12) single-ride fare (paid by e-purse/ParaPurse)	50% discount	nickel	1.80	1.80	0.0%	1-Jan-2020	
Child (6-12) single-ride fare (paid by cash/credit/debit)	+ 5 cents	nickel	1.85	1.85	0.0%	1-Jan-2020	
Child (0-5) single-ride fare [4]	100% discount	-	free	free	-		
Para Transpo discounted fare with Access Pass	33% discount	nickel	2.40	2.45	2.1%	1-Jan-2020	
Para Transpo rural fare	2.7 x base	quarter	9.50	9.75	2.6%	1-Jan-2020	

City of Ottawa  
Transportation Services Department  
Transit Services - User Fees

Policy Fare Structure							
	Multiplier or Discount	Rounded up to nearest	2019 Rate \$	2020 Rate \$	% Change Over 2019	Effective Date	2020 Revenue (\$000)
<b>Total fare revenue</b>							
Conventional service (bus and O-Train)	-	-			-		\$ 202,627
Para Transpo	-	-			-		\$ 2,149
<b>Other fees recommended for approval</b>							
Presto smartcard	-	quarter	6.00	6.00	-	1-Jan-2020	
Regular park and ride permit	-	quarter	26.50	27.25	2.8%	1-Jan-2020	
Gold Pass park and ride permit	-	quarter	60.00	61.50	2.5%	1-Jan-2020	
Charter bus - first hour	-	dollar	557.00	571.00	2.5%	1-Jan-2020	
Charter bus - each additional hour	-	quarter	278.50	285.50	2.5%	1-Jan-2020	

**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.
- [3] Seniors travel free on conventional transit services on Sundays and Wednesdays.
- [4] Children who travel frequently and cannot be carried through a fare gate by a parent/guardian may obtain a special smartcard.

**City Of Ottawa**  
**2020 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>						
908990 Prince of Wales Bridge (Pier Work)	-	2,000	-	-	1,120	3,120
909087 Rail Operational Readiness	-	-	4,800	-	-	4,800
909089 LRT Detour hours funding for Stage 2	-	15,000	-	-	-	15,000
909390 Transit Structures - Drainage	-	-	50	-	-	50
909681 2020 Buildings - Transit Services	-	-	3,600	-	-	3,600
909718 2020 Transit Roads	-	250	-	-	1,250	1,500
909720 2020 Transit Structures	-	-	-	-	430	430
909721 2020 Transit STR Scoping Pre/Post Eng.	-	-	200	-	-	200
909722 2020 Trillium Line Structures	-	510	-	-	6,150	6,660
909723 2020 Trillium L STR Scoping Pre/Post Eng	-	-	150	-	-	150
909752 Bus Replacement 2020	-	8,392	35,000	-	-	43,392
909756 Operations Support Vehicles - Replace 20	-	-	1,800	-	-	1,800
909757 Renewal of Operational Assets 2020	-	-	13,359	-	-	13,359
909758 Transit Network Yearly Rehab 2020	-	-	1,800	-	-	1,800
909759 Unplanned Infrastructure Response 2020	-	-	1,000	-	-	1,000
909762 Train and Rail Lifecycle and Mod 2020	-	-	750	-	-	750
909763 Bus Stops and Shelters 2020	-	-	-	-	900	900
909764 Station Customer Improvements	-	-	2,850	-	-	2,850
909765 Transit Accessibility Improvements	-	-	500	-	-	500
909766 Transit Priority Road and Signal Project	-	-	2,616	-	-	2,616
909767 IT Comm + Control Syst Onboard Vehicles	-	-	8,500	-	-	8,500
<b>Renewal of City Assets Total</b>	<b>-</b>	<b>26,152</b>	<b>76,975</b>	<b>-</b>	<b>9,850</b>	<b>112,977</b>
<b>Service Enhancements</b>						
909760 IT Fare Technology Systems 2020	-	-	2,000	-	-	2,000
909769 IT Customer Services Technology Systems	-	-	1,300	-	-	1,300
909771 IT Fleet Maintenance Technology Systems	-	-	940	-	-	940
909772 IT Operations Management Systems	-	-	500	-	-	500
909773 IT Technology Systems - Para Transpo	-	-	900	-	-	900
909774 IT Scheduling and Control Systems	-	-	800	-	-	800
909775 IT Technology Systems - Security	-	-	3,000	-	-	3,000

City Of Ottawa  
 2020 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
909866 O-Train Line 2 Enhmnt to Exting Stations	-	-	-	-	5,000	5,000
909867 O-Train Line 2 Station Connectivity Impr	-	-	-	-	3,300	3,300
<b>Service Enhancements Total</b>	-	-	<b>9,440</b>	-	<b>8,300</b>	<b>17,740</b>
<b>Transit Services Total</b>	-	<b>26,152</b>	<b>86,415</b>	-	<b>18,150</b>	<b>130,717</b>
<b>Grand Total</b>	-	<b>26,152</b>	<b>86,415</b>	-	<b>18,150</b>	<b>130,717</b>

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

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Transit Operations	430,468	425,049	-8,150	10,483	9,500	0	436,882	11,833
Transit Customer Systems & Planning	34,452	35,826	277	2,629	0	0	38,732	2,906
Safety, Compliance, Training & Development	5,247	5,247	43	-687	0	0	4,603	-644
Business Support Services	3,706	4,104	0	-218	0	0	3,886	-218
General Manager's Office	601	601	0	7	0	0	608	7
Non Departmental	140,120	140,120	6,353	10,665	0	0	157,138	17,018
<b>Gross Expenditure</b>	<b>614,594</b>	<b>610,947</b>	<b>-1,477</b>	<b>22,879</b>	<b>9,500</b>	<b>0</b>	<b>641,849</b>	<b>30,902</b>
Recoveries & Allocations	-36,096	-36,096	8,495	856	0	0	-26,745	9,351
Revenue	-274,051	-276,112	-3,453	-7,270	-1,825	-4,950	-293,610	-17,498
<b>Net Requirement</b>	<b>304,447</b>	<b>298,739</b>	<b>3,565</b>	<b>16,465</b>	<b>7,675</b>	<b>-4,950</b>	<b>321,494</b>	<b>22,755</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	274,894	275,292	-10,666	12,630	5,307	0	282,563	7,271
Overtime	25,337	19,918	-661	-1,309	275	0	18,223	-1,695
Materials & Services	147,576	148,950	3,169	893	3,918	0	156,930	7,980
Transfers/Grants/Financial Charges	140,162	140,162	6,353	10,665	0	0	157,180	17,018
Fleet Services Branch chargebacks	1,122	1,122	0	0	0	0	1,122	0
Program Facility Costs	23,426	23,426	328	0	0	0	23,754	328
Other Internal Costs	2,077	2,077	0	0	0	0	2,077	0
<b>Gross Expenditures</b>	<b>614,594</b>	<b>610,947</b>	<b>-1,477</b>	<b>22,879</b>	<b>9,500</b>	<b>0</b>	<b>641,849</b>	<b>30,902</b>
Recoveries & Allocations	-36,096	-36,096	8,495	856	0	0	-26,745	9,351
<b>Net Expenditure</b>	<b>578,498</b>	<b>574,851</b>	<b>7,018</b>	<b>23,735</b>	<b>9,500</b>	<b>0</b>	<b>615,104</b>	<b>40,253</b>
<b>Percent of 2019 Net Expenditure Budget</b>			<b>1.2%</b>	<b>4.1%</b>	<b>1.7%</b>	<b>0.0%</b>	<b>7.0%</b>	

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

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	-75,338	-75,338	-1,769	-7,270	0	0	-84,377	-9,039
Fees and Services	-198,713	-200,774	-1,684	0	-1,825	-4,950	-209,233	-8,459
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-274,051</b>	<b>-276,112</b>	<b>-3,453</b>	<b>-7,270</b>	<b>-1,825</b>	<b>-4,950</b>	<b>-293,610</b>	<b>-17,498</b>
<b>Percent of 2019 Revenue Budget</b>			<b>1.3%</b>	<b>2.6%</b>	<b>0.7%</b>	<b>1.8%</b>	<b>6.3%</b>	
<b>Net Requirement</b>	<b>304,447</b>	<b>298,739</b>	<b>3,565</b>	<b>16,465</b>	<b>7,675</b>	<b>-4,950</b>	<b>321,494</b>	<b>22,755</b>
<b>Percent of 2019 Net Requirement Budget</b>			<b>1.2%</b>	<b>5.5%</b>	<b>2.6%</b>	<b>-1.7%</b>	<b>7.6%</b>	
<b>Full Time Equivalents (FTE's)</b>		2,932.30	0.00	103.00	58.00	0.00	<b>3,093.30</b>	<b>161.00</b>
<b>Percent of 2019 FTE's</b>			<b>0.0%</b>	<b>3.5%</b>	<b>2.0%</b>	<b>0.0%</b>	<b>5.5%</b>	

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

2019 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Shortfall due mainly to higher Para Transpo costs to meet the increased ridership demand and lower than anticipated fare revenue from customers purchasing lower-priced fares.	-3,647	-2,061	-5,708
<b>Total Surplus / (Deficit)</b>	<b>-3,647</b>	<b>-2,061</b>	<b>-5,708</b>

2019 Baseline Adjustment / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
Revenue shortfall resulting from lower average fares due to customers' fare choices.	0	2,005	2,005	0.00
Annualization of expenditure elimination and revenue increase used to fund the new costs associated with operating O-Train Line 1.	-1,035	-565	-1,600	0.00
Reversal of one time funding for parallel service and testing of O Train Line 1.	0	4,585	4,585	0.00
Annualization of debt charges associated with the Confederation Line project.	6,353	-6,353	0	0.00
Annualization of increase in staff requirement for high capacity bus refurbishment and warranty maintenance.	1,350	0	1,350	0.00
Annualization of increase in warranty recovery for bus maintenance.	-545	0	-545	0.00
Annualization of increase in capital recovery for bus refurbishment.	-805	0	-805	0.00
Annualization of 2019 bus service expansion.	1,700	-850	850	0.00
Annualization of 2019 fare increase.	0	-2,325	-2,325	0.00
Annualization of no-charge Sunday service for seniors.	0	50	50	0.00
Capitalization of service hours for Line 1 construction detours.	-8,120	0	-8,120	0.00
Recovery of service hours for Line 1 construction detours.	8,120	0	8,120	0.00
Capitalization of service hours for Infrastructure Services construction detours.	-1,725	0	-1,725	0.00
Recovery of service hours for Infrastructure Services construction detours.	1,725	0	1,725	0.00
<b>Total Adjustments to Base Budget</b>	<b>7,018</b>	<b>-3,453</b>	<b>3,565</b>	<b>0.00</b>

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

2020 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2020 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments.	7,385	0	7,385	0.00
Contribution to capital to replace the cancelled provincial gas tax increase.	9,800	0	9,800	0.00
Reserve transfer for inflationary increases and service growth.	0	-7,270	-7,270	0.00
Customer Service Representatives.	1,200	0	1,200	15.00
Recovery from capital for the Customer Service Representatives.	-1,200	0	-1,200	0.00
Debt Charges.	865	0	865	0.00
Maintain service reliability by reducing reliance on overtime and maintain compliance with regulatory requirements related to work hours.	2,580	0	2,580	88.00
Increase in Presto fees charged by Metrolinx.	2,055	0	2,055	0.00
Payments to Rideau Transit Group for Line 1 maintenance and facilities.	680	0	680	0.00
Higher hydro price for O-Train Line 1 traction power.	200	0	200	0.00
Maintenance for fare control devices at O-Train Line 1 stations.	140	0	140	0.00
Inflationary increase in funding for rural transportation provided by community support service agencies.	30	0	30	0.00
Increase in bus costs due to shutdown of Line 2.	4,575	0	4,575	0.00
Reduction in rail costs due to shutdown of Line 2.	-4,490	0	-4,490	0.00
Recovery of incremental cost of Line 2 shut down funded by capital.	-85	0	-85	0.00
<b>Total Maintain Services</b>	<b>23,735</b>	<b>-7,270</b>	<b>16,465</b>	<b>103.00</b>
<b>Growth</b>				
Conventional bus service expansion, to accommodate changes in customers' travel needs, provide for additional capacity as required on routes connecting with O-Train Line 1, and to improve service reliability.	7,500	-1,825	5,675	58.00
Para Transpo service expansion, to address increased travel needs by customers.	2,000	0	2,000	0.00
<b>Total Growth</b>	<b>9,500</b>	<b>-1,825</b>	<b>7,675</b>	<b>58.00</b>



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

2020 Pressure Category / Explanation	Expense	Revenue	Net 2020 Changes	FTE Impact
<b>User Fees &amp; Revenues</b>				
Fare increase of 2.5% effective Jan 1, 2020.	0	-4,950	-4,950	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>0</b>	<b>-4,950</b>	<b>-4,950</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>40,253</b>	<b>-17,498</b>	<b>22,755</b>	<b>161.00</b>

# Capital Budget

City of Ottawa  
2020 Draft Capital Budget  
Transit Commission  
In Thousands (\$000)

Service Area: Transit Services											
Category	2020 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	112,977	0	76,975	0	0	26,152	9,850	0	0	0	9,850
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	17,740	0	9,440	0	0	0	8,300	0	0	0	8,300
<b>Total</b>	<b>130,717</b>	<b>0</b>	<b>86,415</b>	<b>0</b>	<b>0</b>	<b>26,152</b>	<b>18,150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,150</b>

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Program Information			Financial Details																																															
Buildings-Transit			Class of Estimate:		C) Planning																																													
Dept:	Planning, Infrastructure & Economic Development Department	Category: Renewal of City Assets	Ward: Multiple		Year of Completion: Various																																													
<p>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:</p> <table><tr><th>Service Area</th><th>Buildings</th><th>Parks</th></tr><tr><td>By-Law Services</td><td>75</td><td></td></tr><tr><td>Child Care Services</td><td>450</td><td></td></tr><tr><td>Cultural Services</td><td>850</td><td></td></tr><tr><td>Fire Services</td><td>1,825</td><td></td></tr><tr><td>General Government</td><td>2,925</td><td></td></tr><tr><td>Library</td><td>750</td><td></td></tr><tr><td>Long Term Care</td><td>1,853</td><td></td></tr><tr><td>Parks &amp; Recreation</td><td>22,790</td><td>8,250</td></tr><tr><td>Road Services</td><td>2,400</td><td></td></tr><tr><td>Social Services</td><td>750</td><td></td></tr><tr><td>Transit Services</td><td>3,600</td><td></td></tr><tr><td>Water Services</td><td>150</td><td></td></tr><tr><td><b>Total Authority Request</b></td><td><b>38,418</b></td><td><b>8,250</b></td></tr></table>			Service Area	Buildings	Parks	By-Law Services	75		Child Care Services	450		Cultural Services	850		Fire Services	1,825		General Government	2,925		Library	750		Long Term Care	1,853		Parks & Recreation	22,790	8,250	Road Services	2,400		Social Services	750		Transit Services	3,600		Water Services	150		<b>Total Authority Request</b>	<b>38,418</b>	<b>8,250</b>	2020 Request		3,600	Projected Yearend Unspent Bal.		0
			Service Area	Buildings	Parks																																													
			By-Law Services	75																																														
			Child Care Services	450																																														
			Cultural Services	850																																														
			Fire Services	1,825																																														
			General Government	2,925																																														
			Library	750																																														
			Long Term Care	1,853																																														
			Parks & Recreation	22,790	8,250																																													
Road Services	2,400																																																	
Social Services	750																																																	
Transit Services	3,600																																																	
Water Services	150																																																	
<b>Total Authority Request</b>	<b>38,418</b>	<b>8,250</b>																																																
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																																													
Forecast		2020	2021	2022	2023																																													
Authority		3,600	3,600	3,600	3,600																																													
Spending Plan		1,800	2,880	3,600	3,600																																													
FTE's		0	0	0	0																																													
Operating Impact		0	0	0	0																																													

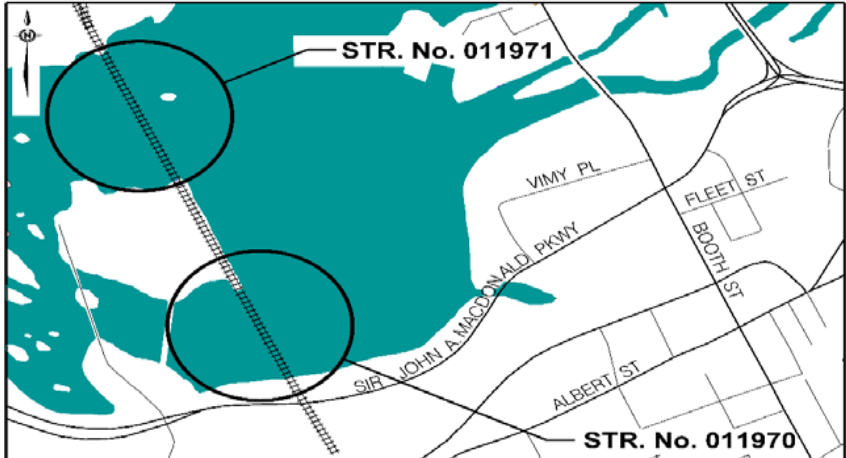
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Program Information			Financial Details				
Transit Rail Structures			Class of Estimate:	C) Planning			
Dept:	Planning, Infrastructure & Economic Development Department	Category: Renewal of City Assets	Ward: Multiple	Year of Completion: Various			
<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>			2020 Request	9,930	Projected Yearend Unspent Bal.	0	
			Revenues	0	Debt		
			Tax Supported/ Dedicated	150	Tax Supported/ Dedicated Debt	7,270	
			Rate Supported	0	Rate Supported Debt	0	
			Develop. Charges	0	Develop. Charges Debt	0	
			Gas Tax	2,510	Gas Tax Debt	0	
			Forecast	2020	2021	2022	2023
			Authority	9,930	8,220	1,050	500
			Spending Plan	4,924	7,110	4,970	2,210
			FTE's	0	0	0	0
			Operating Impact	0	0	0	0

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Project(s) within a Program Information			Location/Description	\$000's
<b>908990 Prince of Wales Bridge (Pier Work)</b>			<b>Class of Estimate: C) Planning</b>	<b>3,120</b>
Category: Renewal of City Assets	Ward: 14, 15	Year of Completion: 2021		
<p>This project consists of pier work along Prince of Wales Bridge, over the Ottawa River, at Lemieux Island (structure numbers SN 011970 &amp; 011971).</p> <p>Funding is required for the construction phase of the substructure rehabilitation, which is part of a preservation strategy in line with the recommendations obtained from a detailed condition assessment and renewal options analysis study.</p> <p>New year of completion 2022.</p>				

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Project Information			Location/Description	\$000's
909722	2020 Trillium Line Structures		Class of Estimate: C) Planning	6,660
Category:	Renewal of City Assets	Ward: CW	Year of Completion: 2022	
<p>This component of the program provides for the engineering and construction activities relating to repair and 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>				
Ward	Location	Description		
14/15	Albert St O/P O-Train Trillium Line	0.50 km W of Preston St [015380]		
14/15	Beech St O/P O-Train Trillium Line	0.10 km W of Preston St [015890]		
16	Heron Rd O/P O-Train Trillium Line	Heron Rd/NS LRT- E of SN055160 [055260]		
16	Riverside Dr O/P O-Train Trillium Line	0.30 km N of Heron Rd [055280]		
16	Walkley Rd O/P O-Train Trillium Line	0.28 km W of Bank St [055330]		
16/17	Confederation Hts Brdg [APPkwy O/PHeron/OTrain TrilliumLine)	1.63 km N of Walkley Rd [056610]		



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Project(s) within a Program Information			\$000's
909723	2020 Trillium L STR Scoping Pre/Post Eng	Class of Estimate: C) Planning	150
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2022	
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.			

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Program Information			Financial Details						
Transit Roads & Structures			Class of Estimate:		Not Applicable				
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>			2020 Request		2,180	Projected Yearend Unspent Bal.		0	
			Revenues		0	Debt			
			Tax Supported/ Dedicated		250	Tax Supported/ Dedicated Debt		1,680	
			Rate Supported		0	Rate Supported Debt		0	
			Develop. Charges		0	Develop. Charges Debt		0	
			Gas Tax		250	Gas Tax Debt		0	
			Forecast		2020	2021	2022	2023	
			Authority		2,180	7,230	3,310	3,860	
			Spending Plan		1,100	4,290	4,250	4,370	
			FTE's		0	0	0	0	
			Operating Impact		0	0	0	0	

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Project(s) within a Program Information			\$000's	
909721	2020 Transit STR Scoping Pre/Post Eng.	Class of Estimate: C) Planning		200
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2022		
Scope and design briefs for transitway structures 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 of funding envelopes.				

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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 O-Train extensions to the east, west and south of downtown.</p>			<b>2020 Request</b>		Projected Yearend Unspent Bal.	
			4,800		2,265	
			Revenues	0	Debt	
			Tax Supported/ Dedicated	4,800	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>2020</b>	<b>2021</b>	<b>2022</b>
						<b>2023</b>
			Authority	4,800	6,222	3,120
			Spending Plan	6,865	6,222	3,120
			FTE's	0	0	0
			Operating Impact	0	0	0
<b>909089 LRT Detour hours funding for Stage 2 LRT</b>			<b>Class of Estimate: Not Applicable</b>			
Dept: Transportation Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2023			
<p>This project will fund detour costs for Stage 2 LRT projects. Additional funding will be sought in a future budget to fund remaining detours prior to the opening of Stage 2 LRT.</p>			<b>2020 Request</b>		Projected Yearend Unspent Bal.	
			15,000		0	
			Revenues	0	Debt	
			Tax Supported/ Dedicated	0	Tax Supported/ Dedicated Debt	0
			Rate Supported	0	Rate Supported Debt	0
			Develop. Charges	0	Develop. Charges Debt	0
			Gas Tax	15,000	Gas Tax Debt	0
			<b>Forecast</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
						<b>2023</b>
			Authority	15,000	15,300	0
			Spending Plan	7,575	7,575	7,575
			FTE's	0	0	0
			Operating Impact	0	0	0

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Project Information			Financial Details						
909752    Bus Replacement			Class of Estimate:		Not Applicable				
Dept:        Transportation Services Department		Category: Renewal of City Assets	Ward: CW		Year of Completion:    2023				
<p>This project is for the replacement of buses that have reached the end of their operational life. It fulfils the OC Transpo long-range fleet plan and aligns with the transit long-range financial plan. This project will fund replacing 63 existing 40-foot buses with a new fleet of 40-foot buses.</p>			2020 Request		43,392	Projected Yearend Unspent Bal.			0
			Revenues		0	Debt			
			Tax Supported/ Dedicated		35,000	Tax Supported/ Dedicated Debt		0	
			Rate Supported		0	Rate Supported Debt		0	
			Develop. Charges		0	Develop. Charges Debt		0	
			Gas Tax		8,392	Gas Tax Debt		0	
			Forecast		2020	2021	2022	2023	
			Authority		43,392	51,510	0	98,991	
			Spending Plan		21,696	47,451	25,755	49,496	
			FTE's		0	0	0	0	
Operating Impact		0	0	0	0				
909756    Operations Support Vehicles – Replacement			Class of Estimate:		Not Applicable				
Dept:        Transportation Services Department		Category: Renewal of City Assets	Ward: CW		Year of Completion:    2023				
<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 30 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>			2020 Request		1,800	Projected Yearend Unspent Bal.			0
			Revenues		0	Debt			
			Tax Supported/ Dedicated		1,800	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	
			Forecast		2020	2021	2022	2023	
			Authority		1,800	1,836	1,872	1,910	
			Spending Plan		1,800	1,836	1,872	1,910	
			FTE's		0	0	0	0	
Operating Impact		0	0	0	0				



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Project Information			Financial Details						
909757    Renewal of Operational Assets			Class of Estimate:		Not Applicable				
Dept:      Transportation Services Department		Category: Renewal of City Assets	Ward: CW		Year of Completion:    2023				
<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> <p>At the request of Finance, this text will be added: Subject to Council adoption of the 2020 draft budget, the authority for this project will be reduced by \$8,959,000 and the funding used to eliminate a portion of the PTIF project debt financing. This project will be further reduced by \$400,000 to offset the reconstruction of cycling facilities on Booth Street in the vicinity of Pimisi Station.</p>			2020 Request		13,359	Projected Yearend Unspent Bal.			0
			Revenues		0	Debt			
			Tax Supported/ Dedicated		13,359	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	
			Forecast		2020	2021	2022	2023	
			Authority		13,359	3,060	3,120	3,183	
			Spending Plan		4,000	3,060	3,120	3,183	
			FTE's		0	0	0	0	
			Operating Impact		0	0	0	0	
909758    Transit Network Yearly Rehab			Class of Estimate:		Not Applicable				
Dept:      Transportation Services Department		Category: Renewal of City Assets	Ward: CW		Year of Completion:    2023				
<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>			2020 Request		1,800	Projected Yearend Unspent Bal.			0
			Revenues		0	Debt			
			Tax Supported/ Dedicated		1,800	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	
			Forecast		2020	2021	2022	2023	
			Authority		1,800	1,836	1,872	1,910	
			Spending Plan		1,800	1,836	1,872	1,910	
			FTE's		0	0	0	0	
			Operating Impact		0	0	0	0	

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Project Information			Financial Details						
909759    Unplanned Infrastructure Response			Class of Estimate:		Not Applicable				
Dept:      Transportation Services Department		Category: Renewal of City Assets	Ward: CW		Year of Completion:    2023				
<p>This program funds responses to unplanned infrastructure-related issues at facilities and stations, to maintain an appropriate working environment for staff while providing safe transit facilities for customers.</p>			2020 Request		1,000	Projected Yearend Unspent Bal.			0
			Revenues		0	Debt			
			Tax Supported/ Dedicated		1,000	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	
			Forecast		2020	2021	2022	2023	
			Authority		1,000	1,020	1,040	1,061	
			Spending Plan		1,000	1,020	1,040	1,061	
			FTE's		0	0	0	0	
			Operating Impact		0	0	0	0	
909762    Train and Rail Lifecycle and Modifications			Class of Estimate:		Not Applicable				
Dept:      Transportation Services Department		Category: Renewal of City Assets	Ward: CW		Year of Completion:    2023				
<p>This program is to maintain the O-Train system in a state of good repair and to implement modernization measures to improve service. The funding will implement required vehicle overhauls, reliability improvements, spare parts strategies, and modernization measures to keep the rolling stock in a state of good repair. The funding will also implement required infrastructure (track, signals, control systems) overhauls, reliability improvements, spare parts strategies, and modernization measures to keep the infrastructure in a state of good repair.</p>			2020 Request		750	Projected Yearend Unspent Bal.			0
			Revenues		0	Debt			
			Tax Supported/ Dedicated		750	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	
			Forecast		2020	2021	2022	2023	
			Authority		750	1,275	1,300	1,326	
			Spending Plan		750	1,275	1,300	1,326	
			FTE's		0	0	0	0	
			Operating Impact		0	0	0	0	

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Project Information			Financial Details								
909763    Bus Stops and Shelters			Class of Estimate:		Not Applicable						
Dept:      Transportation Services Department		Category: Renewal of City Assets	Ward: CW		Year of Completion:  2023						
<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>			2020 Request		900		Projected Yearend Unspent Bal.		0		
			Revenues		0		Debt				
			Tax Supported/ Dedicated		0		Tax Supported/ Dedicated Debt		900		
			Rate Supported		0		Rate Supported Debt		0		
			Develop. Charges		0		Develop. Charges Debt		0		
			Gas Tax		0		Gas Tax Debt		0		
			Forecast		2020		2021		2022		2023
			Authority		900		918		936		955
			Spending Plan		900		918		936		955
			FTE's		0		0		0		0
Operating Impact		0		0		0		0			
909764    Station Customer Improvements			Class of Estimate:		Not Applicable						
Dept:      Transportation Services Department		Category: Renewal of City Assets	Ward: CW		Year of Completion:  2023						
<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>			2020 Request		2,850		Projected Yearend Unspent Bal.		0		
			Revenues		0		Debt				
			Tax Supported/ Dedicated		2,850		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		
			Forecast		2020		2021		2022		2023
			Authority		2,850		6,115		1,664		1,698
			Spending Plan		2,850		6,115		1,664		1,698
			FTE's		0		0		0		0
Operating Impact		0		0		0		0			

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Project Information			Financial Details			
<b>909765 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: 2023			
This project funds accessibility improvements at Transitway and O-Train stations and other facilities for all customers, including seniors and customers with disabilities.			<b>2020 Request</b>		Projected Yearend Unspent Bal.	
			500		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>2020</b>	<b>2021</b>	<b>2022</b>
						<b>2023</b>
			Authority	500	510	520
			Spending Plan	500	510	520
			FTE's	0	0	0
			Operating Impact	0	0	0
<b>909766 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: 2023			
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.			<b>2020 Request</b>		Projected Yearend Unspent Bal.	
			2,616		0	
			Revenues	0	Debt	
			Tax Supported/ Dedicated	2,616	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>2020</b>	<b>2021</b>	<b>2022</b>
						<b>2023</b>
			Authority	2,616	3,672	3,744
			Spending Plan	2,616	3,672	3,744
			FTE's	0	0	0
			Operating Impact	0	0	0

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In Thousands (\$000)

Project Information			Financial Details								
909767    Communication and Control Systems Onboard Vehicles			Class of Estimate:		Not Applicable						
Dept:      Transportation Services Department		Category: Renewal of City Assets	Ward: CW		Year of Completion:    2023						
<p>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.</p>			2020 Request		8,500		Projected Yearend Unspent Bal.		0		
			Revenues		0		Debt				
			Tax Supported/ Dedicated		8,500		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		
			Forecast		2020		2021		2022		2023
			Authority		8,500		0		2,080		0
			Spending Plan		8,500		0		2,080		0
			FTE's		0		0		0		0
			Operating Impact		0		0		0		0
909760    Fare Technology Systems			Class of Estimate:		Not Applicable						
Dept:      Transportation Services Department		Category: Service Enhancements	Ward: CW		Year of Completion:    2023						
<p>This program funds required changes to fare and ticketing systems. It includes upgrades to ensure compatibility of all fare products. It also includes the required maintenance, replacement and upgrades of fare equipment, including bus and station devices.</p>			2020 Request		2,000		Projected Yearend Unspent Bal.		0		
			Revenues		0		Debt				
			Tax Supported/ Dedicated		2,000		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		
			Forecast		2020		2021		2022		2023
			Authority		2,000		2,040		2,080		7,427
			Spending Plan		2,000		2,040		2,080		7,427
			FTE's		0		0		0		0
			Operating Impact		0		0		0		0

**City of Ottawa**  
**2020 Draft Capital Budget**  
**Service Area: Transit Services**  
In Thousands (\$000)

Project Information			Financial Details						
909769 Customer Services Technology Systems			Class of Estimate:		Not Applicable				
Dept: Transportation Services Department		Category: Service Enhancements	Ward: CW		Year of Completion: 2021				
<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>			2020 Request		1,300	Projected Yearend Unspent Bal.			0
			Revenues		0	Debt			
			Tax Supported/ Dedicated		1,300	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	
			Forecast		2020	2021	2022	2023	
			Authority		1,300	255	260	265	
			Spending Plan		1,300	255	260	265	
			FTE's		0	0	0	0	
Operating Impact		0	0	0	0				
909771 Fleet Maintenance Technology Systems			Class of Estimate:		Not Applicable				
Dept: Transportation Services Department		Category: Service Enhancements	Ward: CW		Year of Completion: 2023				
<p>This program funds needed improvements and replacements to existing operational applications that support Fleet and Facilities Maintenance. It includes the development of replacement applications for the existing yard and deployment management system to ensure the efficient and proper placement of buses for deployment, defect management, repairs and fueling.</p>			2020 Request		940	Projected Yearend Unspent Bal.			0
			Revenues		0	Debt			
			Tax Supported/ Dedicated		940	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	
			Forecast		2020	2021	2022	2023	
			Authority		940	408	0	0	
			Spending Plan		940	408	0	0	
			FTE's		0	0	0	0	
Operating Impact		0	0	0	0				

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Project Information			Financial Details						
909772    Operations Management Systems			Class of Estimate:		Not Applicable				
Dept:      Transportation Services Department		Category: Service Enhancements	Ward: CW		Year of Completion:  2023				
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 Para Transpo and conventional bus operations, payroll and staff management, and other legacy software.			2020 Request		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	
			Forecast		2020	2021	2022	2023	
			Authority		500	2,244	6,500	2,122	
			Spending Plan		500	2,244	6,500	2,122	
			FTE's		0	0	0	0	
			Operating Impact		0	0	0	0	
909773    Technology Systems – Para Transpo			Class of Estimate:		Not Applicable				
Dept:      Transportation Services Department		Category: Service Enhancements	Ward: CW		Year of Completion:  2023				
This program funds continuing maintenance and upgrades to the suite of software used for Para Transpo workforce management, customer bookings, dispatch and timekeeping. Updating the current version will improve usability for staffing management, scheduling and customer bookings.			2020 Request		900	Projected Yearend Unspent Bal.			0
			Revenues		0	Debt			
			Tax Supported/ Dedicated		900	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	
			Forecast		2020	2021	2022	2023	
			Authority		900	102	0	0	
			Spending Plan		900	102	0	0	
			FTE's		0	0	0	0	
			Operating Impact		0	0	0	0	

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Project Information			Financial Details			
<b>909774 Scheduling and Control Systems</b>			<b>Class of Estimate: Not Applicable</b>			
Dept: Transportation Services Department	Category: Service Enhancements	Ward: CW	Year of Completion: 2023			
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 plan and schedule bus and train operations and staff work schedules.			<b>2020 Request</b>		Projected Yearend Unspent Bal.	
			800		0	
			Revenues	0	Debt	
			Tax Supported/ Dedicated	800	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>2020</b>	<b>2021</b>	<b>2022</b>
						<b>2023</b>
			Authority	800	255	1,560
			Spending Plan	800	255	1,560
			FTE's	0	0	0
			Operating Impact	0	0	0
<b>909775 Technology Systems - Security</b>			<b>Class of Estimate: Not Applicable</b>			
Dept: Transportation Services Department	Category: Service Enhancements	Ward: CW	Year of Completion: 2023			
This project funds upgrades to the CCTV system, access control systems and security workstations platforms.			<b>2020 Request</b>		Projected Yearend Unspent Bal.	
			3,000		0	
			Revenues	0	Debt	
			Tax Supported/ Dedicated	3,000	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>2020</b>	<b>2021</b>	<b>2022</b>
						<b>2023</b>
			Authority	3,000	0	2,288
			Spending Plan	3,000	0	2,288
			FTE's	0	0	0
			Operating Impact	0	0	0



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Project Information			Financial Details								
909866 O-Train Line 2 Enhancements to Existing Stations			Class of Estimate:		Not Applicable						
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>			2020 Request		5,000		Projected Yearend Unspent Bal.		0		
			Revenues		0		Debt				
			Tax Supported/ Dedicated		0		Tax Supported/ Dedicated Debt		5,000		
			Rate Supported		0		Rate Supported Debt		0		
			Develop. Charges		0		Develop. Charges Debt		0		
			Gas Tax		0		Gas Tax Debt		0		
			Forecast		2020		2021		2022		2023
			Authority		5,000		0		0		0
			Spending Plan		500		2,250		2,250		0
			FTE's		0		0		0		0
			Operating Impact		0		0		0		0
909867 O-Train Line 2 Station Connectivity Improvements			Class of Estimate:		Not Applicable						
Dept: Transportation Services Department		Category: Service Enhancements	Ward: CW		Year of Completion: 2024						
<p>Funding will be used to improve connectivity for transit customers to align with changes in anticipated multimodal operations at Line 2 stations. Funding will be used to accommodate an increase in bus platform lengths at Bowesville Station, an increase in bus platform lengths at Leitrim Station, and improved customer connections at Limebank Station.</p>			2020 Request		3,300		Projected Yearend Unspent Bal.		0		
			Revenues		0		Debt				
			Tax Supported/ Dedicated		0		Tax Supported/ Dedicated Debt		3,300		
			Rate Supported		0		Rate Supported Debt		0		
			Develop. Charges		0		Develop. Charges Debt		0		
			Gas Tax		0		Gas Tax Debt		0		
			Forecast		2020		2021		2022		2023
			Authority		3,300		0		0		0
			Spending Plan		330		1,485		1,485		0
			FTE's		0		0		0		0
			Operating Impact		0		0		0		0

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

Project Description	2020	2021	2022	2023	Total
Transit Services					
Renewal of City Assets					
908990 Prince of Wales Bridge (Pier Work)	3,120	5,880	-	-	9,000
909087 Rail Operational Readiness	4,800	6,222	3,120	5,517	19,659
909089 LRT Detour hours funding for Stage 2	15,000	15,300	-	-	30,300
909090 Fare Control for Stage 2 LRT	-	38,454	-	-	38,454
909100 Bus Replacement Para 2020	-	-	13,520	-	13,520
909390 Transit Structures - Drainage	50	250	250	250	800
909512 Contractual Lifecycle Payment O-Train 2	-	-	9,285	15,817	25,102
909513 Contractual LC Payment (O-train Line1)	-	444	440	2,538	3,422
909518 Bus Refurbishment	-	33,660	28,080	28,647	90,387
909681 2020 Buildings - Transit Services	3,600	3,600	3,600	3,600	14,400
909718 2020 Transit Roads	1,500	3,410	1,860	2,110	8,880
909719 2020 Transit park & Ride Renewal	-	750	750	750	2,250
909720 2020 Transit Structures	430	3,370	1,000	1,300	6,100
909721 2020 Transit STR Scoping Pre/Post Eng.	200	200	200	200	800
909722 2020 Trillium Line Structures	6,660	2,190	900	350	10,100
909723 2020 Trillium L STR Scoping Pre/Post Eng	150	150	150	150	600
909752 Bus Replacement 2020	43,392	51,510	-	98,991	193,893
909756 Operations Support Vehicles - Replace 20	1,800	1,836	1,872	1,910	7,418
909757 Renewal of Operational Assets 2020	13,359	3,060	3,120	3,183	22,722
909758 Transit Network Yearly Rehab 2020	1,800	1,836	1,872	1,910	7,418
909759 Unplanned Infrastructure Response 2020	1,000	1,020	1,040	1,061	4,121
909762 Train and Rail Lifecycle and Mod 2020	750	1,275	1,300	1,326	4,651
909763 Bus Stops and Shelters 2020	900	918	936	955	3,709
909764 Station Customer Improvements	2,850	6,115	1,664	1,698	12,327
909765 Transit Accessibility Improvements	500	510	520	530	2,060
909766 Transit Priority Road and Signal Project	2,616	3,672	3,744	3,820	13,852
909767 IT Comm + Control Syst Onboard Vehicles	8,500	-	2,080	-	10,580
<b>Renewal of City Assets Total</b>	<b>112,977</b>	<b>185,632</b>	<b>81,303</b>	<b>176,613</b>	<b>556,525</b>
Service Enhancements					
909531 Technology Systems - Infr. LC	-	-	2,080	-	2,080
909760 IT Fare Technology Systems 2020	2,000	2,040	2,080	7,427	13,547

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Project Description	2020	2021	2022	2023	Total
909769 IT Customer Services Technology Systems	1,300	255	260	265	2,080
909771 IT Fleet Maintenance Technology Systems	940	408	-	-	1,348
909772 IT Operations Management Systems	500	2,244	6,500	2,122	11,366
909773 IT Technology Systems - Para Transpo	900	102	-	-	1,002
909774 IT Scheduling and Control Systems	800	255	1,560	-	2,615
909775 IT Technology Systems - Security	3,000	-	2,288	-	5,288
909866 O-Train Line 2 Enhmnt to Exting Stations	5,000	-	-	-	5,000
909867 O-Train Line 2 Station Connectivity Impr	3,300	-	-	-	3,300
<b>Service Enhancements Total</b>	<b>17,740</b>	<b>5,304</b>	<b>14,768</b>	<b>9,814</b>	<b>47,626</b>
<b>Transit Services Total</b>	<b>130,717</b>	<b>190,936</b>	<b>96,071</b>	<b>186,427</b>	<b>604,151</b>
<b>Grand Total</b>	<b>130,717</b>	<b>190,936</b>	<b>96,071</b>	<b>186,427</b>	<b>604,151</b>

**City of Ottawa**  
**2020 Draft Capital Budget**  
**Transit Commission**  
**Works-In-Progress**  
**In Thousands \$(000's)**

Project Description	Authority	Expenditures as of August 31, 2019	August 31 2019 Unspent Cash Balance	Total Contractual Obligations	Unspent Balance Including Contractual Obligations
Transit Services					
900300 IT Smartcard	34,124	36,467	(2,343)	25	(2,367)
904610 IT Bus Radio System	13,589	13,225	364	-	364
904868 Transitway System Improvements	1,465	1,072	393	-	393
905174 Transit Security Platform	3,722	3,475	247	-	247
905203 IT 2009 Transit Vehicle Info Sys	6,855	6,849	6	-	6
905503 2010 Train & Rail Lifecycle - O Train	3,029	3,013	16	-	16
905542 Bridge Mgmt Applic (SIMS repl)	2,630	2,580	50	-	50
905894 IT Operating & Control Centre Platform	2,556	2,186	370	2	368
905979 Trillium Line Service Expansion	60,300	60,307	(7)	-	(7)
905980 Transit Brand Renewal	1,250	1,247	3	-	3
906169 OLRT Transition	109,929	122,347	(12,418)	21	(12,439)
906432 Bus Equipment Replacement	1,430	1,278	152	6	146
906433 IT Transit Customer Svce Platform	1,900	1,785	115	-	115
906518 IT Corporate Support Platform	1,480	1,210	270	-	270
906519 IT Business Intelligence Platform	380	199	181	-	181
906520 IT Scheduling Platform	2,950	2,954	(4)	-	(4)
906527 IT Maintenance Platform	2,516	1,574	942	-	942
906944 Environmental Improve - Reg. Compliance	1,600	593	1,007	1	1,006
906951 IT CAD AVL	2,000	1,441	559	-	559
906957 IT Transit Zone - Business Continuity	1,200	769	431	-	431
906960 New Regulatory Safety Requirements	1,825	1,091	734	-	734
907002 Bus Growth	7,800	-	7,800	-	7,800
907297 Transitway Structures	3,725	2,509	1,216	-	1,216
907300 2019 Trillium Line Structures	1,200	150	1,050	-	1,050
907366 Transit-priority Road and Signal Project	4,000	3,830	170	-	170
907367 Rapid Transit Syst Customer Improv	1,300	1,301	(1)	-	(1)
907370 IT Transit Infrastructure Lifecycle	1,500	1,496	4	-	4
907372 Rail Radio Integration	4,622	5,018	(396)	-	(396)
907373 Fare Control Syst Confed Line Stn	25,000	22,958	2,042	13	2,029

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Project Description	Authority	Expenditures as of August 31, 2019	August 31 2019 Unspent Cash Balance	Total Contractual Obligations	Unspent Balance Including Contractual Obligations
907478 Tunney's Pasture Bus Staging Area	5,020	4,494	526	-	526
907819 Bus Stops & Shelters - 2015	815	570	245	15	231
907820 Rapid Transit System Customer Improvemen	2,570	2,603	(33)	-	(33)
907823 Transit Priority Road & Signal Projects	2,828	565	2,263	-	2,263
907826 Unplanned Infrastructure Response - 2015	1,000	996	4	-	4
907828 IT Para Transpo Platform	990	673	317	13	304
907829 IT Scheduling Platform	1,200	1,197	3	-	3
907830 IT Security Platform	3,296	3,323	(27)	-	(27)
907831 Trillium Line & Rail Lifecycle - 2015	3,250	2,708	542	2	541
907832 Bus Refurbishment - 2015	19,752	17,824	1,928	-	1,928
907835 Vehicle Modifications	160	155	5	5	1
907881 2016 Buildings-Transit Services	3,600	2,667	933	-	933
908187 2016 Transitway Roads	2,000	1,378	622	-	622
908189 2016 Transitway Structures	3,935	1,746	2,189	-	2,189
908191 2016 Transit Structures - Drainage	400	354	46	-	46
908225 Bus Stops and Shelters - 2016	640	207	433	34	399
908226 Rapid Transit Syst Cust Improvemts -2016	1,250	988	262	0	262
908227 Renewal of Operational Assets - 2016	3,950	4,030	(80)	0	(81)
908228 Transit Priority Road & Signal Project	3,030	559	2,471	-	2,471
908229 Transitway Yearly Rehab - 2016	1,550	1,506	44	-	44
908230 Unplanned Infrastructure Response - 2016	250	63	187	-	187
908233 Trillium Line & Rail Lifecycle - 2016	1,800	1,609	191	-	191
908234 Bus Refurbishment - 2016	9,327	2,325	7,002	-	7,002
908235 Non Revenue Vehicle Replacement - 2016	800	815	(15)	3	(18)
908236 Vehicle Modifications - 2016	750	393	357	2	355
908363 St Laurent Blvd Transit & Intersect Impr	6,266	5,031	1,235	2	1,233
908473 2017 Buildings-Transit Services	4,914	3,279	1,635	34	1,601
908502 2017 Transit Structures - Drainage	300	73	227	-	227
908503 2017 Transitway Roads	1,000	855	145	-	145
908504 2017 Transitway Structures	200	110	90	-	90

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Project Description	Authority	Expenditures as of August 31, 2019	August 31 2019 Unspent Cash Balance	Total Contractual Obligations	Unspent Balance Including Contractual Obligations
908505 2017 Transitway Structures-site specific	300	153	147	-	147
908506 2019 Transit Roads	457	4	453	-	453
908507 2017 Twy Struc-Scoping Pre/Post Eng	200	6	194	-	194
908508 2017 Trillium Line Struc-Scoping Pre/Pos	150	133	17	-	17
908565 PTIF 004 Carleton Siding - Spring switch	2,500	2,500	(0)	-	(0)
908647 PTIF-Pinecrest Garage-sewer line replace	1,500	1,477	23	-	23
908648 PTIF 006 Customer waiting area Confed St	2,000	1,509	491	-	491
908649 PTIF-Advanced Renewal Proj-LRT Stage2-32	3,100	635	2,465	-	2,465
908651 PTIF 002 Transit Op Crew room Bayview	1,500	1,500	-	-	-
908652 PTIF-Park & Ride Lot Improvements (013)	1,000	380	620	-	620
908653 PTIF 003 Tunney's Pasture Bus Loop	3,000	3,000	-	-	-
908654 PTIF-Transitway Resurfacing (022)	3,170	2,300	870	-	870
908661 Rapid Transit Syst Cust Improvemts 2017	3,250	2,231	1,019	-	1,019
908662 Renewal of Operational Assets - 2017	4,000	2,703	1,297	19	1,277
908663 Station Accessiblity Improvements	500	485	15	-	15
908664 Transitway Yearly Rehab - 2017	1,000	535	465	-	465
908682 PTIF-008 Elevator Tremblay Station	1,000	1,000	-	-	-
908695 Unplanned Infrastructure Response - 2017	250	104	146	6	140
908696 IT Corporate Support Platform - 2017	1,450	770	680	-	680
908698 IT Operations & Control Centre Platform	700	615	85	-	85
908699 IT Scheduling Platform	1,000	1,073	(73)	-	(73)
908700 Technology Systems - Infrast. Lifecycle	1,300	220	1,080	-	1,080
908702 Trillium Line & Rail Lifecycle - 2017	6,400	3,561	2,839	-	2,839
908703 Operations Support Vehicles - Growth	210	-	210	-	210
908704 Non Revenue Vehicle Replacement - 2017	1,500	1,128	372	0	371
908750 Bus Replacement (34 buses)	28,000	1,322	26,678	-	26,678
908753 PTIF 014 Rural Bus Stop Improvements	400	374	26	-	26
908754 PTIF 015 Bus Shelters	750	750	0	2	(2)
908755 PTIF 016 Concrete Bus Pads	350	283	67	-	67
908756 PTIF 017 Emergency Phone Upgr at Twy Stn	2,000	1,270	730	-	730

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

Project Description	Authority	Expenditures as of August 31, 2019	August 31 2019 Unspent Cash Balance	Total Contractual Obligations	Unspent Balance Including Contractual Obligations
908757 PTIF 020 Merivale Driver facil& Elevator	1,500	1,490	10	-	10
908758 PTIF 023 Fare Gate Entrances Transitway	1,750	1,300	450	4	445
908759 PTIF 024 Transit Operator room Hawthorne	400	-	400	-	400
908760 PTIF 034 Transit Priority Projects	8,700	1,816	6,884	-	6,884
908761 PTIF 018 Passenger Information Display	2,000	2,001	(1)	-	(1)
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	8,505	2,495	-	2,495
908766 PTIF 035 Acquisition of (17) new buses	18,400	17,904	496	4	492
908930 2018 Buildings-Transit Services	3,600	1,124	2,476	-	2,476
908985 2018 Transitway Roads	2,000	1,326	674	-	674
908986 2018 Scoping Pre/Post Tway Struc.	100	69	31	-	31
908987 2018 Transitway Structures	1,100	599	501	-	501
908988 2018 Transit Structures - Drainage	255	-	255	-	255
908989 2019 Transit Structures	680	-	680	-	680
908990 Prince of Wales Bridge (Pier Work)	1,882	98	1,784	-	1,784
908991 2018 Scoping Pre/Post Trillium Line Stru	150	-	150	-	150
909080 Bus Stops and Shelters	900	97	803	25	778
909081 Renewal of Operational Assets	4,000	2,418	1,582	1	1,581
909082 Transit Accessibility Improvements	500	255	245	-	245
909083 Transit Network Yearly Rehab	800	232	568	7	561
909084 Transit Priority Road & Signal Projects	4,016	334	3,682	-	3,682
909085 Transit System Customer Improvements	2,600	413	2,187	-	2,187
909086 Unplanned Infrastructure Response	502	3	499	-	499
909087 Rail Operational Readiness	2,300	35	2,265	-	2,265
909091 IT Onboard Technology Systems	2,700	1,194	1,506	-	1,506
909092 IT Technology Systems - Customer Service	900	255	645	-	645
909093 IT Technology Systems - Operational Supp	400	-	400	-	400
909094 IT Technology Systems - Para Transpo	600	-	600	-	600
909095 IT Technology Systems - Schedule&Control	2,400	700	1,700	13	1,687

**City of Ottawa**  
**2020 Draft Capital Budget**  
**Transit Commission**  
**Works-In-Progress**  
**In Thousands \$(000's)**

Project Description	Authority	Expenditures as of August 31, 2019	August 31 2019 Unspent Cash Balance	Total Contractual Obligations	Unspent Balance Including Contractual Obligations
909096 Train & Rail Lifecycle (Confederation)	300	-	300	-	300
909097 Train & Rail Lifecycle (Trillium Line)	5,000	316	4,684	13	4,671
909098 Bus Refurbishment	19,900	14,221	5,679	1	5,678
909099 Bus Replacement	50,400	42,239	8,161	4	8,157
909101 Operations Support Vehicles - Replacemen	1,600	455	1,145	-	1,145
909116 Reinstate roads post O-Train Confed Line	1,000	-	1,000	-	1,000
909370 2019 Buildings-Transit Services	3,600	19	3,581	25	3,556
909389 2019 Transit STR Scoping Pre/Post Eng.	-	-	-	-	-
909391 2019 Trillium L STR Scoping Pre/Post Eng	150	-	150	-	150
909493 2019 Transit Park & Ride Renewal	603	-	603	-	603
909511 Technology Systems - Security	2,950	172	2,778	-	2,778
909513 Contractual LC Payment (O-train Line1)	320	-	320	-	320
909518 Bus Refurbishment	22,350	-	22,350	-	22,350
909519 Bus Replacement	55,235	243	54,992	-	54,992
909520 Bus Stops and Shelters	900	-	900	-	900
909521 Operations Management Systems	500	2	498	-	498
909522 Customer Services Technology System	1,000	-	1,000	-	1,000
909524 IT - Comm and Control Sys Onboard Vehicl	2,000	-	2,000	-	2,000
909525 Scheduling and Control Systems	1,400	27	1,373	-	1,373
909527 Station Customer Improvements	1,600	-	1,600	-	1,600
909528 Renewal of Operational Assets	4,000	300	3,700	-	3,700
909529 Fare Technology Systems	400	-	400	-	400
909530 Transit Accessibility Improvements	600	-	600	-	600
909531 Technology Systems - Infr. LC	2,000	-	2,000	-	2,000
909532 Transit Priority Road and Signal Project	3,316	-	3,316	-	3,316
909533 Transit Network Yearly Rehab	1,800	91	1,709	-	1,709
909534 Tran & Rail Lifecycle Modifications	1,750	-	1,750	-	1,750
909535 Unplanned Infrastructure Response	1,000	289	711	2	709
909536 Operations Support Vehicle Replacement	1,700	-	1,700	-	1,700
<b>Transit Services Total</b>	<b>763,667</b>	<b>532,878</b>	<b>230,788</b>	<b>305</b>	<b>230,484</b>



**City of Ottawa**  
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**Works-In-Progress**  
**In Thousands \$(000's)**

Project Description	Authority	Expenditures as of August 31, 2019	August 31 2019 Unspent Cash Balance	Total Contractual Obligations	Unspent Balance Including Contractual Obligations
<b>Grand Total</b>	<b>763,667</b>	<b>532,878</b>	<b>230,788</b>	<b>305</b>	<b>230,484</b>