

# 2021 Budget Notes

## Toronto Transit Commission

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### Description

The TTC provides reliable, transit service that draws its high standards of customer care from our rich traditions of safety, service and courtesy. TTC Conventional Service, provides 9.5 million service hours and 250 million service kilometers annually. Wheel-Trans service provides door-to-door accessible transit service for passengers with any disability that prevents them from using conventional transit services, including physical, sensory, cognitive and/or mental health disabilities. Both services operate 24 hours per day, 7 days per week.

The TTC connects the diverse communities of Toronto to economic and social opportunities through an integrated network of subway, bus, streetcar and Wheel-Trans Services.

This integrated network is comprised of 159 bus routes, 10 streetcar routes, 3 subway lines and 1 rapid transit line, with a fleet of 2,115 buses, 204 streetcars and 876 subway cars.

### Why We Do It

The Toronto Transit Commission provides safe, reliable, seamless and accessible transit services to those who live in, work in, and visit Toronto. The TTC plays a central role in supporting the City's social, economic and environmental policy objectives by improving mobility that connects people to employment, leisure, social and economic opportunities.

*The City of Toronto aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and work to earn their trust and confidence.*

### What Service We Provide

#### Conventional Transit

**Who We Serve:** Riders, Businesses, Employers, Event Attendees, Neighbouring Municipalities

**What We Deliver:** The TTC connects the diverse communities of Toronto to economic and social opportunities through an integrated network of subway, bus and streetcar services.

**How Much Resources: (gross operating budget):** \$2,034,438,000

#### Wheel-Trans

**Who We Serve:** Riders, Businesses, Employers, Event Attendees, Neighbouring Municipalities

**What We Deliver:** Wheel-Trans connects the diverse communities of Toronto to economic and social opportunities through an integrated network of Wheel-Trans Services.

**How Much Resources: (gross operating budget):** \$118,565,800

## Budget at a Glance

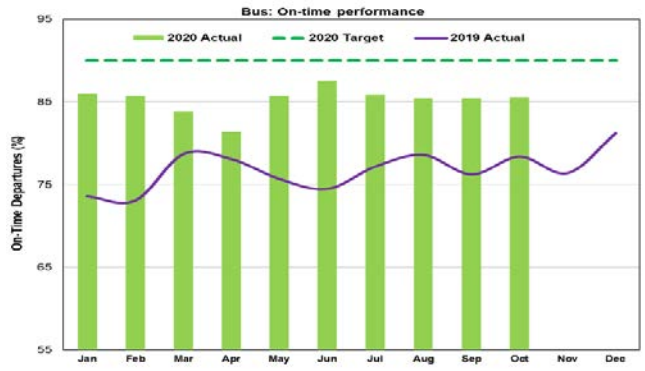
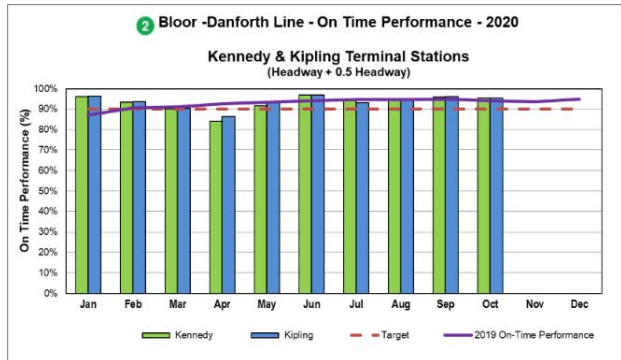
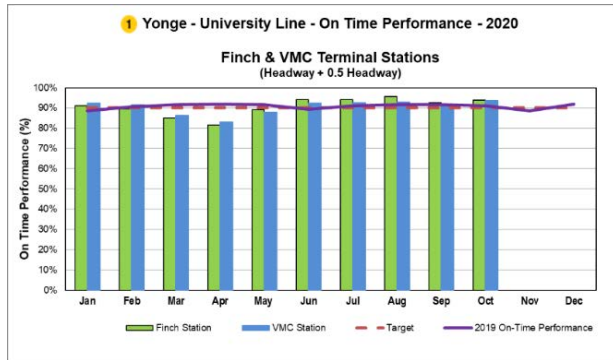
| 2021 OPERATING BUDGET |         |         |         |
|-----------------------|---------|---------|---------|
| \$Billion             | 2021    | 2022    | 2023    |
| Revenues              | \$0.567 | \$0.977 | \$1.206 |
| Gross Expenditures    | \$2.153 | \$2.307 | \$2.344 |
| Net Expenditures      | \$1.586 | \$1.329 | \$1.138 |
| Approved Positions    | 16,313  | 16,315  | 16,576  |

| 2021 - 2030 10-YEAR CAPITAL PLAN |          |           |          |
|----------------------------------|----------|-----------|----------|
| \$Billion                        | 2021     | 2022-2030 | Total    |
| Gross Expenditures               | \$ 1.315 | \$10.592  | \$11.907 |
| Debt Recoverable                 | \$ 0.678 | \$ 6.006  | \$ 6.684 |
| Debt                             | \$ 0.135 | \$ 0.410  | \$ 0.545 |

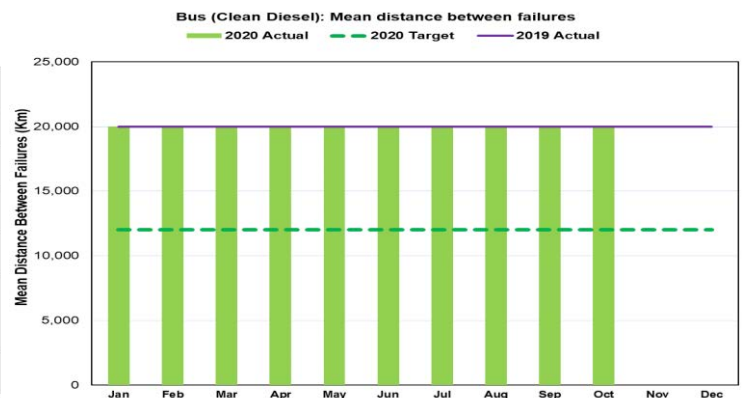
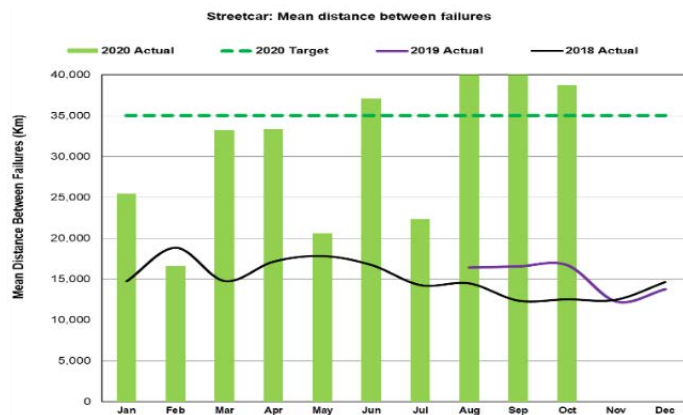
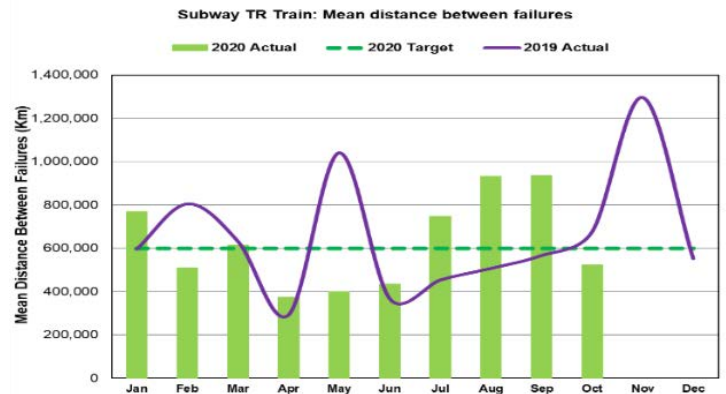
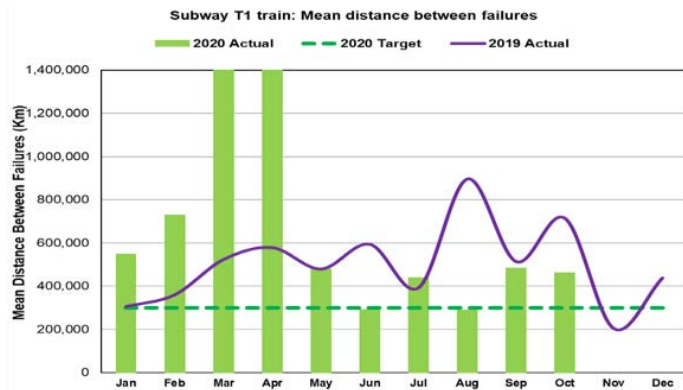
Note: Includes 2020 carry forward funding to 2021

## How Well We Are Doing – Behind the Numbers

### On-Time Performance



## Vehicle Reliability



- Vehicle fleet meeting or exceeding reliability targets.
- Contributing factors include:
  - Replacement of end of life vehicles
  - Improved preventative maintenance programs
- Additional resources recommended for 2021 due to:
  - Expiring warranty periods for the LRV and Bus fleets
  - Increased complexity and quantity of systems on new LRV fleet
  - Increased preventative maintenance due to legislative requirements

## How Well We Are Doing

| Service                       | Service Measure       | 2018 Actual | 2019 Actual | 2020 Target | 2020 Projection | 2021 Target | 2022 Target | Status |
|-------------------------------|-----------------------|-------------|-------------|-------------|-----------------|-------------|-------------|--------|
| <b>Outcome Measures</b>       |                       |             |             |             |                 |             |             |        |
| TTC Conventional              | Revenue Ridership     | 521.4M      | 525.5M      | 533.5M      | 225.4M          | 214.4M      | 386.8M      | ●      |
| TTC Conventional              | Regular Service Hours | 9.3M        | 9.5M        | 9.6M        | 9.0M            | 9.4M        | 9.6M        | ●      |
| TTC Conventional              | Customer Satisfaction | 79%         | 79%         | 80%         | 78%             | 80%         | 80%         | ●      |
| <b>Service Level Measures</b> |                       |             |             |             |                 |             |             |        |
| TTC Conventional              | Deliver 100% Schedule | 101%        | 100%        | 100%        | 94%             | 100%        | 100%        | ●      |
| TTC Conventional - Subway     | Achieve 90% On-time   | 92%         | 94%         | 90%         | 94%             | 90%         | 90%         | ●      |
| TTC Conventional - Streetcar  | Achieve 90% On-time   | 57%         | 64%         | 90%         | 78%             | 90%         | 90%         | ●      |
| TTC Conventional - Bus        | Achieve 90% On-time   | 77%         | 76%         | 90%         | 85%             | 90%         | 90%         | ●      |
| Wheel-Trans                   | Accommodate 99.5%     | 99.8%       | 99.9%       | 99.5%       | 99.9%           | 99.5%       | 99.5%       | ●      |

**COVID-19 IMPACT AND RECOVERY**

| 2020 Impact   | 2021 Impact and Recovery  |
|---|---|
| <p><b>Financial Impact (Operating)</b></p> <ul style="list-style-type: none"> <li>• Projected impact from COVID-19 is \$760M (before cost containment actions); primarily due to loss in passenger revenue</li> <li>• 2020 Financial Impact to be addressed through Safe Restart Funding and cost mitigation actions.</li> </ul>  | <p><b>Financial Impact (Operating)</b></p> <ul style="list-style-type: none"> <li>• Projected impact from COVID-19 is \$796.4M</li> <li>• Primarily driven by: <ul style="list-style-type: none"> <li>○ Passenger Revenue loss: \$725M (net of Presto commission savings)</li> <li>○ Ancillary revenue reduction: \$16M (advertising, commuter parking, subway concessions)</li> <li>○ Incremental Safety Measure Costs: \$55M, including \$26M for vehicle disinfection costs.</li> </ul> </li> <li>• COVID-19 impacts to March 31 expected to be offset by Safe Restart Agreement (SRA) funding and discussions continue with Province for opportunity to utilize Phase 2 SRA funding post March 31.</li> </ul>           |
| <p><b>Financial Impact (Capital)</b></p> <ul style="list-style-type: none"> <li>• Capital review completed to assess the impact of COVID-19 on capital project delivery, including availability of resources, contractors, safety measures, etc. <ul style="list-style-type: none"> <li>○ TTC Board approved amended 2020-2029 Capital Budget &amp; Plan on May 13, 2020, resulting in a net reduction of \$117.5M, including a net reduction of \$208.1M to TTC's 2020 Approved Capital budget, based on the following actions: <ul style="list-style-type: none"> <li>• \$257M reduction as a result of COVID-19 capital project delivery delays</li> <li>• Accelerated \$48.9M in critical subway SOGR work from future years to leverage low ridership levels.</li> </ul> </li> </ul> </li> </ul> | <p><b>Financial Impact (Capital)</b></p> <ul style="list-style-type: none"> <li>• \$33.5M in accelerated funding recommended in 2021 for subway track SOGR and Easier Access capital projects to continue to leverage low ridership</li> <li>• \$3.8M recommended for new capital projects to implement additional safety; disinfection measures, common to transit authorities in 2021: <ul style="list-style-type: none"> <li>○ \$2.8M to install operator barriers in all buses. An application has been submitted by the City for Provincial-Federal COVID ICIP Resilient Fund for this project.</li> </ul> </li> <li>• \$1M for Health and Safety Initiatives, including anti-viral copper coating surfaces</li> </ul> |
| <p><b>Service Level Changes</b></p> <ul style="list-style-type: none"> <li>• Initiated enhanced cleaning protocols, measures beginning in January: <ul style="list-style-type: none"> <li>○ Twice daily cleaning; hand sanitizers in the network; back door boarding;</li> </ul> </li> <li>• Matched transit service capacity to demand</li> <li>• Increased Run as Directed buses to avoid overcrowding</li> <li>• Implemented the mandatory requirement for riders to wear masks as of July 2, 2020</li> <li>• Introduced system-wide employee screening</li> <li>• Implemented a bus priority lane on Eglinton</li> </ul>  | <p><b>Service Level Changes</b></p> <ul style="list-style-type: none"> <li>• Continued enhanced cleaning and disinfection protocols</li> <li>• Demand Responsive Service Plan <ul style="list-style-type: none"> <li>○ Bus service restored to 2020 budget level.</li> <li>○ Maintained current service levels for streetcar and subway.</li> </ul> </li> <li>• Enhanced employee screening protocol</li> <li>• Accelerated critical capital work including: subway track, subway asbestos removal, Easier Access (to meet legislative requirements) and other SOGR work to take advantage of lower ridership.</li> </ul>   |

## EXPERIENCES, CHALLENGES AND PRIORITIES

### Our Experience and Success

**Despite COVID-19's unprecedented service and financial impact, significant progress made on TTC's key priorities:**

- Established priority actions for TTC' Safety Strategic Plan
- Completed Fleet Procurement Strategy & Plan
- Received and rolled out final delivery of 204 LRVs & 60 E-Buses
- Installed Automatic Train Control from Vaughan to Rosedale stations
- Advanced on business transformation priorities and efficiency initiatives
- Established Metrolinx settlement terms to form basis for anticipated agreement regarding proceeds, open payments.
- Implemented equity-based consultation in 2021 service planning process
- Expanded diversity outreach with 2 online forums for female bus operators (4,000+ participants)
- Awarded Wheel-Trans reservations overflow contract to reduce wait times
- Made Wellesley, Chester, Dupont and Runnymede stations accessible, bringing the total number of accessible stations to 50
- Installed Eglinton East Bus Priority Lane
- Advanced service integration with regional partners

### Delivered agile and effective response to COVID-19:

- Delivered demand responsive transit service throughout the pandemic.
- Partnered with City of Toronto to meet needs of most vulnerable during the pandemic (SSHA, EMS; Streets to Homes; Poverty Reduction Office)
- Implemented proactive safety measures: disinfection; mandatory masks
- Expecting to achieve \$151 million in savings to help mitigate COVID-19's financial impact in 2020
- Completed accelerated capital works to leverage low ridership, culminating with first ever 10-day closure, enabling the advancement of State-of-Good-Repair projects, the ATC project and Easier Access projects.

### Key Challenges and Risks

- Engendering public confidence in transit, during a pandemic
- Financial impact of COVID-19 for TTC and City
- What does Recovery look like? By When?
- Advancing workforce diversity and inclusion
- Collective Bargaining negotiations
- Preparing for Eglinton Crosstown in Q1, 2022
- Funding for critical capital needs to ensure system safety, reliability and capacity improvements.
- Changes in intergovernmental funding
- Impact of Provincial transit expansion projects
- Need for long term real estate investment plan given TTC and City building objectives
- Asset management legislative compliance
- Legacy information technology

### Priority Actions

#### 1. Provide safe, seamless and reliable transit service:

- Match service capacity with demand
- Enhance safety response to address COVID-19
- Maintain strong vehicle performance and reliability gained in recent years, by adding resources to proactively maintain vehicles, especially as warranties expire.
- Implement fleet procurement plan
- Advanced subway & surface track SOGR
- Implemented RapidTO on Eglinton East
- Progressed queue jump lanes & transit signal priority

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**2. Transform to solidify TTC's fiscal foundation:**

- Continue business transformation
- Implement service efficiencies and Auditor General recommendations
- Prepare for collective bargaining
- Manage overtime
- ModernTO
- Update capital investment plan
- Develop real estate investment plan
- Continue SAP; Maximo Implementation

**3. Become a more inclusive and accessible service provider:**

- Advanced accessibility and inclusivity by providing:
  - \$1.7 million to increase Wheel-Trans reservation call centre capacity; improving call wait time
  - \$1.1 million to support the implementation of the Embrace Diversity Action Plan; Anti-racism strategy
- Expand gender recruitment outreach
- Apply equity lens to Service Planning
- Freeze TTC Fares
- Continue family of services model implementation
- Fully fund easier access
- Add accessible bus and streetcar stops

**4. Innovate for future demand to ensure a resilient system:**

- Continue 5 year fare policy & 10 year fare collection strategy
  - Advance service integration
  - Open McNicoll bus garage
  - Prepare for line 5 Eglinton LRT startup
  - Implement cybersecurity program
  - Strengthen business continuity & emergency management
  - Pilot automated shuttle
  - Continue roll-out of E-Buses
  - Expand bike parking and bike share
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## RECOMMENDATIONS

The City Manager and Chief Financial Officer and Treasurer recommend that:

1. City Council approve the 2021 Operating Budget for Toronto Transit Commission of \$2.153 billion gross, \$0.567 billion revenue and \$1.586 billion net for the following services:

**Service:**

|                             | <b>Gross<br/>Expenditures<br/>(\$000s)</b> | <b>Revenue<br/>(\$000s)</b> | <b>Net<br/>Expenditures<br/>(\$000s)</b> |
|-----------------------------|--|-----------------------------|--|
| TTC Conventional            | \$2,034,438.0                              | \$562,500.1                 | \$1,471,937.9                            |
| Wheel-Trans                 | \$118,565.8                                | \$4,275.7                   | \$114,290.1                              |
| <b>Total Program Budget</b> | <b>\$2,153,003.8</b>                       | <b>\$566,775.8</b>          | <b>\$1,586,228.0</b>                     |

2. City Council approve the 2021 staff complement for Toronto Transit Commission of 16,313.0 positions comprised of 2,524.0 capital positions and 13,789.0 operating positions.
3. City Council authorize a special contribution to the TTC Stabilization Reserve, equal to the proceeds to be received from the anticipated settlement with Metrolinx, to provide a funding source for LRT construction disruption service.
4. City Council approve the 2021 Capital Budget for the Toronto Transit Commission with cash flows of \$1.315 billion and future year commitments of \$8.506 billion, totaling \$9.821 billion as detailed by project in [Appendix 6a](#).
5. City Council approve the 2022-2030 Capital Plan for the Toronto Transit Commission totalling \$2.085 billion in project estimates as detailed by project in [Appendix 6b](#).
6. City Council request that all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2021 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.

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# 2021 OPERATING BUDGET

## 2021 OPERATING BUDGET OVERVIEW

**Table 1: 2021 Operating Budget by Service**

| (In \$000s)                     | 2019 Actual        | 2020 Budget        | 2020 Projection    | 2021 Base Budget   | 2021 New / Enhanced | 2021 Budget Request | Change v. 2020 Projection |               |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|---------------------|---------------------------|---------------|
|                                 |                    |                    |                    |                    |                     |                     | \$                        | %             |
| <b>By Service</b>               | \$                 | \$                 | \$                 | \$                 | \$                  | \$                  | \$                        | %             |
| <b>Revenues</b>                 |                    |                    |                    |                    |                     |                     |                           |               |
| TTC Conventional                | 1,283,189.1        | 1,344,589.0        | 574,811.8          | 562,500.1          |                     | 562,500.1           | (12,311.7)                | (2.1%)        |
| Wheel-Trans                     | 8,977.5            | 9,236.5            | 4,145.0            | 4,275.7            |                     | 4,275.7             | 130.7                     | 3.2%          |
| <b>Total Revenues</b>           | <b>1,292,166.6</b> | <b>1,353,825.5</b> | <b>578,956.8</b>   | <b>566,775.8</b>   |                     | <b>566,775.8</b>    | <b>(12,181.0)</b>         | <b>(2.1%)</b> |
| <b>Expenditures</b>             |                    |                    |                    |                    |                     |                     |                           |               |
| TTC Conventional                | 1,904,409.3        | 1,987,170.8        | 1,867,774.4        | 2,023,100.3        | 11,337.7            | 2,034,438.0         | 166,663.6                 | 8.9%          |
| Wheel-Trans                     | 151,456.7          | 156,482.9          | 110,179.0          | 116,903.5          | 1,662.3             | 118,565.8           | 8,386.8                   | 7.6%          |
| <b>Total Gross Expenditures</b> | <b>2,055,866.0</b> | <b>2,143,653.7</b> | <b>1,977,953.4</b> | <b>2,140,003.8</b> | <b>13,000.0</b>     | <b>2,153,003.8</b>  | <b>175,050.4</b>          | <b>8.9%</b>   |
| <b>Net Expenditures</b>         | <b>763,699.4</b>   | <b>789,828.2</b>   | <b>1,398,996.6</b> | <b>1,573,228.0</b> | <b>13,000.0</b>     | <b>1,586,228.0</b>  | <b>187,231.4</b>          | <b>13.4%</b>  |
| <b>Approved Positions</b>       | <b>15,951.0</b>    | <b>16,167.0</b>    | <b>16,167.0</b>    | <b>16,043.0</b>    | <b>270.0</b>        | <b>16,313.0</b>     | <b>146.0</b>              | <b>0.9%</b>   |

\*2020 Projection based on Q3 Variance Report

### COSTS TO MAINTAIN EXISTING SERVICES

**2021 Recommended Base Budget** expenditures of \$2.140 billion gross reflects an increase of \$162.0 million in spending above 2020 projected year-end actual expenditures (prior to new and enhanced service requests), predominantly arising from:

- Reversal of 2020 cost containment actions such as the restoration of bus service
- Additional COVID-19 safety measures such as employee screening and additional vehicle disinfecting
- Increased vehicle maintenance requirements as vehicles come out of warranty
- McNicoll scheduled to open in March 2021 with funding required to operate the additional facility
- Impact of inflationary cost increases, legislative changes and operating impacts of completed capital projects

Given the financial impacts of COVID-19 on 2020 actual expenditures, a comparison of the 2021 Recommended Base Budget excluding 2021 COVID-19 impacts to the 2020 Approved Operating Budget is provided below:

- Excluding estimated COVID-19 financial costs, the 2021 Base Budget totals \$776.8 million in net expenditures reflecting a \$13.0 million net decrease from the 2020 Council approved Budget. The 2021 Base Budget, although lower than the 2020 Approved Operating Budget, provides for:
  - Matching of service capacity to demand, with restoration of bus service to 101% of pre-pandemic service levels and allows for the resumption of pre-pandemic service levels on streetcar and subway in the fall, should ridership levels warrant.
  - Opening of McNicoll Garage
  - Increased resources for vehicle maintenance
  - Accommodation of inflationary and unavoidable cost pressures
  - Reversal of one-time reserve draws utilized in 2020
  - Freezes TTC fares at 2020 rates
- As noted below, \$13.0 million has been re-invested in new and enhanced service priorities resulting in a total 2021 Net Budget \$789.8 million. When excluding \$796.4 million in added funding for COVID impacts, the recommended 2021 Operating Budget reflects a \$0 net change from the 2020 approved Operating Budget.

## COSTS TO ENHANCE SERVICES

\$13.0 million in base budget savings will be reinvested to fund **New and Enhanced Service** priorities totalling \$13.0 million gross, to advance the following 4 key priority outcomes:

### Accessibility & Diversity:

- Improvements to Wheel-Trans Reservationist Wait-Time (\$1.7 million)
- Continued implementation of initiatives supporting Anti-Racism and Diversity Outreach (\$1.1 million)

### Reliability:

- Improvements to Vehicle Maintenance (\$2.7 million)
- Head of Night Operations (\$0.2 million)

### Resiliency:

- Business Continuity & Emergency Management (\$0.9 million)

### Council-Approved:

- Eglinton LRT Operations (\$3.9 million)
- Cybersecurity (\$1.8 million)
- ModernTO (\$0.7 million)

## EQUITY IMPACTS OF BUDGET CHANGES

The TTC is strongly committed to making Toronto's transit system barrier-free and accessible to all. We believe all customers should enjoy the freedom, independence and flexibility to travel anywhere on the public transit system.

All expenditures required to meet the TTC's accessibility and equity requirements are provided for in the TTC Operating and Capital budgets, including:

- Full funding to complete the TTC's Easier Access Program, which is on track to make all subway stations accessible by 2025 with elevators, wide fare-gates and automatic sliding doors.
- Funding for several improvements elsewhere across the transit system, including additional low-floor streetcars, buses and, new Wheel-Trans fleet, as well as a growing number of accessible bus and streetcar stops.
- \$1.7 million to increase Wheel-Trans call centre capacity and reduce call wait times for trip booking.
- \$1.1 million in incremental funding in addition to the 2020 investments made, now included in the base budget, to implement the Embrace Diversity Action Plan and Anti-Racism Strategy. This includes resources to improve community and recruiting outreach initiatives and ensure the continued implementation of anti-racism initiatives, consistent with the phased plan noted the 2021 budget outlook.

In addition, fares will be frozen at current rates. This action is particularly important to enhance equity and accessibility given that current ridership, relative to pre-pandemic levels is highest in Toronto's Neighbourhood Improvement Areas.

As a result of COVID-19 and the TTC's cost containment strategy, the service changes which occurred in 2020 may have had an impact on equity seeking groups and low income customers. During 2020, these concerns were addressed by operating additional run as directed buses on key routes where warranted by ridership levels.

For 2021, service capacity on the conventional bus network will be restored to 2020 budgeted levels, and optimized across all routes by continuing to apply COVID-19 modified maximum planning capacity thresholds of 25 per bus and adjusting to 35 as ridership increases by year end. In addition, adjustments will be made to address the specific service needs of neighbourhood improvement areas. Planning to address these needs has been aided through consultations with local youth leaders from equity seeking groups in the development of the 2021 service plan.

**2021 OPERATING BUDGET KEY DRIVERS**

The 2021 Operating Base Budget for the Toronto Transit Commission is \$2.140 billion gross or 8.2% higher than the 2020 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2b summarizes New and Enhanced requests.

**Table 2a: 2021 Key Drivers – Base Budget**

| Key Cost Drivers              | 2019<br>Actuals    | 2020<br>Budget     | 2020 Projection    | 2021 Base<br>Budget | Change Vs. 2020   |              |  |
|-------------------------------|--------------------|--------------------|--------------------|---------------------|-------------------|--------------|--|
|                               |                    |                    |                    |                     | \$                | %            |  |
| <b>Expenditures</b>           |                    |                    |                    |                     |                   |              |  |
| 1 Salaries and Benefits       | 1,416,547.6        | 1,520,141.5        | 1,457,745.0        | 1,536,036.3         | 78,291.3          | 5.4%         |  |
| 2 COVID-19 Impact             |                    |                    | 31,552.3           | 55,514.8            | 23,962.5          | 75.9%        |  |
| 3 Materials & Supplies        | 320,612.7          | 314,240.4          | 270,382.5          | 304,360.9           | 33,978.4          | 12.6%        |  |
| 4 Equipment                   | 25,219.8           | 24,326.9           | 24,421.9           | 24,336.5            | (85.4)            | -0.3%        |  |
| 5 Service and Rent            | 255,435.2          | 249,469.3          | 168,230.1          | 189,314.5           | 21,084.4          | 12.5%        |  |
| 6 Other Expenditures          | 17,733.4           | 9,705.6            | 10,582.6           | 12,800.8            | 2,218.2           | 21.0%        |  |
| 7 Contribution to Capital     |                    |                    |                    |                     |                   |              |  |
| 8 Contribution to Reserves    | 20,317.2           | 25,770.0           | 15,039.0           | 17,640.0            | 2,601.0           | 17.3%        |  |
| <b>Total Expenditures</b>     | <b>2,055,865.9</b> | <b>2,143,653.7</b> | <b>1,977,953.4</b> | <b>2,140,003.8</b>  | <b>162,050.4</b>  | <b>8.2%</b>  |  |
| <b>Revenues</b>               |                    |                    |                    |                     |                   |              |  |
| 1 Provincial Subsidies        |                    |                    |                    |                     |                   |              |  |
| 2 User Fees & Donations       | 1,262,529.5        | 1,340,925.5        | 569,656.8          | 547,415.4           | (22,241.4)        | -3.9%        |  |
| 3 Draw from Reserve Funds     | 22,691.0           | 9,300.0            | 9,300.0            | 15,760.4            | 6,460.4           | 69.5%        |  |
| 4 Other Revenues (Inc. IDR's) | 6,946.0            | 3,600.0            |                    | 3,600.0             | 3,600.0           |              |  |
| <b>Total Revenues</b>         | <b>1,292,166.5</b> | <b>1,353,825.5</b> | <b>578,956.8</b>   | <b>566,775.8</b>    | <b>(12,181.0)</b> | <b>-3.1%</b> |  |
| <b>Net Expenditures</b>       | <b>763,699.4</b>   | <b>789,828.2</b>   | <b>1,398,996.6</b> | <b>1,573,228.0</b>  | <b>174,231.4</b>  | <b>12.5%</b> |  |
| <b>Approved Positions</b>     | <b>15,951.0</b>    | <b>16,167.0</b>    | <b>16,167.0</b>    | <b>16,043.0</b>     | <b>(124.0)</b>    | <b>-0.8%</b> |  |

**Salaries & Benefits:**

Most of the variance is due to significant savings realized in 2020 from cost mitigation actions which will not be repeated in 2021, including the workforce realignment strategy, the deferral of service priority actions and reduction in health benefit claims. In addition, this budget variance also reflects higher average hourly rates due to employee wage progression and the impact of legislative changes, such as the increase in CPP premium rates, as well as additional resourcing for the sustainment of completed capital projects.

**COVID-19 Impact:**

The significant variance accounts for the full year impact of COVID-19 costs for safety measures begun in 2020 plus the implementation of additional mid-day vehicle disinfection, new employee screening, the installation of vehicle filters and costs associated with recertification training which was delayed in 2020 due to COVID-19.

**Materials and Supplies:**

The majority of the increase is attributable to energy price and requirement changes from 2020 as service levels on bus are restored to pre-pandemic levels. The variance also reflects increased investments in vehicle maintenance requirements, as vehicles are coming off warranty.

**Services and Rents:**

The increase in service contract costs is mainly driven by the new Wheel-Trans reservations second sourcing contract and the 2021 budget providing for an increase in Wheel-Trans ridership levels relative to 2020 projection. The variance also reflects increases in IT costs to support completed capital projects and cyber-security initiatives, and the reversal of one-time savings in 2020, primarily due to the mid-year occupancy of the new consolidated warehouse.

**User Fees & Other Revenue Changes:**

The reduction in revenue is due to Q1 passenger revenues expected to be approximately \$159 million lower than 2020 actual Q1 passenger revenue, as most of the first quarter of 2020 preceded the impact of the pandemic. This loss is expected to be mostly offset by slightly higher revenue ridership for the balance of the year, which is expected to average 43% of normal levels between Q2 and Q4, relative to 27% in 2020.

Table 2b: 2021 Balancing Actions

| Recommendation  | Savings Type | 2021    |                   |                   |                | 2022             |                  |                |
|---|--------------|---------|-------------------|-------------------|----------------|------------------|------------------|----------------|
|   |              | Revenue | Gross             | Net               | Positions      | Gross            | Net              | Positions      |
| <b>Base Budget Reductions: Line-By-Line</b>           |              |         |                   |                   |                |                  |                  |                |
| Fuel & Utilities                                      | Line By Line |         | (29,961.2)        | (29,961.2)        |                | (136.6)          | (136.6)          |                |
| IT: Software Maintenance & Cellular Phones            | Line By Line |         | (2,868.6)         | (2,868.6)         |                |                  |                  |                |
| Accident Claims                                       | Line By Line |         | (8,200.0)         | (8,200.0)         |                | 3,500.0          | 3,500.0          |                |
| Other Line by Line Reductions                         | Line By Line |         | (2,523.7)         | (2,523.7)         | (18.0)         |                  |                  |                |
| <b>Efficiencies</b>                                   |              |         |                   |                   |                |                  |                  |                |
| <b>Implementation of AG Recommendations</b>           |              |         |                   |                   |                |                  |                  |                |
| Alternate Source Savings                              | Efficiencies |         | (356.0)           | (356.0)           | 5.0            |                  |                  |                |
| After Market Parts Warranty                           | Efficiencies |         | (385.0)           | (385.0)           | 2.0            |                  |                  |                |
| <b>Efficiency Measures</b>                            |              |         |                   |                   |                |                  |                  |                |
| Service Efficiencies                                  | Efficiencies |         | (3,866.5)         | (3,866.5)         | (51.0)         | (7,912.6)        | (7,912.6)        | (152.0)        |
| Service Delivery Efficiencies                         | Efficiencies |         | (1,259.8)         | (1,259.8)         | (27.0)         | (1,040.9)        | (1,040.9)        | (8.0)          |
| Overtime Savings & Crew Efficiencies                  | Efficiencies |         | (1,380.3)         | (1,380.3)         | (8.0)          |                  |                  |                |
| Contract Efficiencies                                 | Efficiencies |         | (2,073.9)         | (2,073.9)         | 0.0            |                  |                  |                |
| Divisional Clerical Efficiencies                      | Efficiencies |         | (824.6)           | (824.6)           | (10.0)         |                  |                  |                |
| <b>Subtotal: Line-By-Line Review and Efficiencies</b> |              |         | <b>(53,699.5)</b> | <b>(53,699.5)</b> | <b>(107.0)</b> | <b>(5,590.1)</b> | <b>(5,590.1)</b> | <b>(160.0)</b> |
| MX Settlement Reserve Draw                            | Other        |         |                   | (15,760.4)        |                |                  | 9,220.4          |                |
| <b>Total Balancing Actions</b>                        |              |         | <b>(53,699.5)</b> | <b>(69,459.9)</b> | <b>(107.0)</b> | <b>(5,590.1)</b> | <b>3,630.3</b>   | <b>(160.0)</b> |

The **2021 Recommended Operating Budget** includes \$53.7 million in gross expenditure reductions resulting from various actions taken by TTC staff, as summarized in the table above and described below:

### Base Budget Reductions (Line-by-Line)

Annually, the operating budget is analyzed against spending trends and current market conditions as part of a line-by-line review. Through this review, \$43.6 million in savings were identified, resulting in base expenditure reductions in:

- **Fuel & Utilities:** Lower average fuel prices are expected based on recent market trends and fuel requirements hedged to date.
- **IT: Software Maintenance & Cellular Phones:** Expenditure reductions were made to account for external IT support and maintenance no longer required and to reflect reduced rates achieved for cellular phone contracts.
- **Accident Claims:** Accident claim cost were reduced by \$8.2 million to reflect lower cash payment trend experienced in 2020. For the purposes of future year projections, it is anticipated that this trend may not continue at the current rate, and has been forecasted as non-recurring at this time

### Implementation of AG Recommendations

The continued implementation of Auditor General recommendations results in \$0.7 million in net cost savings arising from the identification of alternate suppliers for vehicle parts and improved use of after market part warranties. A portion of the savings has been reinvested in adding resource capacity to finalize the transformation of both the materials management and procurement and category management functions, as recommended by the Auditor General.

### Efficiency Measures

To support TTC's continued efforts to solidify its financial foundation, the 2021 Recommended Base Budget includes \$9.5 million in efficiency savings from various efficiency initiatives. These initiatives include overtime reductions due to the management of overtime, contract efficiencies and adjustments to divisional clerk staffing. Also included are service efficiencies which do not impact service capacity for customers and include:

- Implementation of RapidTO on the Eglinton East corridor
- Opening of the McNicoll Bus Garage
- Initial implementation of Automatic Train Control on Line 1

In addition, the 2021 Recommended Base Budget tentatively includes savings associated with the second sourcing of certain maintenance related activities arising from TTC's business transformation program. The inclusion of these savings assumes that the tentative decisions with respect to second-sourcing will be implemented but are dependent on the outcome of the consultation process required by the Collective Agreement. Depending on the outcome of the collective agreement process these projections may change.

Table 2c: 2021 New / Enhanced

| New / Enhanced Request                     | 2021    |                 |                 |            | 2022 Annualized Gross | Equity Impact |
|--|---------|-----------------|-----------------|------------|-----------------------|---------------|
|  | Revenue | Gross           | Net             | Positions  |                       |               |
| <b>In \$ Thousands</b>                     |         |                 |                 |            |                       |               |
| <b>Accessibility &amp; Diversity</b>       |         |                 |                 |            |                       |               |
| Wheel-Trans Reservationist Wait-Time       |         | 1,662.3         | 1,662.3         |            | 525.0                 | High          |
| Anti-Racism & Diversity                    |         | 1,069.5         | 1,069.5         | 5          |                       | High          |
| <b>Reliability</b>                         |         |                 |                 |            |                       |               |
| Vehicle Maintenance (SOG & SWIS)           |         | 2,725.4         | 2,725.4         | 18         | 1,200.0               | Medium        |
| Head of Night Operations                   |         | 225.9           | 225.9           | 1          |                       | Medium        |
| <b>Resiliency</b>                          |         |                 |                 |            |                       |               |
| Business Continuity & Emergency Management |         | 867.7           | 867.7           | 6          | 500.0                 | Medium        |
| <b>Council Approved</b>                    |         |                 |                 |            |                       |               |
| Eglinton LRT Operations                    |         | 3,946.0         | 3,946.0         | 235        | 50,557.0              | High          |
| Cybersecurity                              |         | 1,795.3         | 1,795.3         |            | 2,000.0               | N/A           |
| Modern TO                                  |         | 708.0           | 708.0           | 5          |                       | Low           |
| <b>Total New / Enhanced</b>                |         | <b>13,000.0</b> | <b>13,000.0</b> | <b>270</b> | <b>54,782.0</b>       |               |

### Accessibility & Diversity

- **Wheel-Trans Reservationist Wait-time**

In accordance with the September 24, 2020 report to the TTC Board Award of Wheel-Trans Call Centre Overflow Contract, \$1.7 million has been added, to establish a reservation overflow contract with a target to reduce average call wait times from 15 minutes to 2 minutes. This will also provide increased call handling capacity to address abandoned calls, and provide flexibility to handle varying call volumes, greatly improving the accessibility of the Wheel-Trans service to customers.

- **Anti-Racism & Diversity**

\$1.1 million has been recommended to implement the Embrace Diversity Action Plan, which was presented to the TTC Board at the December 15, 2020 meeting. This includes resources to improve community and recruiting outreach initiatives and ensure the continued implementation of anti-racism initiatives, consistent with the phased plan noted the 2021 Budget Outlook. The Anti-Racism strategy aims to identify, prevent and address racial bias, racial profiling and anti-racism at the TTC, and build trust with Black, Indigenous and racialized communities.

### Reliability

- **Vehicle Maintenance**

To protect recent improvements in vehicle reliability, \$2.7 million is included in the budget to establish special work instruction crews to proactively address fleet issues in a timely manner. The funding will also allow for an interior and exterior state of good repair program for the streetcar fleet ensuring the new vehicles remain in good condition.

### Resiliency

- **Business Continuity & Emergency Management**

This additional funding will strengthen business continuity and emergency management functions and support the implementation of a comprehensive corporate emergency management and enterprise resilience program. This program will improve system resiliency through clear continuity plans and leadership during major incidents and emergencies.

- **Head of Night Operations**

With increasing volume of overnight heavy maintenance work, a Head of Night Operations is required to establish direct oversight of overnight operations and maintenance activities to ensure the safe delivery of work being performed for system safety and reliability.

**Council Approved Initiatives:**

- **Eglinton Crosstown LRT**

These resources are required in late 2021 to complete training requirements in advance of the anticipated opening of the new Eglinton Crosstown LRT in early 2022. These positions mainly consist of front-line employees such as operators, supervisors and customer service agents.

- **ModernTO**

Resources are required to enable the TTC's contributions to the City's efforts to optimize and modernize office space and save money. This initiative is essential to meeting the objectives of financial sustainability.

- **Cybersecurity**

Resources are required to enable the TTC's contributions to the City's efforts to manage cyber risk and ensure alignment with the City's cyber strategy. This initiative is essential to meeting the shared objectives of system resiliency and financial sustainability.

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**Note:**

1. For additional information on 2021 key cost drivers refer to [Appendix 2](#) and [Appendix 4](#) for the 2021 New and Enhanced Service Priorities, respectively.



**2022 & 2023 OUTLOOKS****Table 3: 2022 and 2023 Outlooks**

| (\$000s)   | 2020 Projection    | 2021 Budget Request | 2022 Outlook       | 2023 Outlook       |
|--|--------------------|---------------------|--------------------|--------------------|
| Revenues   | 578,956.8          | 566,775.8           | 977,165.4          | 1,206,119.9        |
| Gross Expenditures                                   | 1,977,953.4        | 2,153,003.8         | 2,306,555.7        | 2,344,008.8        |
| <b>Net Expenditures (including COVID impact)</b>     | <b>1,398,996.6</b> | <b>1,586,228.0</b>  | <b>1,329,390.3</b> | <b>1,137,888.9</b> |
| COVID Impact   | 759,950.9          | 796,399.9           | 386,696.0          | 136,321.4          |
| <b>Net Expenditures (not including COVID impact)</b> | <b>639,045.7</b>   | <b>789,828.1</b>    | <b>942,694.3</b>   | <b>1,001,567.5</b> |
| <b>Approved Positions</b>                            | <b>16,167.0</b>    | <b>16,313.0</b>     | <b>16,315.0</b>    | <b>16,576.0</b>    |
| <b>COVID-19 Pressures</b>                            |                    |                     |                    |                    |
| Passenger Revenues (Net of Presto Fees)              | 704,322.6          | 725,000.0           | 340,900.0          | 131,100.0          |
| Ancillary Revenue                                    | 24,126.6           | 15,885.1            | 9,185.1            | 3,385.1            |
| Incremental Expenses                                 | 31,501.7           | 55,514.8            | 36,610.9           | 1,836.3            |
| <b>Net COVID-19 Pressure</b>                         | <b>759,950.9</b>   | <b>796,399.9</b>    | <b>386,696.0</b>   | <b>136,321.4</b>   |

**Key drivers**

The outlook for 2022 and 2023 identifies net expenditure increase (excluding COVID impact) of \$152.866 million and \$58.873 million, respectively. Key drivers include the opening of the Eglinton Crosstown LRT and Finch West LRT, restoration of the streetcar, subway and Wheel-Trans to 2020 service levels and energy and material price escalation.

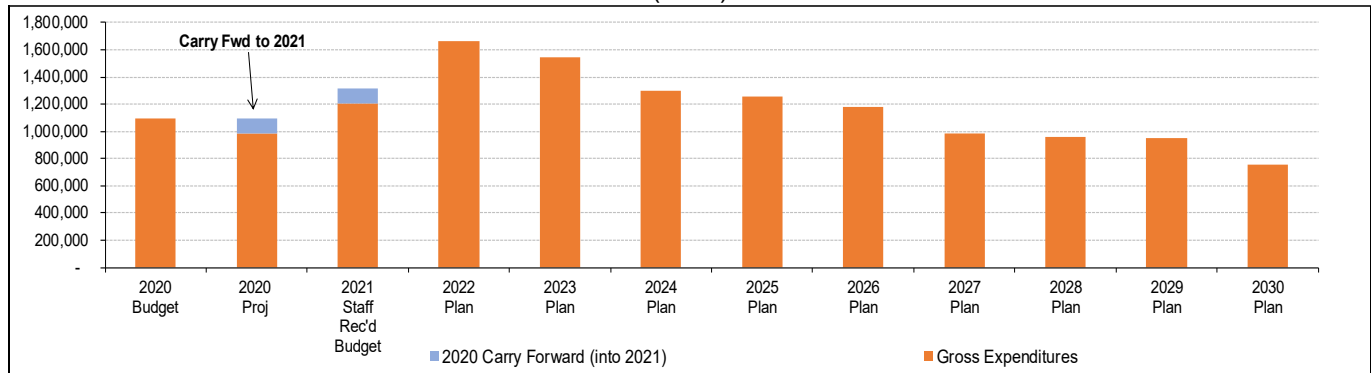
The financial impacts of COVID-19 are expected to remain a factor through 2023 and will not be eliminated until ridership fully recovers. The outlooks for 2022 and 2023 identify COVID-19 pressures of \$386.696 million and \$136.321 million, respectively. The key driver for the COVID impact is passenger revenue which for 2022 and 2023 is a directional estimate as revenue modelling continues.

It should be noted that future year estimates do not include provisions for wage increases or benefit improvements past March 31, 2021, due to the March 31, 2021 expiry of the Collective Agreement with ATU 113 (TTC's largest union).

2021 – 2030  
CAPITAL BUDGET AND PLAN

**2021 – 2030 CAPITAL BUDGET & PLAN OVERVIEW**

**Chart 1: 10-Year Capital Plan Overview**  
(\$'000)



| In \$'000's                      | 2020   |                  | 2021 Capital Budget and 2022 - 2030 Capital Plan |                  |                  |                  |                  |                  |                |                |                |                | Total 10 Year Plan |
|----------------------------------|--|------------------|--|------------------|------------------|------------------|------------------|------------------|----------------|----------------|----------------|----------------|--------------------|
|                                  | Budget   | Projected Actual | 2021   | 2022             | 2023             | 2024             | 2025             | 2026             | 2027           | 2028           | 2029           | 2030           |                    |
|                                  | <b>Gross Expenditures by Project Category:</b> |                  |  |                  |                  |                  |                  |                  |                |                |                |                |                    |
| Health & Safety & Legislated     | 118,751  | 114,448          | 116,795  | 147,563          | 166,727          | 158,658          | 154,014          | 119,891          | 14,462         | 13,064         | 12,284         | 11,741         | 915,199            |
| SOGR                             | 744,426  | 689,779          | 802,478  | 1,147,520        | 945,355          | 747,055          | 699,106          | 607,405          | 530,634        | 528,496        | 515,737        | 356,882        | 6,880,669          |
| Service Improvement & Growth     | 229,591  | 177,428          | 395,328  | 365,391          | 432,127          | 393,427          | 401,648          | 451,432          | 443,602        | 417,916        | 424,541        | 385,592        | 4,111,002          |
| <b>Total by Project Category</b> | <b>1,092,768</b>                               | <b>981,655</b>   | <b>1,314,600</b>                                 | <b>1,660,473</b> | <b>1,544,208</b> | <b>1,299,140</b> | <b>1,254,768</b> | <b>1,178,728</b> | <b>988,698</b> | <b>959,476</b> | <b>952,562</b> | <b>754,215</b> | <b>11,906,871</b>  |
| <b>Financing:</b>                |  |                  |  |                  |                  |                  |                  |                  |                |                |                |                |                    |
| Debt                             | -  | -                | 134,685  | 68,706           | 24,544           | 13,459           | 10,308           | 3,965            | 3,344          | 2,925          | 3,007          | 279,692        | 544,635            |
| Reserves/Reserve Funds           | -  | -                | -  | -                | -                | -                | -                | -                | -              | -              | -              | -              | -                  |
| Development Charges              | -  | -                | 151,162  | 90,834           | 128,136          | 112,977          | 20,606           | 11,617           | 11,614         | 12,812         | 12,730         | 12,283         | 564,772            |
| Provincial                       | -  | -                | 118,260  | 111,728          | 120,228          | 145,295          | 144,730          | 163,715          | 163,715        | 163,715        | 163,715        | 163,714        | 1,458,815          |
| Federal                          | -  | -                | 191,207  | 359,889          | 208,539          | 233,606          | 233,041          | 252,026          | 252,026        | 252,026        | 252,026        | 252,025        | 2,486,412          |
| Debt Recoverable                 | -  | -                | 678,115  | 994,247          | 1,043,422        | 779,927          | 831,631          | 735,853          | 548,084        | 520,581        | 513,858        | 38,362         | 6,684,079          |
| Other                            | -  | -                | 41,171   | 35,069           | 19,339           | 13,876           | 14,452           | 11,553           | 9,915          | 7,418          | 7,227          | 8,138          | 168,157            |
| <b>Total Financing</b>           | <b>-</b>                                       | <b>-</b>         | <b>1,314,600</b>                                 | <b>1,660,473</b> | <b>1,544,208</b> | <b>1,299,140</b> | <b>1,254,768</b> | <b>1,178,728</b> | <b>988,698</b> | <b>959,476</b> | <b>952,562</b> | <b>754,215</b> | <b>11,906,871</b>  |









| <b>Changes to Existing Projects</b><br>(\$1.11 Billion)   | <b>New Projects</b><br>(\$66.7 Million)  | <b>Capital Needs Constraints</b><br>(\$10.3 Billion)  |
|---|--|---|
| <ul style="list-style-type: none"> <li>Easier Access: \$243.6M</li> <li>Fire Ventilation and Second Exits: \$241M</li> <li>Surface Track: \$110.6M</li> <li>Equipment: \$92M</li> </ul> | <ul style="list-style-type: none"> <li>Equipment: \$20M</li> <li>Streetcar Overhaul: \$9.7M</li> <li>COVID-19 Bus Barriers: \$2.8M</li> <li>Bus Lane Implementation \$8.8M</li> <li>Eglinton/Finch LRT Faregates \$4.6M</li> </ul> | <ul style="list-style-type: none"> <li>Vehicle Procurements: \$3.5B</li> <li>Vehicle Overhaul: \$1.1B</li> <li>Hillcrest Track Replacement Expansion: \$81.4M</li> <li>Line 1 Capacity Enhancement: \$1.5B</li> </ul> |

**Note 1:**

For additional information, refer to [Appendix 6](#) for a more detailed listing of the 2021 and 2022-2030 Capital Budget & Plan by project; [Appendix 7](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 8](#) for Capital Needs Constraints, respectively.

## 2021 – 2030 CAPITAL BUDGET AND PLAN

**\$11.9 Billion 10-Year Gross Capital Program**

|   |  |  |  |
|---|--|--|--|
|    |   |    |   |
| <b>Track</b>  | <b>Electrical Systems</b>  | <b>Signal Systems</b>  | <b>Buildings &amp; Structures</b>  |
| \$725.0 M<br>6%   | \$573.8 M<br>5%  | \$1.013 B<br>9%  | \$2.518 B<br>21%   |
| <ul style="list-style-type: none"> <li>• Subway Track</li> <li>• Surface Track</li> <li>• Subway Rail Grinding</li> </ul>   | <ul style="list-style-type: none"> <li>• Traction Power</li> <li>• Power Distribution / Electric Systems</li> <li>• Communications</li> </ul>              | <ul style="list-style-type: none"> <li>• Signal Systems</li> <li>• Automatic Train Control Resignalling</li> </ul>   | <ul style="list-style-type: none"> <li>• Fire Ventilation Upgrade</li> <li>• Easier Access Phase III</li> <li>• Toronto Rocket/T1 Rail Yard Accommodation</li> <li>• McNicoll Bus Garage</li> <li>• Bridges &amp; Tunnels</li> </ul> |
|   |  |  |  |
|    |   |    |   |
| <b>Capacity Improvements</b>  | <b>Vehicles</b>  | <b>Information Technology</b>  | <b>Equipment</b>   |
| \$4.004 B<br>34%  | \$2.206 B<br>18%   | \$381.5 M<br>3%  | \$486.1 M<br>4%  |
| <ul style="list-style-type: none"> <li>• Bloor-Yonge Capacity Improvements</li> <li>• Line 1 Capacity Enhancements</li> <li>• Line 2 Capacity Enhancements</li> <li>• Service &amp; Transit Expansion Planning</li> </ul> | <ul style="list-style-type: none"> <li>• Purchase of Buses, Streetcars and Subway Cars</li> <li>• Overhaul of Buses, Streetcars and Subway Cars</li> </ul> | <ul style="list-style-type: none"> <li>• SAP ERP Implementation</li> <li>• VISION – Computer Aided Dispatch / Auto. Vehicle Location System</li> <li>• MAXIMO – Asset management system</li> </ul> | <ul style="list-style-type: none"> <li>• Shop &amp; Maintenance Equipment</li> <li>• Revenue &amp; Fare Handling Equipment</li> <li>• Fare System</li> </ul>   |

### How the Capital Program is Funded

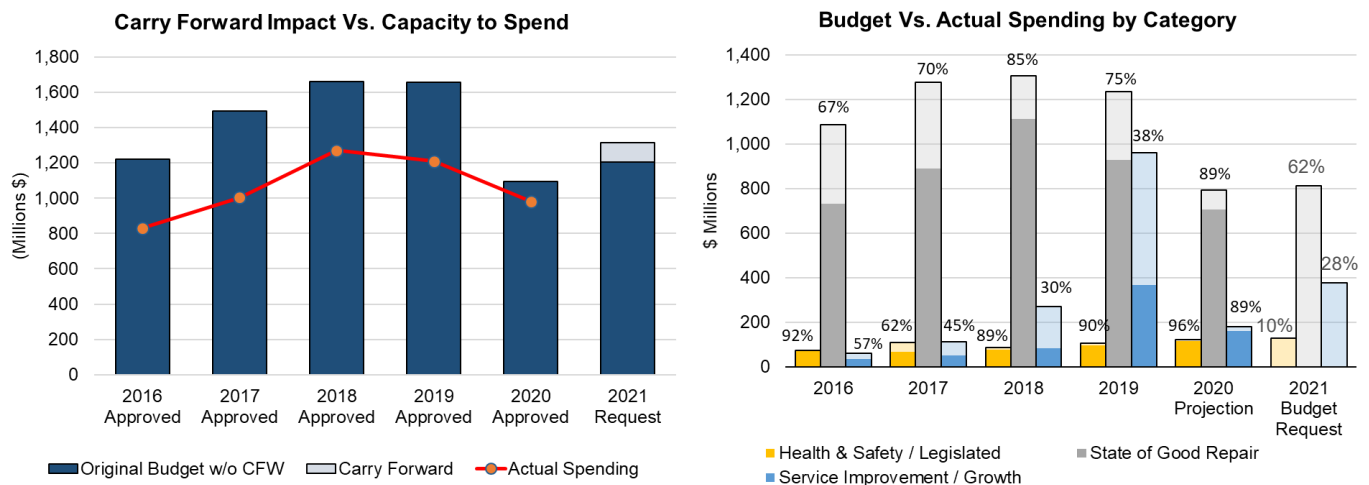
| <b>City of Toronto</b>           |              | <b>Provincial Funding</b>        |            | <b>Federal Funding</b>           |              |
|----------------------------------|--------------|----------------------------------|------------|----------------------------------|--------------|
| <b>\$7,961.7 M</b><br><b>67%</b> |              | <b>\$1,458.8 M</b><br><b>12%</b> |            | <b>\$2,486.4 M</b><br><b>21%</b> |              |
| City Building Fund               | \$ 6,684.1 M | PGT                              | \$ 934.0 M | FGT                              | \$ 1,969.3 M |
| Debt                             | \$ 544.6 M   | PTIF 2                           | \$ 500.0 M | PTIF 1                           | \$ 14.0 M    |
| Development Charges              | \$ 564.8 M   | 204 LRV                          | \$ 24.3 M  | PTIF 2                           | \$ 500.0 M   |
| Other                            | \$ 168.2 M   | Other                            | \$ 0.5 M   | Other                            | \$ 3.1 M     |

**CAPACITY TO SPEND REVIEW**

The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten-year capital plan. A review was undertaken to ensure budgets align with the Toronto Transit Commission’s ability to spend and the market’s capacity to deliver.

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project category (Chart 2 below) as well as the level of projected 2020 underspending that will be carried forward into 2021 to complete 2020 capital work.

**Chart 2 – Capacity to Spend**



**Capacity to Spend Review Impact on the 10-Year Plan**

Based on the review of historical capital spending constraints and a capacity to spend review, \$26.6 million in capital spending originally cash flowed in 2021 has been deferred to 2022, with an additional \$61.9 million deferred to 2023. Adjustments to the Capital Plan are noted below:

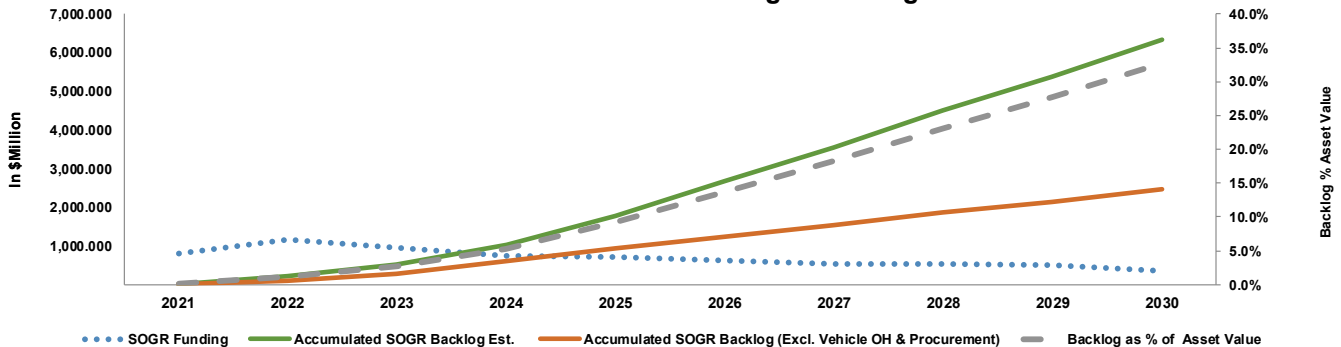
- Recalibrated the 10-year Capital Plan’s project estimates based on capacity to spend and project readiness and smooth annual cash flow estimates to match cash flow spending to project activities and timelines;
- Reviewed requirements for major capital projects based on the progress made through the stage gating process;
- Revisited assumptions on needs, scope, and timing to confirm existing capital priorities and requirements, some of which have been moved beyond the 10-year timeframe;
- Identified any emergent capital priorities that must be funded to address critical health, safety or state of good repair requirements.
- As a result, the 10-Year Capital Plan was recalibrated to:
  - Provided additional “funding room” of \$787.2 million, combined with additional development charge funding for eligible capital costs of \$323.7 million, has enabled TTC staff to fund \$1.11 billion in unfunded capital priorities and needs, with 95% of the funding be added for Health and Safety, Legislated and State of Good Repair projects which were previously unfunded.
  - Establish steady state funding for essential safety and SOGR capital works
    - Continues to leverage lower ridership levels
  - Ensure funding to meet legislative requirements and timelines
  - Align with the Fleet Procurement Strategy

- Continue business modernization:
  - SAP; Maximo; Vision, Wheel Trans and Stations Transformation
- Maintain funding to complete ATC Line 1 and adds 10th year funding for ATC Line 2
- Add funding for COVID-related capital works (which may be eligible for provincial funding)

**STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG**

The chart below depicts the SOGR funding and accumulated backlog estimates for key asset classes in Transportation Services: major and local roads, bridge rehabilitation and laneways.

**Chart 3: Total SOGR Funding & Backlog**



| \$ Million  | 2021       | 2022       | 2023       | 2024       | 2025       | 2026       | 2027       | 2028       | 2029       | 2030       |
|---|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| SOGR Funding  | 802.478    | 1,147.520  | 945.355    | 747.055    | 699.106    | 607.405    | 530.634    | 528.496    | 515.737    | 356.882    |
| Accumulated SOGR Backlog (Excl. Vehicle OH & Procurement) | 21.112     | 84.410     | 272.232    | 617.472    | 947.598    | 1,244.583  | 1,541.748  | 1,867.567  | 2,133.009  | 2,459.693  |
| Accumulated SOGR Backlog Est.                             | 21.112     | 216.807    | 508.675    | 1,018.924  | 1,779.745  | 2,672.810  | 3,551.674  | 4,500.488  | 5,375.455  | 6,349.679  |
| Backlog as % of Asset Value                               | 0.1%       | 1.1%       | 2.6%       | 5.2%       | 9.2%       | 13.8%      | 18.3%      | 23.2%      | 27.7%      | 32.7%      |
| Total Asset Value   | 19,435.000 | 19,435.000 | 19,435.000 | 19,435.000 | 19,435.000 | 19,435.000 | 19,435.000 | 19,435.000 | 19,435.000 | 19,435.000 |

- The SOGR Backlog presented above is based on TTC’s 2021 Capital Investment Plan which has been updated to account for project priorities; timing and dependencies.
- The SOGR Backlog analysis reflects both finite and ongoing SOGR capital projects included in the 2021-2030 capital planning timeframe of TTC’s 15-year Capital Investment Plan that are currently not funded in the recommended 2021-2030 Capital Budget and Plan.
- While the SOGR Backlog will rise from \$21.1 million or 0.1% of asset value in 2021 to \$6.3 billion or 32.7% of asset value by the end of 2030, the SOGR Backlog would have been higher had it not been for the infusion of incremental funding through the City Building Fund for critical subway infrastructure state of good repair projects in 2020.
- If one excludes the backlog associated with unfunded fleet overhaul and procurement investments, the SOGR Backlog would be \$2.5 billion or 12.7% of asset value by the end of 2030, noting that unfunded vehicle needs make up two-thirds of this backlog.
- The TTC will continue to refine these estimates based on planned condition audits of its asset inventory and this SOGR backlog analysis, including asset values, as the TTC matures its asset management practices.



**OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS**

Completion of capital projects will impact future year Operating Budgets by \$13.0 million net over the 2021-2030 period, primarily due to the completion of Information Technology Systems and various signal system programs. Over the course of the 2021-2030 Capital Plan timeframe, the total operating impacts of completed capital projects will result in a net decrease of 160 positions. It is worth noting that the completion of the Train Door Monitoring Systems (One Person Train Operation) program will provide operating savings beginning in 2022, as shown in Table 4 below.

**Table 4: Net Operating Impact Summary**  
(In \$000's)

| Projects                                | 2021 Budget     |             | 2022 Plan        |                | 2023 Plan         |            | 2024 Plan      |              | 2025 Plan       |              | 2021-2025      |                | 2021-2030       |                |
|---|-----------------|-------------|------------------|----------------|-------------------|------------|----------------|--------------|-----------------|--------------|----------------|----------------|-----------------|----------------|
|   | \$000s          | Positions   | \$000s           | Positions      | \$000s            | Positions  | \$000s         | Positions    | \$000s          | Positions    | \$000s         | Positions      | \$000s          | Positions      |
| <b>Previously Approved</b>              |                 |             |                  |                |                   |            |                |              |                 |              |                |                |                 |                |
| Fare System                             | 74.0            |             | 0.0              |                |                   |            |                |              |                 |              | 74.0           | 0.0            |                 |                |
| Information Technology System-Infrastru | 1,779.0         | 0.0         | 0.0              |                | 806.0             |            | 3,196.0        | (4.0)        | 13,315.0        | (2.0)        | 19,096.0       | (6.0)          | 33,658.0        | 17.0           |
| McNicoll Bus Garage Facility            | 3,723.0         | 23.0        | 0.0              |                | 0.0               |            | 0.0            |              | 0.0             |              | 3,723.0        | 23.0           |                 | 0.0            |
| Train Door Monitoring                   | 0.0             | 0.0         | (5,600.0)        | (152.0)        | (18,000.0)        | 0.0        | (469.0)        |              | (479.0)         |              | (24,548.0)     | (152.0)        | (26,958.9)      | (188.0)        |
| Purchases of Buses                      | 7,162.0         | 17.0        |                  |                |                   |            |                |              |                 |              | 7,162.0        | 17.0           |                 | 0.0            |
| Purchase of Rail Non-Revenue Vehicle    | 0.0             |             | (109.0)          |                | 32.0              | 0.0        | 83.0           |              | 84.0            |              | 90.0           | 0.0            | 3,360.0         | 0.0            |
| Signal Systems - Various                | 530.0           |             | 535.0            |                | 129.0             | 0.0        | 31.0           |              | 33.0            |              | 1,258.0        | 0.0            | 1,580.0         | 8.5            |
| Other Various OBIs                      | 379.0           | 9.0         |                  |                | 138.8             |            | 209.4          |              | 373.2           | 1.5          | 1,100.4        | 10.5           | 1,363.0         | 2.5            |
| <b>Total (Net)</b>                      | <b>13,647.0</b> | <b>49.0</b> | <b>(5,174.0)</b> | <b>(152.0)</b> | <b>(16,894.2)</b> | <b>0.0</b> | <b>3,050.4</b> | <b>(4.0)</b> | <b>13,326.2</b> | <b>(0.5)</b> | <b>7,955.4</b> | <b>(107.5)</b> | <b>13,002.1</b> | <b>(160.0)</b> |

The operating impact arising from the purchase of buses coming off warranty; the sustainment of SAP, Maximo and Vision technology projects and the opening of McNicoll Bus Garage will result in an operating impact of \$13.647 million in 2021, which is included in the 2021 Recommended Operating Budget.

# APPENDICES

## Appendix 1

### COVID-19 Financial Impact - Operating

| COVID-19 Impacts                                     | (\$000s)           |                   |                  |                    |                   |                  |
|--|--------------------|-------------------|------------------|--------------------|-------------------|------------------|
|  | 2020               |                   |                  | 2021               |                   |                  |
|  | Revenues           | Gross             | Net              | Revenues           | Gross             | Net              |
| <b>Revenue Loss</b>                                  |                    |                   |                  |                    |                   |                  |
| Passenger Revenue Loss                               | (723,428.2)        | (31,741.0)        | 691,687.2        | (757,400.0)        | (32,400.0)        | 725,000.0        |
| Monthly Pass Credits                                 | (12,635.4)         |                   | 12,635.4         |                    |                   |                  |
| Commuter Parking                                     | (7,753.3)          |                   | 7,753.3          | (8,662.0)          |                   | 8,662.0          |
| Advertising  | (6,800.0)          |                   | 6,800.0          | (3,600.0)          |                   | 3,600.0          |
| Retail Leases  | (2,467.7)          |                   | 2,467.7          | (2,003.0)          |                   | 2,003.0          |
| Other Income   | (7,105.6)          |                   | 7,105.6          | (1,620.1)          |                   | 1,620.1          |
| <b>Sub-Total</b>                                     | <b>(760,190.1)</b> | <b>(31,741.0)</b> | <b>728,449.1</b> | <b>(773,285.1)</b> | <b>(32,400.0)</b> | <b>740,885.1</b> |
| <b>Expenditure Increase</b>                          |                    |                   |                  |                    |                   |                  |
| <u>Safety &amp; Other Required Measures</u>          |                    |                   |                  |                    |                   |                  |
| Vehicle disinfecting                                 |                    | 9,450.0           | 9,450.0          |                    | 25,776.0          | 25,776.0         |
| Personal Protective Equipment                        |                    | 7,242.9           | 7,242.9          |                    | 5,870.0           | 5,870.0          |
| Protective Operator Barriers                         |                    | 700.0             | 700.0            |                    |                   |                  |
| Vehicle Ventilation Filters                          |                    | 300.0             | 300.0            |                    | 1,365.0           | 1,365.0          |
| Facility Disinfecting, Decals and Other              |                    | 3,269.4           | 3,269.4          |                    | 5,767.0           | 5,767.0          |
| Hand Sanitizer for Customers                         |                    | 1,413.8           | 1,413.8          |                    | 2,367.0           | 2,367.0          |
| Employee Screening Costs                             |                    | 1,500.0           | 1,500.0          |                    | 5,500.0           | 5,500.0          |
| <u>Managing Resourcing</u>                           |                    |                   |                  |                    |                   |                  |
| Overtime & Reg Labour (Critical response activities) |                    | 4,235.6           | 4,235.6          |                    | 1,414.8           | 1,414.8          |
| Operator Absence Coverage (mid-to-late March)        |                    | 1,240.8           | 1,240.8          |                    |                   |                  |
| Recertification Training Delayed due to COVID        |                    |                   |                  |                    | 1,299.0           | 1,299.0          |
| SBA & Absence Impact                                 |                    |                   |                  |                    | 6,156.0           | 6,156.0          |
| COVID-19 Ambassadors                                 |                    | 1,642.2           | 1,642.2          |                    |                   |                  |
| IT & Business Continuity                             |                    | 507.0             | 507.0            |                    |                   |                  |
| <b>Sub-Total</b>                                     |                    | <b>31,501.7</b>   | <b>31,501.7</b>  |                    | <b>55,514.8</b>   | <b>55,514.8</b>  |
| <b>Total COVID-19 Impact before Cost Containment</b> | <b>(760,190.1)</b> | <b>(239.3)</b>    | <b>759,950.8</b> | <b>(773,285.1)</b> | <b>23,114.8</b>   | <b>796,399.9</b> |

#### Impact of COVID-19

With widespread COVID-19 vaccination not expected until the fall of 2021, COVID-19 will continue to have a financial impact on the TTC throughout 2021. Moreover, given the significant impacts to the economy, employment and anticipated changes in future travel patterns and working arrangements, the financial impact of COVID-19 will continue to affect the TTC, even after the pandemic itself subsides.

The 2021 anticipated impact of \$796.4 million is comparable to the projected \$760 million gross impact for 2020. Both amounts are net of PRESTO commission savings on lost passenger revenue.

The TTC will also continue to experience lower ancillary revenues primarily due to lost commuter parking lot revenue and impacts on advertising and subway concession revenue.

Incremental expenses will be incurred to sustain critical and add incremental response activities. Incremental costs anticipated for 2021 total \$55.5 million.

#### Funding of COVID-19 Financial Impacts

TTC is actively engaged with senior levels of government to advise on the fiscal impact of COVID-19 on the TTC. In August 2020, the federal-provincial Safe Restart Agreement (SRA) was announced. The SRA provided up to \$4 billion in one-time emergency assistance to Ontario municipalities to address financial pressures related to COVID-19. This included up to \$2 billion specifically for municipal transit systems. The federal and provincial governments have each contributed 50% of the funding for public transit.

The SRA identified financial relief in two phases. Under Phase 1, the TTC was allocated \$404 million in immediate relief funding for impacts incurred between April 1, 2020 and September 30, 2020. At the time of the announcement, the allocation for TTC under Phase 2 of the SRA was still to be determined.

On December 16, 2020, the Province of Ontario released new details on Phase 2 of the Safe Restart Agreement, and an official letter was transmitted by the Province to the City.

Toronto has been provided a Phase 2 allocation of approximately \$472 million for eligible transit pressures incurred from October 1, 2020 to March 31, 2021. Payments will be based on a one-time claim for eligible expenditures. In addition, the Province has advised that Toronto will be eligible to receive an allocation of up to \$304 million in funding to address additional pressures based on ridership.

In total under Phase 2 of the public transit stream of the SRA, the TTC has been provided a total available allocation of up to \$776 million to address eligible expenditures incurred from October 1, 2020 to December 31, 2020, and those incurred from January 1, 2021. Combined with phase 1 SRA funding and 2020 TTC cost containment actions, the 2020 COVID-19 financial impact will be fully addressed.

Discussions continue regarding the formal details of the Phase 2 program, the required Transfer Payment Agreement, and the opportunity to utilize Phase 2 SRA funding post March 31, 2021.

### COVID-19 Financial Impact - Capital

| (\$000s)  |               |              |                 |
|---|---------------|--------------|-----------------|
| COVID-19 Impacts                                  | 2021          | 2022-2030    | Total 2021-2030 |
| <b>Change in Projects - Increased/Accelerated</b> |               |              |                 |
| Subway Track                                      | 21,344        | 13,560       | 34,904          |
| Easier Access Phase III                           | 12,121        | (12,121)     | 0               |
| <b>Sub-Total</b>                                  | <b>33,465</b> | <b>1,439</b> | <b>34,904</b>   |
| <b>Resilience Funding</b>                         |               |              |                 |
| COVID-19 Bus Barriers                             | 2,805         |              | 2,805           |
| <b>Sub-Total</b>                                  | <b>2,805</b>  |              | <b>2,805</b>    |
| <b>New Projects</b>                               |               |              |                 |
| Subway Public Health Initiatives                  | 1,000         |              | 1,000           |
| <b>Sub-Total</b>                                  | <b>1,000</b>  |              | <b>1,000</b>    |
| <b>Total COVID-19 2021 Impact</b>                 | <b>37,270</b> | <b>1,439</b> | <b>38,709</b>   |

The 2021-2030 Capital Budget and Plan impacts due to COVID-19 includes the acceleration of critical Subway Track SOGR work to take advantage of low ridership levels and the advancement of construction work in the Easier Access Phase III program. There are also two new projects related to health and safety measures, which includes COVID-19 Bus Barriers and Subway Public Health Initiatives.

## Appendix 2

### 2021 Operating Budget by Revenue / Expenditure Category

| Category<br>(In \$000s)                  | 2018<br>Actual     | 2019<br>Actual     | 2020<br>Budget     | 2020<br>Projection* | 2021<br>Budget     | 2021 Change from 2020<br>Projected Actual |               |
|--|--------------------|--------------------|--------------------|---------------------|--------------------|---|---------------|
|  | \$                 | \$                 | \$                 | \$                  | \$                 | \$  | %             |
| Provincial Subsidies                     |                    |                    |                    |                     |                    |   |               |
| Federal Subsidies                        |                    |                    |                    |                     |                    |   |               |
| Other Subsidies                          |                    |                    |                    |                     |                    |   |               |
| User Fees & Donations                    | 1,233,625.8        | 1,262,529.5        | 1,340,925.5        | 569,656.8           | 547,415.4          | (22,241.4)                                | (3.9%)        |
| Licences & Permits Revenue               |                    |                    |                    |                     |                    |   |               |
| Transfers From Capital                   |                    |                    |                    |                     |                    |   |               |
| Contribution From Reserves/Reserve Funds |                    | 22,691.0           | 9,300.0            | 9,300.0             | 15,760.4           | 6,460.4                                   | 69.5%         |
| Sundry and Other Revenues                |                    | 6,946.0            | 3,600.0            |                     | 3,600.0            | 3,600.0                                   |               |
| Inter-Divisional Recoveries              |                    |                    |                    |                     |                    |   |               |
| <b>Total Revenues</b>                    | <b>1,233,625.8</b> | <b>1,292,166.5</b> | <b>1,353,825.5</b> | <b>578,956.8</b>    | <b>566,775.8</b>   | <b>(12,181.0)</b>                         | <b>(2.1%)</b> |
| Salaries and Benefits                    | 1,355,092.7        | 1,416,547.6        | 1,520,141.5        | 1,465,245.0         | 1,551,265.1        | 86,020.1                                  | 5.9%          |
| Materials & Supplies                     | 318,565.3          | 320,612.7          | 314,240.4          | 293,789.8           | 340,672.3          | 46,882.5                                  | 16.0%         |
| Equipment                                | 24,887.6           | 25,219.8           | 24,326.9           | 24,421.9            | 24,336.5           | (85.4)                                    | (0.3%)        |
| Service and Rent                         | 195,225.0          | 255,435.2          | 249,469.3          | 168,875.1           | 206,289.1          | 37,414.0                                  | 22.2%         |
| Contribution To Capital                  |                    |                    |                    |                     |                    |   |               |
| Contribution To Reserves/Reserve Funds   | 41,608.7           | 20,317.2           | 25,770.0           | 15,039.0            | 17,640.0           | 2,601.0                                   | 17.3%         |
| Other Expenditures                       | 14,202.4           | 17,733.4           | 9,705.6            | 10,582.6            | 12,800.8           | 2,218.2                                   | 21.0%         |
| Inter-Divisional Charges                 |                    |                    |                    |                     |                    |   |               |
| <b>Total Gross Expenditures</b>          | <b>1,949,581.7</b> | <b>2,055,865.9</b> | <b>2,143,653.7</b> | <b>1,977,953.4</b>  | <b>2,153,003.8</b> | <b>175,050.4</b>                          | <b>8.9%</b>   |
| <b>Net Expenditures</b>                  | <b>715,955.9</b>   | <b>763,699.4</b>   | <b>789,828.2</b>   | <b>1,398,996.6</b>  | <b>1,586,228.0</b> | <b>187,231.4</b>                          | <b>13.4%</b>  |
| <b>Approved Positions</b>                | <b>15,033.0</b>    | <b>15,951.0</b>    | <b>16,167.0</b>    | <b>16,167.0</b>     | <b>16,313.0</b>    | <b>146.0</b>                              | <b>0.9%</b>   |

## Appendix 3

### Summary of 2021 Service Changes

N/A

## Appendix 4

### Summary of 2021 New / Enhanced Service Priorities Included in Budget

| Form ID   |               | Agencies - Cluster<br><br>Program - Toronto Transit Commission - Conventional | Adjustments       |             |            |                    | 2022 Plan Net Change | 2023 Plan Net Change             |       |     |       |      |     |     |   |              |            |              |             |            |            |
|---|---------------|---|-------------------|-------------|------------|--------------------|----------------------|----------------------------------|-------|-----|-------|------|-----|-----|---|--------------|------------|--------------|-------------|------------|------------|
| Category  | Equity Impact |   | Gross Expenditure | Revenue     | Net        | Approved Positions |                      |                                  |       |     |       |      |     |     |   |              |            |              |             |            |            |
| 23688   |               | ModernTO  |                   |             |            |                    |                      |                                  |       |     |       |      |     |     |   |              |            |              |             |            |            |
| 74  | Positive      | <b>Description:</b>   |                   |             |            |                    |                      |                                  |       |     |       |      |     |     |   |              |            |              |             |            |            |
| <p>Almost 2,000 TTC employees spread over 9 leased locations and 1 owned location (1900 Yonge Street) will be consolidated. Additional resources in real estate, IT, HR and information management are required at this time. Other existing staff resources will be utilized.</p> <p><b>Service Level Impact:</b></p> <p>No impact to service levels</p> <p><b>Equity Statement:</b></p> <p>This new initiative represents the implementation of ModernTO. Implementation of this initiative has no impact on service levels provided to the public. Equity impact is expected to be positive as through the ModernTO initiative accessibility features of TTC workplaces is expected to be enhanced.</p> <p><b>Service:</b> Toronto Transit Commission - Conventional Service</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Total Staff Recommended Changes:</td> <td style="text-align: right;">708.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">708.0</td> <td style="text-align: right;">5.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td><b>Staff Recommended New/Enhanced Services:</b></td> <td style="text-align: right;"><b>708.0</b></td> <td style="text-align: right;"><b>0.0</b></td> <td style="text-align: right;"><b>708.0</b></td> <td style="text-align: right;"><b>5.00</b></td> <td style="text-align: right;"><b>0.0</b></td> <td style="text-align: right;"><b>0.0</b></td> </tr> </table> |               |   |                   |             |            |                    |                      | Total Staff Recommended Changes: | 708.0 | 0.0 | 708.0 | 5.00 | 0.0 | 0.0 | <b>Staff Recommended New/Enhanced Services:</b> | <b>708.0</b> | <b>0.0</b> | <b>708.0</b> | <b>5.00</b> | <b>0.0</b> | <b>0.0</b> |
| Total Staff Recommended Changes:  | 708.0         | 0.0   | 708.0             | 5.00        | 0.0        | 0.0                |                      |                                  |       |     |       |      |     |     |   |              |            |              |             |            |            |
| <b>Staff Recommended New/Enhanced Services:</b>   | <b>708.0</b>  | <b>0.0</b>  | <b>708.0</b>      | <b>5.00</b> | <b>0.0</b> | <b>0.0</b>         |                      |                                  |       |     |       |      |     |     |   |              |            |              |             |            |            |

| Form ID  |               | Agencies - Cluster<br><br>Program - Toronto Transit Commission - Conventional | Adjustments       |             |            |                    | 2022 Plan Net Change | 2023 Plan Net Change             |     |     |     |      |     |         |   |            |            |            |             |            |                |
|--|---------------|---|-------------------|-------------|------------|--------------------|----------------------|----------------------------------|-----|-----|-----|------|-----|---------|---|------------|------------|------------|-------------|------------|----------------|
| Category   | Equity Impact |   | Gross Expenditure | Revenue     | Net        | Approved Positions |                      |                                  |     |     |     |      |     |         |   |            |            |            |             |            |                |
| 23699  |               | Five-Year Service Plan  |                   |             |            |                    |                      |                                  |     |     |     |      |     |         |   |            |            |            |             |            |                |
| 74   | Positive      | <b>Description:</b>   |                   |             |            |                    |                      |                                  |     |     |     |      |     |         |   |            |            |            |             |            |                |
| <p>This reflects impacts of the report entitled '5-Year Service Plan &amp; 10-Year Outlook' that was approved by the Board on December 12, 2019.</p> <p><b>Service Level Impact:</b></p> <p>Service levels will be increased to implement various initiatives included in the 5-Year Service Plan.</p> <p><b>Equity Statement:</b></p> <p>The 2023 Service Changes budget proposal's overall impact is highly positive. It will improve public transit service and access to numerous NIAs and connect customers to opportunities across the city with transit that is faster, more reliable and more comfortable compared to current conditions.</p> <p><b>Service:</b> Toronto Transit Commission - Conventional Service</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Total Staff Recommended Changes:</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">9,600.0</td> </tr> <tr> <td><b>Staff Recommended New/Enhanced Services:</b></td> <td style="text-align: right;"><b>0.0</b></td> <td style="text-align: right;"><b>0.0</b></td> <td style="text-align: right;"><b>0.0</b></td> <td style="text-align: right;"><b>0.00</b></td> <td style="text-align: right;"><b>0.0</b></td> <td style="text-align: right;"><b>9,600.0</b></td> </tr> </table> |               |   |                   |             |            |                    |                      | Total Staff Recommended Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 9,600.0 | <b>Staff Recommended New/Enhanced Services:</b> | <b>0.0</b> | <b>0.0</b> | <b>0.0</b> | <b>0.00</b> | <b>0.0</b> | <b>9,600.0</b> |
| Total Staff Recommended Changes:   | 0.0           | 0.0   | 0.0               | 0.00        | 0.0        | 9,600.0            |                      |                                  |     |     |     |      |     |         |   |            |            |            |             |            |                |
| <b>Staff Recommended New/Enhanced Services:</b>  | <b>0.0</b>    | <b>0.0</b>  | <b>0.0</b>        | <b>0.00</b> | <b>0.0</b> | <b>9,600.0</b>     |                      |                                  |     |     |     |      |     |         |   |            |            |            |             |            |                |

### Appendix 4 (continued)

#### Summary of 2021 New / Enhanced Service Priorities Included in Budget

| Form ID   |               | Agencies - Cluster<br><br>Program - Toronto Transit Commission - Conventional  | Adjustments       |            |                |                    | 2022 Plan Net Change | 2023 Plan Net Change |
|---|---------------|--|-------------------|------------|----------------|--------------------|----------------------|----------------------|
| Category  | Equity Impact |  | Gross Expenditure | Revenue    | Net            | Approved Positions |                      |                      |
| 23713   |               | Anti-Racism & Diversity  |                   |            |                |                    |                      |                      |
| 74  | Positive      | <b>Description:</b><br>The development and implementation of an Anti-Racism Strategy, with the adoption of the Toronto Action Plan to Confront Anti-Black Racism as its foundation, requires new funding to establish the ongoing capacity for implementation of various anti-racism initiatives across the TTC through a new Race Relations Unit. This will include focused efforts on policy review and development using the City of Toronto's Anti-Black Racism Analysis Tool; public awareness and community engagement; recruitment and advancement; research and public reporting (including race-based data collection and analysis); and staff education and training. The 2021 budget builds upon the investment made last year as well as provide for the implementation of additional outreach initiatives.<br><b>Service Level Impact:</b><br>There will be increased activities to support and ensure the TTC's anti-racism strategy continues to be implemented.<br><b>Equity Statement:</b><br>Through TTC's Diversity and Human Rights 5-Year Strategic Plan, TTC continues to uphold its commitment to embed diversity and inclusion in every facet of the organization by:<br>• Attracting and developing a qualified workforce that reflects the diversity of TTC's customers and the City of Toronto<br>• Continuing to build a respectful and inclusive workplace culture and providing continuous education on human rights, accessibility, diversity and inclusion<br>• Enhancing the delivery of TTC's programs and services to meet the needs of TTC's diverse customers<br>Within this plan is TTC's work, which began in 2019, to identify, address and prevent all forms of racism through a System Wide Anti-Racism Strategy focused on four key areas of customer and employee engagement and consultation, race based data collection, policy review, recruitment and advancement and continued learning and anti-racism competency building. This work began with the adoption of the Toronto Action Plan to Confront Anti-Black Racism. Further, diversity and inclusion are central to the TTC's vision of being a transit system that makes Toronto proud. To support this vision, the CEO has struck a Women & Diversity Committee and has identified 10 items for immediate action, representing the TTC's commitment, willingness and desire as an organization to fast track its work and build greater diversity and inclusion. These plans and strategies are intended to have a high positive impact on Indigenous, Black and equity-seeking groups by identifying, addressing and preventing inequities in employment and in the delivery of services to TTC customers.<br><b>Service:</b> Toronto Transit Commission - Conventional Service |                   |            |                |                    |                      |                      |
| Total Staff Recommended Changes:                |               |  | 1,069.4           | 0.0        | 1,069.4        | 5.00               | 0.0                  | 0.0                  |
| <b>Staff Recommended New/Enhanced Services:</b> |               |  | <b>1,069.4</b>    | <b>0.0</b> | <b>1,069.4</b> | <b>5.00</b>        | <b>0.0</b>           | <b>0.0</b>           |

| Form ID   |               | Agencies - Cluster<br><br>Program - Toronto Transit Commission - Conventional   | Adjustments       |            |                |                    | 2022 Plan Net Change | 2023 Plan Net Change |
|---|---------------|---|-------------------|------------|----------------|--------------------|----------------------|----------------------|
| Category  | Equity Impact |   | Gross Expenditure | Revenue    | Net            | Approved Positions |                      |                      |
| 23687   |               | Cybersecurity   |                   |            |                |                    |                      |                      |
| 74  | No Impact     | <b>Description:</b><br>Resources are required to enable the TTC's contributions to the City's efforts to manage cyber risk and ensure alignment with the City's cyber strategy. This initiative is essential to meeting the shared objectives of system resiliency and financial sustainability.<br><b>Service Level Impact:</b><br>No impact to service levels<br><b>Equity Statement:</b><br>This has no impact on service levels provided to the public and therefore no equity impact.<br><b>Service:</b> Toronto Transit Commission - Conventional Service |                   |            |                |                    |                      |                      |
| Total Staff Recommended Changes:                |               |   | 1,795.3           | 0.0        | 1,795.3        | 0.00               | 2,000.0              | 0.0                  |
| <b>Staff Recommended New/Enhanced Services:</b> |               |   | <b>1,795.3</b>    | <b>0.0</b> | <b>1,795.3</b> | <b>0.00</b>        | <b>2,000.0</b>       | <b>0.0</b>           |



## Appendix 4 (continued)

### Summary of 2021 New / Enhanced Service Priorities Included in Budget

| Form ID   |               | Agencies - Cluster                                  | Adjustments       |            |                |                    | 2022 Plan Net Change | 2023 Plan Net Change |
|---|---------------|---|-------------------|------------|----------------|--------------------|----------------------|----------------------|
| Category  | Equity Impact |   | Gross Expenditure | Revenue    | Net            | Approved Positions |                      |                      |
| 23711   |               | Program - Toronto Transit Commission - Conventional |                   |            |                |                    |                      |                      |
| 74  | Positive      | Vehicle Maintenance                                 |                   |            |                |                    |                      |                      |
| <b>Description:</b>   |               |   |                   |            |                |                    |                      |                      |
| The recruitment of dedicated resources/technical staff to respond to technical issues and maintain the streetcar and subway fleet in a state of good repair.  |               |   |                   |            |                |                    |                      |                      |
| <b>Service Level Impact:</b>  |               |   |                   |            |                |                    |                      |                      |
| There will be increased maintenance activities to support and ensure budgeted transit service levels are achieved.  |               |   |                   |            |                |                    |                      |                      |
| <b>Equity Statement:</b>  |               |   |                   |            |                |                    |                      |                      |
| One of the cornerstones of the TTC is accessibility and ensuring the customer journey is easy, frictionless and barrier-free. Increased resources to maintain TTC's streetcar fleet will benefit customers since more vehicles in a state of good repair will be available for service. The focus on Special Work Instruction (SWIS) work will also be of positive impact to those with disabilities since SWIS work includes responding to vehicle modifications requested to improve accessibility for TTC users. |               |   |                   |            |                |                    |                      |                      |
| <b>Service:</b> Toronto Transit Commission - Conventional Service   |               |   |                   |            |                |                    |                      |                      |
| Total Staff Recommended Changes:  |               |   | 2,725.4           | 0.0        | 2,725.4        | 18.00              | 1,200.1              | 0.0                  |
| <b>Staff Recommended New/Enhanced Services:</b>   |               |   | <b>2,725.4</b>    | <b>0.0</b> | <b>2,725.4</b> | <b>18.00</b>       | <b>1,200.1</b>       | <b>0.0</b>           |

| Form ID   |               | Agencies - Cluster                                  | Adjustments       |            |                |                    | 2022 Plan Net Change | 2023 Plan Net Change |
|---|---------------|---|-------------------|------------|----------------|--------------------|----------------------|----------------------|
| Category  | Equity Impact |   | Gross Expenditure | Revenue    | Net            | Approved Positions |                      |                      |
| 23712   |               | Program - Toronto Transit Commission - Conventional |                   |            |                |                    |                      |                      |
| 74  | Positive      | Safety  |                   |            |                |                    |                      |                      |
| <b>Description:</b>   |               |   |                   |            |                |                    |                      |                      |
| To incorporate the impact of resources required for safety and emergency management.  |               |   |                   |            |                |                    |                      |                      |
| <b>Service Level Impact:</b>  |               |   |                   |            |                |                    |                      |                      |
| This will support the increase in oversight and emergency management, improving system resiliency and reliability.  |               |   |                   |            |                |                    |                      |                      |
| <b>Equity Statement:</b>  |               |   |                   |            |                |                    |                      |                      |
| The budget item of Emergency Management and Business Continuity at Safety has positive equity impact on the public as well as TTC's employees. Emergency Management now includes rapid response to emergency incidents like COVID in order to protect the organization's people and critical assets. Also it's concerned with the continuation of critical business operations following a major disruption and the subsequent "normalization" of operations over time which benefits customers equally. As a result, this proposal has a positive equity impact as it helps to ensure continuity of service to the public. |               |   |                   |            |                |                    |                      |                      |
| <b>Service:</b> Toronto Transit Commission - Conventional Service   |               |   |                   |            |                |                    |                      |                      |
| Total Staff Recommended Changes:  |               |   | 1,093.6           | 0.0        | 1,093.6        | 7.00               | 500.0                | 0.0                  |
| <b>Staff Recommended New/Enhanced Services:</b>   |               |   | <b>1,093.6</b>    | <b>0.0</b> | <b>1,093.6</b> | <b>7.00</b>        | <b>500.0</b>         | <b>0.0</b>           |

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## Appendix 4 (continued)

### Summary of 2021 New / Enhanced Service Priorities Included in Budget

| Form ID   |               | Agencies - Cluster   | Adjustments       |            |                 |                    | 2022 Plan Net Change | 2023 Plan Net Change |
|---|---------------|--|-------------------|------------|-----------------|--------------------|----------------------|----------------------|
| Category  | Equity Impact |  | Gross Expenditure | Revenue    | Net             | Approved Positions |                      |                      |
| 23714   |               | Program - Toronto Transit Commission - Conventional  |                   |            |                 |                    |                      |                      |
|   |               | Eglinton Crosstown LRT   |                   |            |                 |                    |                      |                      |
| 74  | Positive      | <p><b>Description:</b></p> <p>To incorporate the impacts of Eglinton Crosstown LRT preparatory activities. In 2022, the TTC will begin to operate Line 5 Eglinton which will offer customers a new fast and reliable east-west rapid transit service across Toronto's Eglinton Avenue from Etobicoke to Scarborough. This will improve mobility for people across the city to access jobs, school, and other social pursuits. The TTC will also modify service on more than 50 bus routes to connect to the 25 new Line 5 stations to maximize connectivity. Customers travelling from all parts of the city will benefit from the capacity that the new LRT will add to the public transit network. The opening of Line 5 and changes to the surrounding bus network will have a transformational effect on our customers' journey - service will be faster and more reliable compared to current bus trips. The conversion from bus to train service will also allow us to reinvest buses back into the network. ModernTO Almost 2,000 TTC employees spread over 9 leased locations and 1 owned location (1900 Yonge Street) will be consolidated. Additional resources in real estate, IT, HR and information management are required at this time. Other existing staff resources will be utilized. Cyber Security</p> <p><b>Service Level Impact:</b></p> <p>This initiative will support the implementation of service for the Eglinton LRT opening in Q1, 2022.</p> <p><b>Equity Statement:</b></p> <p>Line 5 Eglinton Crosstown LRT will directly serve nine Neighbourhood Improvement Areas and provide bus connections to many other NIAs, supporting the goals of the Toronto Poverty Reduction Strategy and Toronto Strong Neighbourhoods Strategy to improve transit service to the inner suburbs, NIAs and equity seeking communities. The Eglinton Crosstown budget proposal's overall impact is highly positive. It improves public transit access to numerous NIAs and connects customers to opportunities across the city with transit that is faster, more reliable, and more comfortable compared to current trips on buses. ModernTO This new initiative represents the implementation of ModernTO. Implementation of this initiative has no impact on service levels provided to the public. Equity impact is expected to be positive as through the ModernTO initiative accessibility features of TTC workplaces is expected to be enhanced.</p> <p><b>Service:</b> Toronto Transit Commission - Conventional Service</p> |                   |            |                 |                    |                      |                      |
| Total Staff Recommended Changes:                  |               |  | 3,946.0           | 0.0        | 3,946.0         | 235.00             | 45,168.5             | 8,389.9              |
| <b>Staff Recommended New/Enhanced Services:</b>   |               |  | <b>3,946.0</b>    | <b>0.0</b> | <b>3,946.0</b>  | <b>235.00</b>      | <b>45,168.5</b>      | <b>8,389.9</b>       |
| <hr/>   |               |  |                   |            |                 |                    |                      |                      |
| <b>Summary:</b>                                   |               |  |                   |            |                 |                    |                      |                      |
| <b>Staff Recommended New / Enhanced Services:</b> |               |  | <b>11,337.7</b>   | <b>0.0</b> | <b>11,337.7</b> | <b>270.00</b>      | <b>48,868.6</b>      | <b>17,989.9</b>      |

## Appendix 4 (continued)

### Summary of 2021 New / Enhanced Service Priorities Included in Budget

| Form ID         |                  | Agencies - Cluster   | Adjustments          |            |                |                       | 2022 Plan<br>Net Change | 2023 Plan<br>Net Change |
|-----------------|------------------|--|----------------------|------------|----------------|-----------------------|-------------------------|-------------------------|
| Category        | Equity<br>Impact |  | Gross<br>Expenditure | Revenue    | Net            | Approved<br>Positions |                         |                         |
| 23729           |                  | Program - Toronto Transit Commission - Wheel<br>Trans  |                      |            |                |                       |                         |                         |
|                 |                  | Reservations Wait-Time Reduction   |                      |            |                |                       |                         |                         |
| 74              | Positive         | <b>Description:</b><br>Improving customer experience by reducing average call wait time from 15 minutes to two minutes with the help of a third-party contract, increased call handling capacity and flexibility.<br><b>Service Level Impact:</b><br><br><b>Equity Statement:</b><br>The Reservationist Wait-Time Reduction budget proposal's overall impact is high positive. Persons with Disabilities' and Vulnerable Seniors' access to public transit will be positively impacted. By improving trip booking wait times, Wheel-Trans customers will have improved access to the trips they desire on public transit. Wheel-Trans is aiming to reduce the amount of calls that customers abandon and potentially seek other non-public means of transportation because they were unable to get through to Reservations in a timely manner.<br><b>Service:</b> Toronto Transit Commission - Wheel-Trans Service |                      |            |                |                       |                         |                         |
|                 |                  | Total Staff Recommended Changes:   | 1,662.3              | 0.0        | 1,662.3        | 0.00                  | 525.0 (768.9)           |                         |
|                 |                  | <b>Staff Recommended New/Enhanced Services:</b>  | <b>1,662.3</b>       | <b>0.0</b> | <b>1,662.3</b> | <b>0.00</b>           | <b>525.0 (768.9)</b>    |                         |
| <b>Summary:</b> |                  |  |                      |            |                |                       |                         |                         |
|                 |                  | <b>Staff Recommended New / Enhanced Services:</b>  | <b>1,662.3</b>       | <b>0.0</b> | <b>1,662.3</b> | <b>0.00</b>           | <b>525.0 (768.9)</b>    |                         |

## Appendix 5

### Summary of 2021 New / Enhanced Service Priorities Not Included in Budget

N/A

### Appendix 6

## 2021 Capital Budget; 2022 - 2030 Capital Plan Including Carry Forward Funding

| (In \$000s)   | 2021 Budget      | 2022 Plan        | 2023 Plan        | 2024 Plan        | 2025 Plan        | 2026 Plan        | 2027 Plan      | 2028 Plan      | 2029 Plan      | 2030 Plan      | 2021 - 2030 Total | Health & Safety & Legislated | SOGR             | Growth & Improved Service |
|---|------------------|------------------|------------------|------------------|------------------|------------------|----------------|----------------|----------------|----------------|-------------------|------------------------------|------------------|---------------------------|
| <i>ATC Resignalling</i>                                       | 63,600           | 79,723           | 100,930          | 65,000           | 100,000          | 100,000          | 100,000        | 100,000        | 100,000        | 100,000        | 909,253           |                              | 909,253          |                           |
| <i>Bicycle Parking at Stations</i>                            | 586              |                  |                  |                  |                  |                  |                |                |                |                | 586               |                              |                  | 586                       |
| <i>Bridges &amp; Tunnels</i>                                  | 33,711           | 49,393           | 52,027           | 49,012           | 47,485           | 46,802           | 45,513         | 48,467         | 49,382         | 50,836         | 472,628           |                              | 472,628          |                           |
| <i>Bus Overhaul</i>   | 62,855           | 55,911           | 58,891           | 15               | 798              | 1,059            | 934            | 951            | 967            | 1,065          | 183,446           |                              | 183,446          |                           |
| <i>Communications</i>   | 17,166           | 15,372           | 15,281           | 13,879           | 12,375           | 13,758           | 12,182         | 11,321         | 10,717         | 10,988         | 133,039           | 4,335                        | 128,660          | 44                        |
| <i>Computer Equipment &amp; Software</i>                      | 82,726           | 76,849           | 74,345           | 63,096           | 43,505           | 23,001           | 8,137          | 3,207          | 3,168          | 3,494          | 381,526           |                              | 365,186          | 16,341                    |
| <i>Corporate Initiatives</i>                                  | 10,780           | 10,780           | 9,139            | 10,780           | 9,480            | 9,480            | 9,480          | 9,480          | 9,395          | 9,395          | 98,189            |                              | 98,189           |                           |
| <i>Easier Access Phase III</i>                                | 83,475           | 99,106           | 132,282          | 130,650          | 143,326          | 107,516          |                |                |                |                | 696,355           | 696,355                      |                  |                           |
| <i>Environmental Programs</i>                                 | 7,075            | 12,396           | 5,999            | 4,972            | 5,968            | 6,142            | 6,320          | 6,563          | 5,783          | 5,000          | 66,218            | 66,218                       |                  |                           |
| <i>Equipment</i>  | 51,724           | 65,320           | 68,914           | 46,264           | 25,009           | 23,491           | 22,480         | 23,387         | 18,924         | 11,044         | 356,557           | 40,257                       | 316,300          |                           |
| <i>Fare System</i>  | 4,578            | 4,951            | 6,013            | 4,744            |                  |                  |                |                |                |                | 20,286            |                              | 591              | 19,695                    |
| <i>Finishes</i>   | 24,861           | 48,644           | 29,446           | 9,546            | 7,405            | 760              | 800            | 800            | 800            | 800            | 123,862           |                              | 120,184          | 3,678                     |
| <i>Fire Ventilation Upgrade</i>                               | 30,623           | 49,461           | 42,173           | 35,916           | 38,736           | 28,144           | 44,500         | 60,676         | 76,258         | 34,284         | 440,771           |                              | 440,771          |                           |
| <i>Furniture &amp; Office Equipment</i>                       | 276              | 154              | 320              | 141              | 305              | 157              | 149            | 302            | 35             | 84             | 1,923             |                              | 1,923            |                           |
| <i>Kipling Station Improvements</i>                           | 708              |                  |                  |                  |                  |                  |                |                |                |                | 708               |                              |                  | 708                       |
| <i>Leslie Barns</i>   | 4,450            | 11,613           |                  |                  |                  |                  |                |                |                |                | 16,063            |                              | 16,063           |                           |
| <i>McNicoll NewBus Garage</i>                                 | 650              | 5,760            |                  |                  |                  |                  |                |                |                |                | 6,410             |                              |                  | 6,410                     |
| <i>On-Grade Paving Rehabilitation Program</i>                 | 9,474            | 22,748           | 10,869           | 8,998            | 8,172            | 9,038            | 12,500         | 12,500         | 12,000         | 12,000         | 118,299           |                              | 118,299          |                           |
| <i>Other Buildings and Structures</i>                         | 128,403          | 202,477          | 383,870          | 261,224          | 302,575          | 343,507          | 282,319        | 257,573        | 248,438        | 208,278        | 2,618,664         | 62,564                       | 561,909          | 1,994,191                 |
| <i>Other Maintenance Equipment</i>                            | 3,047            | 1,826            | 1,191            | 1,206            | 1,221            | 1,237            | 1,264          | 1,293          | 1,356          | 1,417          | 15,058            |                              | 15,058           |                           |
| <i>Power Distribution/Electric Systems</i>                    | 7,741            | 9,337            | 8,836            | 12,625           | 15,443           | 20,908           | 27,645         | 27,264         | 20,062         | 9,267          | 159,128           |                              | 156,228          | 2,900                     |
| <i>Purchase Automotive Non-Revenue Vehicles</i>               | 5,716            | 14,194           | 4,499            | 2,812            | 2,812            | 2,812            | 2,812          | 2,812          | 2,841          | 2,841          | 44,151            |                              | 14,906           | 29,245                    |
| <i>Purchase of Buses</i>                                      | 6,481            | 347,343          | 167,384          | 162,176          | 8,743            | 611              | 611            | 611            | 611            | 611            | 695,182           |                              | 672,444          | 22,738                    |
| <i>Purchase of Streetcars</i>                                 | 235,456          | 1,426            |                  |                  |                  |                  |                |                |                |                | 236,882           |                              | 97,810           | 139,072                   |
| <i>Purchase of Subway Cars</i>                                | 11,771           | 6,574            | 18,089           | 49,227           | 153,710          | 116,294          | 111,011        | 83,885         | 79,394         |                | 629,955           |                              | 466,065          | 163,890                   |
| <i>Purchase of Buses - Wheel Trans Buses</i>                  | 27,657           | 8,698            | 11,345           |                  |                  |                  |                |                |                |                | 47,700            |                              | 47,700           |                           |
| <i>Purchase Rail Non-Revenue Vehicles</i>                     | 4,404            | 9,381            | 10,057           | 4,866            | 4,481            | 1,946            | 711            | 726            | 742            | 2,009          | 39,323            |                              | 39,323           |                           |
| <i>Queensway Bus Garage Renovation</i>                        |                  |                  |                  |                  |                  |                  |                |                |                |                |                   |                              |                  |                           |
| <i>Rail Non-Revenue Vehicle Overhaul</i>                      | 1,045            | 6,496            | 5,833            | 17,401           | 3,015            | 7,577            |                | 2,166          | 4,062          | 3,902          | 51,496            |                              | 38,117           | 13,380                    |
| <i>Revenue &amp; Fare Handling Equipment</i>                  | 8,387            | 3,250            | 2,250            | 1,800            | 1,200            | 400              | 400            | 1,300          | 1,300          | 1,300          | 21,587            |                              | 21,587           |                           |
| <i>Safety Program</i>   | 1,434            | 1,000            | 1,000            | 1,000            | 1,000            | 1,000            | 1,000          | 1,000          | 1,000          | 1,000          | 10,434            | 10,434                       |                  |                           |
| <i>Service Planning</i>                                       | 34,155           | 34,285           | 10,363           | 6,380            | 2,800            | 2,800            | 2,800          | 2,800          | 2,800          | 2,800          | 101,983           | 16,129                       | 15,741           | 70,113                    |
| <i>Sheppard Subway</i>  |                  | 3,705            |                  |                  |                  |                  |                |                |                |                | 3,705             |                              |                  | 3,705                     |
| <i>Shop Equipment</i>   | 8,681            | 7,408            | 5,241            | 1,455            | 2,637            | 941              | 955            | 963            | 969            | 1,592          | 30,842            |                              | 30,842           |                           |
| <i>Signal Systems</i>   | 16,850           | 14,898           | 17,966           | 13,871           | 12,361           | 10,552           | 5,624          | 3,576          | 3,770          | 4,005          | 103,473           |                              | 103,473          |                           |
| <i>Streetcar Network Upgrades &amp; BRT</i>                   | 5,031            | 2,321            |                  |                  |                  |                  |                |                |                |                | 7,352             | 4,552                        |                  | 2,800                     |
| <i>Streetcar Overhaul</i>                                     | 4,641            | 15,657           | 17,938           | 12,797           | 1,000            | 620              |                |                |                |                | 52,654            |                              | 52,654           |                           |
| <i>Subway Car Overhaul</i>                                    | 32,153           | 35,251           | 36,245           | 31,222           | 31,392           | 18,459           | 8,205          | 10,000         | 22,460         |                | 225,387           | 14,355                       | 211,032          |                           |
| <i>Subway Track</i>   | 41,272           | 28,481           | 27,895           | 26,589           | 32,164           | 39,716           | 39,372         | 37,443         | 37,566         | 34,805         | 345,303           |                              | 342,737          | 2,566                     |
| <i>Surface Track</i>  | 51,544           | 64,808           | 49,335           | 36,261           | 23,704           | 28,502           | 31,462         | 38,834         | 26,417         | 28,871         | 379,738           |                              | 363,778          | 15,960                    |
| <i>Toronto Rocket/T1 Rail Yard Accommodation</i>              | 34,735           | 42,541           | 37,146           | 28,894           | 25,274           |                  |                |                |                |                | 168,590           |                              | 168,590          |                           |
| <i>Traction Power</i>   | 25,519           | 24,848           | 24,668           | 24,014           | 28,780           | 29,117           | 29,968         | 30,032         | 31,781         | 32,875         | 281,602           |                              | 281,602          |                           |
| <i>Transit Shelters &amp; Loops</i>                           | 545              | 545              | 545              | 545              | 545              | 545              | 545            | 545            | 565            | 652            | 5,577             |                              | 5,577            |                           |
| <i>Warehouse Consolidation</i>                                | 1,941            | 64               |                  |                  |                  |                  |                |                |                |                | 2,005             |                              | 2,005            |                           |
| <i>Yonge-Bloor Capacity Improvement</i>                       | 45,000           | 55,000           | 80,500           | 155,700          | 154,000          | 179,000          | 179,000        | 179,000        | 179,000        | 179,000        | 1,385,200         |                              |                  | 1,385,200                 |
| <b>Expansion Projects</b>                                     |                  |                  |                  |                  |                  |                  |                |                |                |                |                   |                              |                  |                           |
| <i>Scarborough Subway Extension</i>                           | 55,629           | 64,465           | 523              |                  |                  |                  |                |                |                |                | 120,617           |                              |                  | 120,617                   |
| <i>Toronto York Spadina Subway Extension</i>                  | 19,644           | 13,248           | 4,050            | 4,062            | 3,347            | 2,837            |                |                |                |                | 47,188            |                              |                  | 47,188                    |
| <i>Waterfront Toronto</i>                                     | 6,400            | 32,766           | 10,810           |                  |                  |                  |                |                |                |                | 49,976            |                              |                  | 49,976                    |
| <b>Total Expenditures (including carry forward from 2020)</b> | <b>1,314,600</b> | <b>1,660,473</b> | <b>1,544,208</b> | <b>1,299,140</b> | <b>1,254,768</b> | <b>1,178,728</b> | <b>988,698</b> | <b>959,476</b> | <b>952,562</b> | <b>754,215</b> | <b>11,906,871</b> | <b>915,199</b>               | <b>6,880,669</b> | <b>4,111,002</b>          |

Appendix 6a

2021 Cash Flow and Future Year Commitments Including Carry Forward Funding

| Project Code   | (In \$000s)                                   | 2021             | 2022             | 2023             | 2024             | 2025             | 2026           | 2027           | 2028           | 2029           | 2030           | Total 2021 Cash Flow & FY Commits | Previously Approved | Change in Scope  | New w/ Future Year |
|--|---|------------------|------------------|------------------|------------------|------------------|----------------|----------------|----------------|----------------|----------------|-----------------------------------|---------------------|------------------|--------------------|
| TTC000110  | Subway Track                                  | 41,272           | 28,481           | 199              | -                | -                | -              | -              | -              | -              | -              | 69,952                            | 15,468              | -                | 54,484             |
| TTC000120  | Surface Track                                 | 51,544           | 62,326           | 8,660            | -                | -                | -              | -              | -              | -              | -              | 122,530                           | 69,506              | -                | 53,024             |
| TTC000210  | Traction Power                                | 25,519           | 24,848           | -                | -                | -                | -              | -              | -              | -              | -              | 50,367                            | 21,390              | -                | 28,977             |
| TTC000220  | Power Distribution/Electric Systems           | 7,741            | 9,337            | 8,593            | 12,386           | 15,204           | 20,586         | 27,316         | 130            | -              | -              | 101,293                           | 58,629              | -                | 42,664             |
| TTC000230  | Communications                                | 17,166           | 15,372           | 15,281           | 775              | -                | -              | 250            | 309            | 901            | 1,141          | 51,195                            | 40,279              | -                | 10,916             |
| TTC000240  | Signal Systems                                | 16,850           | 14,898           | 17,966           | 13,871           | 11,683           | -              | -              | -              | -              | -              | 75,268                            | 71,386              | -                | 3,882              |
| TTC000310  | Finishes                                      | 24,861           | 48,644           | 29,446           | 9,546            | 5,044            | -              | -              | -              | -              | -              | 117,541                           | 115,078             | -                | 2,463              |
| TTC000320  | Equipment                                     | 51,724           | 65,320           | 68,914           | 10,710           | 3,250            | 4,680          | 6,188          | 4,600          | 4,600          | 4,600          | 224,586                           | 208,783             | 15,803           | -                  |
| TTC000330  | Yards & Roads                                 | 5,031            | 2,321            | -                | -                | -                | -              | -              | -              | -              | -              | 7,352                             | 14,481              | (7,129)          | -                  |
| TTC000333  | On-Grade Paving Rehabilitation Program        | 9,474            | 22,748           | -                | -                | -                | -              | -              | -              | -              | -              | 32,222                            | 18,667              | -                | 13,555             |
| TTC000340  | Bridges & Tunnels                             | 33,711           | 49,393           | 8,974            | -                | -                | -              | -              | -              | -              | -              | 92,078                            | 54,826              | -                | 37,252             |
| TTC000377  | Queensway Bus Garage Renovations              | -                | -                | -                | -                | -                | -              | -              | -              | -              | -              | -                                 | (54)                | 54               | -                  |
| TTC000379  | Fire Ventilation Upgrade                      | 30,623           | 49,461           | 42,173           | 35,916           | 38,736           | 28,144         | -              | -              | -              | -              | 225,053                           | 199,808             | -                | 25,245             |
| TTC000383  | Easier Access Phase II & III                  | 83,475           | 99,106           | 132,282          | 130,650          | 143,326          | 107,516        | -              | -              | -              | -              | 696,355                           | 445,235             | 251,120          | -                  |
| TTC000390  | Other Buildings & Structures Projects         | 128,403          | 202,477          | 383,870          | 261,224          | 302,575          | 343,507        | 269,012        | 231,642        | 238,927        | 199,965        | 2,561,602                         | 826,813             | -                | 1,734,789          |
| TTC000414  | Purchase of Buses                             | 6,481            | 347,343          | 166,773          | 161,565          | 8,132            | -              | -              | -              | -              | -              | 690,294                           | 694,728             | (22,284)         | 17,850             |
| TTC000415  | Replacement Wheel-Trans Vehicles              | 27,657           | 8,698            | 11,345           | -                | -                | -              | -              | -              | -              | -              | 47,700                            | 26,016              | -                | 21,684             |
| TTC000421  | Subway Car Purchases                          | 11,771           | 6,574            | 18,089           | 49,227           | 153,710          | 116,294        | 111,011        | 83,885         | 79,394         | -              | 629,955                           | 39,996              | 589,959          | -                  |
| TTC000432  | Bus Overhaul                                  | 62,855           | 55,911           | -                | -                | -                | -              | -              | -              | -              | -              | 118,766                           | 45,977              | -                | 72,789             |
| TTC000450  | Streetcar Overhaul Program                    | 4,641            | 15,657           | 17,320           | -                | -                | -              | -              | -              | -              | -              | 37,619                            | 38,994              | (1,376)          | 0                  |
| TTC000460  | Subway Car Overhaul Program                   | 32,153           | 35,251           | 36,245           | 31,222           | 31,392           | 18,459         | 8,205          | 10,000         | 22,460         | -              | 225,387                           | 475,074             | (249,687)        | -                  |
| TTC000470  | Automotive Non-Revenue Vehicles               | 5,716            | 14,194           | 4,499            | 2,812            | 2,689            | -              | -              | -              | -              | -              | 29,910                            | 15,004              | -                | 14,906             |
| TTC000480  | Rail Non-Revenue Vehicle Overhaul             | 4,404            | 9,381            | 4,376            | -                | -                | -              | -              | -              | -              | -              | 18,161                            | 11,398              | -                | 6,763              |
| TTC000510  | Tools & Shop Equipment                        | 8,681            | 7,408            | -                | -                | -                | -              | -              | -              | -              | -              | 16,089                            | 8,478               | -                | 7,611              |
| TTC000520  | Fare Handling Equipment                       | 8,387            | 3,250            | 2,250            | 1,800            | 1,200            | 400            | 400            | 1,300          | 250            | -              | 19,237                            | 13,450              | -                | 5,787              |
| TTC000530  | Other Maintenance Equipment                   | 3,047            | 1,826            | -                | -                | -                | -              | -              | -              | -              | -              | 4,873                             | 4,069               | -                | 804                |
| TTC000610  | Environmental Programs                        | 7,075            | 12,396           | 5,999            | 3,632            | -                | -              | -              | -              | -              | -              | 29,102                            | 29,102              | -                | -                  |
| TTC000710  | Information Technology Systems-Infrastructure | 82,726           | 76,849           | 74,345           | 63,096           | 22,246           | -              | -              | -              | -              | -              | 319,261                           | 290,705             | -                | 28,556             |
| TTC000910  | Furniture & Office Equipment                  | 276              | 154              | 71               | -                | -                | -              | -              | -              | -              | -              | 501                               | 501                 | -                | -                  |
| TTC000920  | Other Service Planning                        | 34,155           | 34,285           | 10,363           | 6,380            | 2,800            | 1,340          | -              | -              | -              | -              | 89,323                            | 86,860              | 2,463            | -                  |
| TTC000921  | Transit Shelters & Loops                      | 545              | 545              | -                | -                | -                | -              | -              | -              | -              | -              | 1,090                             | 543                 | -                | 547                |
| TTC906010  | Purchase of Streetcars                        | 235,456          | 743              | -                | -                | -                | -              | -              | -              | -              | -              | 236,199                           | 97,878              | -                | 138,321            |
| TTC906365  | Rail Non-Revenue Vehicle Purchase             | 1,045            | 6,496            | 5,833            | 17,401           | 3,015            | 7,577          | -              | -              | -              | -              | 41,367                            | 28,886              | (27)             | 12,508             |
| TTC907198  | Kipling Station Improvements                  | 708              | -                | -                | -                | -                | -              | -              | -              | -              | -              | 708                               | 27                  | -                | 681                |
| TTC907743  | YUS ATC Resignalling                          | 60,000           | 60,000           | 55,012           | -                | -                | -              | -              | -              | -              | -              | 175,012                           | 173,712             | 1,300            | -                  |
| TTC907743  | YUS BD ATC Resignalling                       | 3,600            | 19,723           | 45,918           | 65,000           | 100,000          | 100,000        | 100,000        | 100,000        | 100,000        | 100,000        | 734,241                           | 134,241             | 600,000          | -                  |
| TTC907744  | Fare System                                   | 4,578            | 4,951            | 6,013            | 4,744            | -                | -              | -              | -              | -              | -              | 20,286                            | 18,243              | 2,043            | -                  |
| TTC907749  | Leslie Bams Maintenance & Storage Facility    | 4,450            | 11,613           | -                | -                | -                | -              | -              | -              | -              | -              | 16,063                            | 16,063              | -                | -                  |
| TTC907750  | TR Yard and Tail Track Accomodation           | 34,735           | 42,541           | 37,146           | 28,894           | 25,274           | -              | -              | -              | -              | -              | 168,590                           | 167,248             | 1,342            | -                  |
| TTC908032  | McNicoll Bus Garage Facility                  | 650              | 5,760            | -                | -                | -                | -              | -              | -              | -              | -              | 6,410                             | 9,731               | (3,321)          | -                  |
| TTC908359  | Bicycle Parking at Stations                   | 586              | -                | -                | -                | -                | -              | -              | -              | -              | -              | 586                               | (45)                | 631              | -                  |
| TTS000392  | Sheppard Subway - Yonge to Don Mills          | -                | 3,705            | -                | -                | -                | -              | -              | -              | -              | -              | 3,705                             | (49,795)            | 53,500           | -                  |
| TTC908762  | Corporate Initiatives-CLA                     | 10,780           | 10,780           | 9,139            | 10,780           | 9,480            | 9,480          | 9,480          | 9,480          | 9,395          | 9,395          | 98,189                            | 94,477              | -                | 3,712              |
| TTC908763  | Safety Program                                | 1,434            | 1,000            | 1,000            | 1,000            | 1,000            | 1,000          | 1,000          | 1,000          | 1,000          | 1,000          | 10,434                            | 10,892              | (458)            | -                  |
| TTC908765  | Yonge-Bloor Capacity Improvements             | 45,000           | 55,000           | 80,500           | 155,700          | 154,000          | 179,000        | 179,000        | 179,000        | 179,000        | 179,000        | 1,385,200                         | 1,489,355           | (104,155)        | -                  |
| TTC908768  | Warehouse Consolidation                       | 1,941            | 64               | -                | -                | -                | -              | -              | -              | -              | -              | 2,005                             | 1,404               | -                | 601                |
| TTE907319  | TYSSE   | 55,629           | 64,465           | 523              | -                | -                | -              | -              | -              | -              | -              | 120,617                           | 120,617             | -                | -                  |
| SSE908034  | SRT LE  | 19,644           | 13,248           | 4,050            | 4,062            | 3,347            | 2,837          | -              | -              | -              | -              | 47,188                            | 47,188              | -                | -                  |
| TTC908576  | Waterfront Transit                            | 6,400            | 32,766           | 10,810           | -                | -                | -              | -              | -              | -              | -              | 49,976                            | 49,976              | -                | -                  |
| <b>Total Expenditure (including carry forward from 2020)</b> |   | <b>1,314,601</b> | <b>1,657,308</b> | <b>1,323,977</b> | <b>1,082,392</b> | <b>1,038,103</b> | <b>940,820</b> | <b>711,862</b> | <b>621,346</b> | <b>635,927</b> | <b>495,101</b> | <b>9,821,437</b>                  | <b>6,351,288</b>    | <b>1,129,778</b> | <b>2,340,371</b>   |

### Appendix 6b

### 2022 - 2030 Capital Plan

| Project Code              | (In \$000s)                                   | 2021 Budget | 2022 Plan    | 2023 Plan      | 2024 Plan      | 2025 Plan      | 2026 Plan      | 2027 Plan      | 2028 Plan      | 2029 Plan      | 2030 Plan      | 2022 - 2030 Total | Health & Safety & Legislated | SOGR             | Growth & Improved Service |
|---------------------------|---|-------------|--------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-------------------|------------------------------|------------------|---------------------------|
| TTC000110                 | Subway Track                                  | -           | -            | 27,696         | 26,589         | 32,164         | 39,716         | 39,372         | 37,443         | 37,566         | 34,805         | 275,351           | -                            | 275,351          | -                         |
| TTC000120                 | Surface Track                                 | -           | 2,482        | 40,675         | 36,261         | 23,704         | 28,502         | 31,462         | 38,834         | 26,417         | 28,871         | 257,208           | -                            | 254,142          | 3,066                     |
| TTC000210                 | Traction Power                                | -           | -            | 24,668         | 24,014         | 28,780         | 29,117         | 29,968         | 30,032         | 31,781         | 32,875         | 231,235           | -                            | 231,235          | -                         |
| TTC000220                 | Power Distribution/Electric Systems           | -           | -            | 243            | 239            | 239            | 322            | 329            | 27,134         | 20,062         | 9,267          | 57,835            | -                            | 55,385           | 2,450                     |
| TTC000230                 | Communications                                | -           | -            | -              | 13,104         | 12,375         | 13,758         | 11,932         | 11,012         | 9,816          | 9,847          | 81,844            | -                            | 81,844           | -                         |
| TTC000240                 | Signal Systems                                | -           | -            | -              | -              | 678            | 10,552         | 5,624          | 3,576          | 3,770          | 4,005          | 28,205            | -                            | 28,205           | -                         |
| TTC000310                 | Finishes                                      | -           | -            | -              | -              | 2,361          | 760            | 800            | 800            | 800            | 800            | 6,321             | -                            | 6,321            | -                         |
| TTC000320                 | Equipment                                     | -           | -            | -              | 35,554         | 21,759         | 18,811         | 16,292         | 18,787         | 14,324         | 6,444          | 131,971           | -                            | 131,971          | -                         |
| TTC000333                 | On-Grade Paving Rehabilitation Program        | -           | -            | 10,869         | 8,998          | 8,172          | 9,038          | 12,500         | 12,500         | 12,000         | 12,000         | 86,077            | -                            | 86,077           | -                         |
| TTC000340                 | Bridges & Tunnels                             | -           | -            | 43,053         | 49,012         | 47,485         | 46,802         | 45,513         | 48,467         | 49,382         | 50,836         | 380,550           | -                            | 380,550          | -                         |
| TTC000379                 | Fire Ventilation Upgrade                      | -           | -            | -              | -              | -              | -              | 44,500         | 60,676         | 76,258         | 34,284         | 215,718           | -                            | 215,718          | -                         |
| TTC000390                 | Other Buildings & Structures Projects         | -           | -            | -              | -              | -              | -              | 13,307         | 25,931         | 9,511          | 8,313          | 57,062            | -                            | 57,062           | -                         |
| TTC000414                 | Purchase of Buses                             | -           | -            | 611            | 611            | 611            | 611            | 611            | 611            | 611            | 611            | 4,888             | -                            | -                | 4,888                     |
| TTC000432                 | Bus Overhaul                                  | -           | -            | 58,891         | 15             | 798            | 1,059          | 934            | 951            | 967            | 1,065          | 64,680            | -                            | 64,680           | -                         |
| TTC000450                 | Streetcar Overhaul Program                    | -           | -            | 618            | 12,797         | 1,000          | 620            | -              | -              | -              | -              | 15,035            | -                            | 15,035           | -                         |
| TTC000470                 | Automotive Non-Revenue Vehicles               | -           | -            | -              | -              | 123            | 2,812          | 2,812          | 2,812          | 2,841          | 2,841          | 14,241            | -                            | -                | 14,241                    |
| TTC000480                 | Rail Non-Revenue Vehicle Overhaul             | -           | -            | 5,681          | 4,866          | 4,481          | 1,946          | 711            | 726            | 742            | 2,009          | 21,161            | -                            | 21,161           | -                         |
| TTC000510                 | Tools & Shop Equipment                        | -           | -            | 5,241          | 1,455          | 2,637          | 941            | 955            | 963            | 969            | 1,592          | 14,753            | -                            | 14,753           | -                         |
| TTC000520                 | Fare Handling Equipment                       | -           | -            | -              | -              | -              | -              | -              | -              | 1,050          | 1,300          | 2,350             | -                            | 2,350            | -                         |
| TTC000530                 | Other Maintenance Equipment                   | -           | -            | 1,191          | 1,206          | 1,221          | 1,237          | 1,264          | 1,293          | 1,356          | 1,417          | 10,185            | -                            | 10,185           | -                         |
| TTC000610                 | Environmental Programs                        | -           | -            | -              | 1,340          | 5,968          | 6,142          | 6,320          | 6,563          | 5,783          | 5,000          | 37,116            | 37,116                       | -                | -                         |
| TTC000710                 | Information Technology Systems-Infrastructure | -           | -            | -              | -              | 21,259         | 23,001         | 8,137          | 3,207          | 3,168          | 3,494          | 62,265            | -                            | 62,265           | -                         |
| TTC000910                 | Furniture & Office Equipment                  | -           | -            | 249            | 141            | 305            | 157            | 149            | 302            | 35             | 84             | 1,422             | -                            | 1,422            | -                         |
| TTC000920                 | Other Service Planning                        | -           | -            | -              | -              | -              | 1,460          | 2,800          | 2,800          | 2,800          | 2,800          | 12,660            | -                            | -                | 12,660                    |
| TTC000921                 | Transit Shelters & Loops                      | -           | -            | 545            | 545            | 545            | 545            | 545            | 545            | 565            | 652            | 4,487             | -                            | 4,487            | -                         |
| TTC906010                 | Purchase of Streetcars                        | -           | 683          | -              | -              | -              | -              | -              | -              | -              | -              | 683               | -                            | 683              | -                         |
| TTC906365                 | Rail Non-Revenue Vehicle Purchase             | -           | -            | -              | -              | -              | -              | -              | 2,166          | 4,062          | 3,902          | 10,129            | -                            | 10,129           | -                         |
| <b>Total Expenditures</b> |   | <b>-</b>    | <b>3,165</b> | <b>220,231</b> | <b>216,748</b> | <b>216,665</b> | <b>237,909</b> | <b>276,836</b> | <b>338,130</b> | <b>316,635</b> | <b>259,114</b> | <b>2,085,434</b>  | <b>37,116</b>                | <b>2,011,013</b> | <b>37,305</b>             |

## Appendix 7

### Reporting on Major Capital Projects: Status Update

| Division/Project name             |   | 2020 Cash Flow  |           |                  | Total Project Cost |              | Status      | Start Date | End Date   |         | On Budget | On Time |
|-----------------------------------|---|---|-----------|------------------|--------------------|--------------|-------------|------------|------------|---------|-----------|---------|
|                                   |   | Appr.   | YTD Spend | YE Project Spend | Appr. Budget       | Life to Date |             |            | Planned    | Revised |           |         |
| <b>Toronto Transit Commission</b> |   |   |           |                  |                    |              |             |            |            |         |           |         |
| CTT146                            | Toronto Rocket Yard and Storage Track Accommodation | 38,983  | 24,025    | 38,983           | 495,732            | 311,837      | On Track    | Jan-10     | 31/12/2025 | TBD     | Ⓞ         | Ⓞ       |
|                                   | Comments:   | <ul style="list-style-type: none"> <li>• Although some components of the program are tracking behind schedule, the overall program is tracking on time and on budget.</li> <li>• Greenwood Track &amp; Structures Building Renovation and Carhouse Pendant Retrofit - Correction of deficiencies is on-going.</li> <li>• Contractor for "Greenwood Carhouse – Facility Pressure Washers, Heaters, and Lighting Upgrade" has successfully handed over Track 32/33 pressure washers to the carhouse and has commenced work at Track 31 for installation of heaters.</li> <li>• Contractor for Wilson Carhouse Expansion has completed roofing, rough in for electrical/mechanical and installation of partitions for the office building expansion.</li> <li>• Contractor for Wilson Yard Fencing and Miscellaneous Site Services continues with the installation of the infrastructure in support of the signaling of the Wilson Yard. This work is to assist TTC forces due to resource constraints resulting from other competing priorities.</li> </ul>   |           |                  |                    |              |             |            |            |         |           |         |
|                                   | Explanation for Delay:                              | <ul style="list-style-type: none"> <li>• Various project-level issues such as site conditions, geotechnical investigations etc. are being managed to minimize the impact on the program schedule.</li> </ul>  |           |                  |                    |              |             |            |            |         |           |         |
| CTT028                            | Easier Access - Phase III                           | 73,442  | 51,039    | 73,442           | 837,123            | 361,968      | Minor Delay | Jan-06     | 31/12/2025 | TBD     | Ⓞ         | Ⓢ       |
|                                   | Comments:   | <ul style="list-style-type: none"> <li>• Islington and Warden redevelopments and Museum Easier Access have completed preliminary design and are proceeding towards Stage Gate 3.</li> <li>• The contracts for Donlands and College Stations - Easier Access combined with Second Exit/Entrance were awarded and now in construction phase.</li> <li>• Wellesley, Dupont and Chester elevators are in service and stations are made accessible.</li> <li>• Construction for station accessibility is on-going at 9 stations: Yorkdale, Runnymede, Wilson, Lansdowne, Bay, Keele, Sherbourne, Donlands and College Stations, all remaining stations are in the design phase.</li> </ul>   |           |                  |                    |              |             |            |            |         |           |         |
|                                   | Explanation for Delay:                              | <ul style="list-style-type: none"> <li>• COVID-19: There may be an impact to the Elevators in service dates due to availability of resources for stations in construction. Mitigation: Issue is being assessed and monitored accordingly. Continue to assess opportunities to recover potential schedule impacts.</li> <li>• Warden and Islington Station accessibility: Magnitude and complexity of the station redevelopments may delay station accessibility. Mitigation: Advancing Passenger Pick Up and Drop Off and platform elevators for Warden. Investigating opportunities to advancing platform elevator through construction staging for Islington.</li> <li>• 3rd Party Delays - Permits and Approvals, Utilities and Property: Stations delayed by 3rd party issues due to limited resources and competing priorities. Mitigation: Escalate permits and approval process. Planning utility work in advance; early property identification &amp; expropriation.</li> <li>• Design complexities: Installing elevators in existing stations presents larger amount of design complexities and construction challenges. Mitigation: Adding resources and assessing alternate design options.</li> <li>• *Budget The approved budget of \$837.1 million was based on a scope and a level of complexity which covered the majority of the stations. The revised estimated final cost is now \$1,080.7M and reflects further design development for remaining locations including Warden and Islington Station Redevelopments. The required additional funding will be requested through the 2021-2030 budget process. Mitigation: Currently progressing the design of the remaining stations to Stage Gate 3, where the design will be at approx. 30% or beyond, which will allow for the development of a minimum Class 3 estimate. We will be progressively updating our estimates as we proceed through the stage gate process for the remaining locations.</li> </ul> |           |                  |                    |              |             |            |            |         |           |         |



### Appendix 7(continued)

#### Reporting on Major Capital Projects: Status Update

| Division/Project name             |   | 2020 Cash Flow  |           |                  | Total Project Cost |              | Status   | Start Date | End Date   |         | On Budget | On Time |
|-----------------------------------|---|---|-----------|------------------|--------------------|--------------|----------|------------|------------|---------|-----------|---------|
|                                   |   | Appr.   | YTD Spend | YE Project Spend | Appr. Budget       | Life to Date |          |            | Planned    | Revised |           |         |
| <b>Toronto Transit Commission</b> |   |   |           |                  |                    |              |          |            |            |         |           |         |
| CTT142                            | Automatic Train Control (ATC) Resignalling project (Line 1) | 63,000  | 46,987    | 63,000           | 737,000            | 545,975      | On Track |            | 31/12/2023 | TBD     | Ⓞ         | Ⓢ       |
|                                   | Comments:   | <ul style="list-style-type: none"> <li>• ATC is in operation from Vaughan Metropolitan Center to Queen station.</li> <li>• Phase 3C (Queen to Rosedale) high speed testing was completed in August and commissioning is on schedule for Q4 2020.</li> <li>• Completed 99% of Phase 4 (Rosedale to Eglinton) construction.</li> <li>• Completed 27% of Phase 5 (Eglinton to Finch) construction.</li> </ul>  |           |                  |                    |              |          |            |            |         |           |         |
|                                   | Explanation for Delay:                                      | <ul style="list-style-type: none"> <li>• <b>COVID-19 Impact</b><br/>- Limited TTC and Contractor staff due to restrictions may impact design progress, testing and commissioning, construction activities and/or closures. Mitigation: Continue monitoring resources availability and potential impacts due to staff self-isolation.</li> <li>- Supply chain delays impacting construction activities: Construction impacted by material shortage delaying or postponing installation activities. Mitigation: Advance procurement for remaining material in the event of second wave of COVID-19. Supply chain issues are currently mitigated. Continue monitoring.</li> <li>• <b>Eglinton Crosstown LRT interface: The LRT project timeline is impacting design and implementation of ATC Phase 5.</b><br/>Mitigation: Conducted impact analysis based on potential completion dates of platform. Coordination with Metrolinx is required.</li> <li>• <b>Closure cancellations continue to be a high risk for successful project completion. Mitigation: Prioritize and plan alternate closure weekends.</b></li> </ul>  |           |                  |                    |              |          |            |            |         |           |         |
| CTT024                            | Fire Ventilation Upgrades & Second Exits                    | 11,462  | 6,165     | 11,362           | 495,894            | 290,889      | On Track | Jan-11     | Post 2027  | TBD     | Ⓢ         | Ⓞ       |
|                                   | Comments:   | <ul style="list-style-type: none"> <li>• <b>Donlands and College stations – Second Exit/Entrance combined with Easier Access:</b><br/>The contracts were awarded in August.</li> <li>• <b>Chester station – Second Exit/Entrance combined with Easier Access:</b> Elevators were put in service.</li> </ul>   |           |                  |                    |              |          |            |            |         |           |         |
|                                   | Explanation for Delay:                                      | <ul style="list-style-type: none"> <li>• <b>Property unavailable and/or acquisition takes longer than expected (Second Exit):</b> Delay in proceeding at stations requiring property acquisition or development opportunities. Mitigation Plan: Establish a Public Consultation process and work closely with City Planning to identify development opportunities early.</li> <li>• <b>High complexity of 2nd Exit may cause activities to take longer than expected:</b> 2nd Exit design and construction activities are highly complex and may require extra time and cost than anticipated. Mitigation Plan: Advance design work. Investigate potential partial or full station closures as fallback plan to reduce schedule impact. Request for additional funding may be identified as projects proceed through the stage gate process.</li> <li>• <b>3rd Party Permits and Approvals: Obtaining permits and approvals for Second Exit projects are taking longer than anticipated</b> impacting the contracts award timelines and burn rate/cash flow. Mitigation Plan: Discuss and obtain agreement with the City and Toronto Water on an expedited process for permit reviews and approval.</li> <li>• <b>Covid-19: Work is progressing as planned and no significantly reduced field activities are anticipated.</b></li> <li>• <b>Budget TTC 2020-2029 Budget included unfunded amount of \$143.5M. There is an additional \$1.5B in estimated project costs Post 2029 included through the Capital Investment Plan.</b><br/>- All priority 2nd Exit locations are funded with the exception of Greenwood Station 2nd Exit (detailed design and construction) and Dundas Station 2nd Exit (design and construction).<br/>- Kennedy Station Fire Ventilation Upgrade is unfunded.<br/>- All future subway ventilation equipment replacement locations with the exception of Sheppard West Station are unfunded.<br/>- Yearly Equipment refurbishments are funded.</li> </ul> |           |                  |                    |              |          |            |            |         |           |         |

### Appendix 7(continued)

#### Reporting on Major Capital Projects: Status Update

| Division/Project name             |                                   | 2020 Cash Flow  |           |  | Total Project Cost |              | Status      | Start Date | End Date   |         | On Budget | On Time |
|-----------------------------------|-----------------------------------|---|-----------|--|--------------------|--------------|-------------|------------|------------|---------|-----------|---------|
|                                   |                                   | Appr.   | YTD Spend | YE Project Spend                         | Appr. Budget       | Life to Date |             |            | Planned    | Revised |           |         |
| <b>Toronto Transit Commission</b> |                                   |   |           |  |                    |              |             |            |            |         |           |         |
| CTT148                            | McNicoll Bus Garage               | 39,921  | 35,244    | 39,921                                   | 179,000            | 157,913      | On Track    | Jan-12     | 31/12/2020 | TBD     | Ⓞ         | Ⓞ       |
|                                   | Comments:                         | <ul style="list-style-type: none"> <li>• Overall project remains on time and under budget* within prior project approval by TTC and City of Toronto.</li> <li>• Substantial Completion achieved and deficiency work ongoing.</li> <li>• Operations managers have moved into the facility.</li> <li>• Construction of the IT Network Fiber Backbone extension to McNicoll Bus Garage is underway; completion expected in Q1 2021. Bell fiber line is providing connectivity in the interim.</li> </ul>   |           |  |                    |              |             |            |            |         |           |         |
|                                   | Explanation for Delay:            | Higher than anticipated expenditures with no impact to schedule or EFC.   |           |  |                    |              |             |            |            |         |           |         |
| CTT141                            | Fare System - PRESTO/TTC Farecard | 5,467   | 2,056     | 3,267                                    | 77,628             | 58,915       | Minor Delay | Jan-12     | 31/12/2021 | TBD     | Ⓞ         | Ⓢ       |
|                                   | Comments:                         | <ul style="list-style-type: none"> <li>• Service Plan for PRESTO maintenance adjusted based on Toronto Public Health (TPH) guidelines to address COVID-19 Pandemic. Continually monitoring and adjusting.</li> <li>• The distribution of refund for March and April passes, due to the pandemic, has commenced and will extend into Nov 2020. Approximately 70% of the passes are picked up by customers. Continue to monitor.</li> <li>• Negotiations with Metrolinx regarding the settlement of outstanding claims was effectively concluded and provided to the Board in September 2020. Detailed negotiations with Metrolinx continue to finalize the details of the settlement agreement which are expected to be concluded by the end of the year.</li> </ul>   |           |  |                    |              |             |            |            |         |           |         |
|                                   | Explanation for Delay:            | <ul style="list-style-type: none"> <li>• Open Payment availability: Customer unable to pay a fare using debit/ credit on PRESTO card reader. The settlement agreement between TTC and Metrolinx will resolve this issue.</li> <li>• System Performance and Device Availability: PRESTO card readers and vending machines continue to perform below expectations, resulting in PRESTO devices being unavailable for customer use and increased lost revenues. Metrolinx continues to apply enhancements and updates to the PRESTO card readers and vending machines. Detailed negotiations continue on service level agreements for the PRESTO system as part of the overall TTC-Metrolinx settlement.</li> <li>• Wheel-Trans Sedan invoice reimbursement Invoice reimbursement to taxi companies for payment device installations issue was escalated and is being discussed with Metrolinx senior management. Metrolinx agreed to reimburse Sedan Taxi companies for reader installations and is currently in progress.</li> </ul> |           |  |                    |              |             |            |            |         |           |         |
| On/Ahead of Schedule              |                                   | Ⓞ   |           | >70% of Approved Project Cost            |                    |              |             |            |            |         |           |         |
| Minor Delay < 6 months            |                                   | Ⓢ   |           | Between 50% and 70%                      |                    |              |             |            |            |         |           |         |
| Significant Delay > 6 months      |                                   | Ⓢ   |           | < 50% or > 100% of Approved Project Cost |                    |              |             |            |            |         |           |         |

Note: Reflects project status as of Q3, 2020.

## Appendix 8

### Summary of Capital Needs Constraints

(In \$ Millions)

| Project Description                           | Cash Flow (In \$ Millions) |              |              |              |              |                |                |                |                |                |                 |
|---|----------------------------|--------------|--------------|--------------|--------------|----------------|----------------|----------------|----------------|----------------|-----------------|
|   | 2021                       | 2022         | 2023         | 2024         | 2025         | 2026           | 2027           | 2028           | 2029           | 2030           | 2021-2030       |
| Bridges & Tunnels                             | 0.1                        | 0.1          | 0.1          | 0.1          | 0.1          | 1.3            | 1.3            | 1.3            | 1.3            | 1.3            | 7.0             |
| Bus Overhaul                                  |                            |              |              | 59.7         | 69.3         | 76.4           | 63.1           | 62.9           | 64.6           | 65.4           | 461.4           |
| Communications                                | 0.7                        | 1.2          | 0.8          | 1.2          | 0.9          | 0.9            | 1.5            | 3.6            | 5.0            | 8.3            | 24.0            |
| Computer Equipment & Software                 | 0.8                        | 1.3          | 2.8          | 4.0          | 2.8          | 11.1           | 5.8            | 12.0           | 11.4           | 10.8           | 62.9            |
| Environmental Programs                        | 0.5                        | 1.1          | 4.6          | 3.7          | 3.7          | 3.7            | 3.7            | 3.7            |                |                | 24.7            |
| Equipment                                     |                            | 13.4         | 22.6         | 108.0        | 145.8        | 88.3           | 80.0           | 89.9           | 80.8           | 66.3           | 695.2           |
| Fare System                                   |                            | 2.0          | 27.0         | 20.0         |              |                |                |                |                |                | 49.0            |
| Finishes                                      |                            | 8.5          | 24.8         | 18.2         | 16.9         | 10.0           | 9.3            | 9.5            | 9.8            | 10.1           | 116.9           |
| Leslie Barns                                  |                            | 0.4          | 7.9          | 8.7          | 10.2         | 72.7           | 93.2           | 71.5           | 28.4           |                | 293.0           |
| Other Buildings and Structures                | 2.1                        | 112.4        | 97.4         | 212.9        | 114.7        | 261.6          | 410.7          | 745.1          | 939.7          | 650.6          | 3,547.2         |
| Other Maintenance Equipment                   |                            | 0.3          |              |              |              |                | 0.3            | 0.3            |                |                | 1.0             |
| Power Distribution/Electric Systems           |                            | 0.0          | 0.7          | 2.7          | 4.6          | 4.6            | 4.6            | 4.6            | 4.6            | 5.1            | 31.2            |
| Purchase Automotive Non-Revenue Vehicles      |                            | 3.3          | 9.0          | 13.9         | 6.0          | 2.7            | 2.1            | 2.6            | 4.1            | 4.1            | 47.8            |
| Purchase of Buses                             |                            |              |              |              | 218.4        | 245.6          | 218.9          | 221.4          | 211.3          | 245.6          | 1,361.1         |
| Purchase of Streetcars                        | 99.3                       | 44.5         | 103.4        | 111.3        | 1.8          |                |                |                |                |                | 360.2           |
| Purchase of Subway Cars                       |                            | 168.3        | 83.4         | 48.6         | 80.1         | 287.6          | 301.9          | 210.0          | 219.4          | 196.9          | 1,596.2         |
| Purchase of Buses - Wheel Trans Buses         |                            |              | 4.9          | 12.1         | 13.6         | 13.3           | 41.6           | 44.3           | 24.2           | 4.4            | 158.3           |
| Queensway Bus Garage Renovation               |                            | 0.7          | 2.6          | 7.6          |              |                |                |                |                |                | 10.8            |
| Safety Program                                |                            | 3.0          | 3.0          | 3.0          | 3.0          | 3.0            | 3.0            | 3.0            | 3.0            | 3.0            | 27.0            |
| Service Planning                              | 8.1                        | 29.2         | 43.9         | 58.6         | 40.3         | 45.2           | 49.9           | 36.0           | 47.0           | 34.8           | 393.1           |
| Shop Equipment                                | 5.7                        | 6.0          | 4.2          | 4.1          | 1.8          | 1.8            | 2.4            | 2.8            | 2.8            | 2.6            | 34.3            |
| Signal Systems                                | 1.9                        | 0.9          | 0.4          |              |              |                |                |                |                |                | 3.2             |
| Streetcar Network Upgrades & BRT              |                            | 8.5          | 9.7          | 2.9          |              |                |                |                |                |                | 21.1            |
| Streetcar Overhaul                            |                            |              |              | 20.2         | 20.3         | 20.5           | 2.4            | 3.2            | 3.4            | 25.5           | 95.5            |
| Subway Car Overhaul                           |                            |              | 36.5         | 24.4         | 44.1         | 78.5           | 82.6           | 84.6           | 86.7           | 109.7          | 547.1           |
| Subway Track                                  |                            | 2.5          | 1.5          | 1.0          |              |                |                |                |                |                | 5.0             |
| Surface Track                                 |                            | 1.5          | 40.2         | 69.6         | 71.5         | 17.4           | 15.7           | 17.0           | 19.8           | 18.1           | 270.9           |
| Toronto Rocket/T1 Rail Yard Accommodation     |                            |              |              |              |              |                |                |                |                |                |                 |
| Traction Power                                | 10.1                       | 12.3         | 5.0          | 13.7         | 16.0         | 13.1           | 10.5           | 9.0            | 7.2            | 7.5            | 104.4           |
| <b>Total Needs Constraints (Not Included)</b> | <b>129.5</b>               | <b>421.2</b> | <b>536.4</b> | <b>830.1</b> | <b>885.7</b> | <b>1,259.2</b> | <b>1,404.4</b> | <b>1,638.4</b> | <b>1,774.5</b> | <b>1,470.2</b> | <b>10,349.5</b> |

In addition to the Recommended 10-Year Capital Plan of \$11.91 billion, staff have also identified \$10.35 billion in capital needs constraints for the Toronto Transit Commission as reflected in the table above.

- Priority projects that require full or partial investment but are not recommended in the 10-year Capital Plan due to funding constraints are highlighted below:
  - Purchase of Subway Cars (growth and replacement) - \$1.596 billion
  - Purchase of Buses and Streetcars - \$1.721 billion
  - Bus, Streetcar and Subway Car Overhaul – \$1.104 billion
  - Hillcrest Track Replacement Expansion - \$0.081 billion
  - Line 1 Capacity Enhancement - \$1.490 billion
- TTC has also identified \$15.52B outside of the 10-year Capital Budget and Plan requiring future funding commitments

## Appendix 9

### **2021 User Fee Changes** (Excludes User Fees Adjusted for Inflation)

**N/A**

## Appendix 10

### Inflows and Outflows to/from Reserves and Reserve Funds

#### 2021 Operating Budget

#### Program Specific Reserve / Reserve Funds

| Reserve / Reserve Fund Name<br>(In \$000s)                | Reserve / Reserve<br>Fund Number | Projected Balance<br>as of Dec. 31, 2020<br>\$ | Withdrawals (-) / Contributions (+) |            |            |
|---|----------------------------------|--|-------------------------------------|------------|------------|
|   |                                  |  | 2021<br>\$                          | 2022<br>\$ | 2023<br>\$ |
| <b>Beginning Balance</b>                                  |                                  | 25,800.4                                       | 25,800.4                            | 10,040.0   | 3,500.0    |
| TTC Stabilization Reserve                                 | XQ1056                           |  |                                     |            |            |
| <i>Withdrawals (-)</i>                                    |                                  |  |                                     |            |            |
| <i>Service Disruptions LRT Construction</i>               |                                  |  | (15,760.4)                          | (6,540.0)  | (3,500.0)  |
| <i>Contributions (+)</i>                                  |                                  |  |                                     |            |            |
| <i>Contribution from Settlement - TBD*</i>                |                                  |  |                                     |            |            |
| <b>Total Reserve / Reserve Fund Draws / Contributions</b> |                                  | 25,800.4                                       | 10,040.0                            | 3,500.0    | (0.0)      |
| <b>Balance at Year-End</b>                                |                                  | 25,800.4                                       | 10,040.0                            | 3,500.0    | (0.0)      |

\*The available balance of the TTC Stabilization Reserve is expected to be augmented by proceeds from a potential settlement with Metrolinx.

#### Corporate Reserve / Reserve Funds

| Reserve / Reserve Fund Name<br>(In \$000s)                        | Reserve / Reserve<br>Fund Number | Projected Balance<br>as of Dec. 31, 2020 * | Withdrawals (-) / Contributions (+) |            |            |
|---|----------------------------------|--|-------------------------------------|------------|------------|
|   |                                  |  | 2021<br>\$                          | 2022<br>\$ | 2023<br>\$ |
| <b>Beginning Balance</b>  |                                  | 24,970.3                                   | 24,970.3                            | 24,970.3   | 21,470.3   |
| Long Term Liability Reserve                                       | XR1728                           |  |                                     |            |            |
| <i>Withdrawals (-)</i>  |                                  |  |                                     |            |            |
| <i>Projected Accident Claim Payments</i>                          |                                  |  | (17,640.0)                          | (21,140.0) | (24,640.0) |
| <i>Contributions (+)</i>  |                                  |  |                                     |            |            |
| <i>Budgeted Contribution</i>                                      |                                  |  | 17,640.0                            | 17,640.0   | 17,640.0   |
| <b>Total Reserve / Reserve Fund Draws / Contributions</b>         |                                  | 24,970.3                                   | 24,970.3                            | 21,470.3   | 14,470.3   |
| <b>Other Program / Agency Net Withdrawals &amp; Contributions</b> |                                  |  |                                     |            |            |
| <b>Balance at Year-End</b>  |                                  | 24,970.3                                   | 24,970.3                            | 21,470.3   | 14,470.3   |

## Appendix 10 (continued)

## Inflows and Outflows to/from Reserves and Reserve Funds

## 2021 – 2030 Capital Budget and Plan

## Corporate Reserve / Reserve Funds

| Reserve / Reserve Fund Name (In \$000s) | Project / Sub Project Name and Number                  | Projected Balance as at Dec 31, 2020 * | Contributions / (Withdrawals) |           |           |           |           |           |           |           |           |           |           |           |
|---|--|--|-------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|   |  |  | 2021 Budget                   | 2022 Plan | 2023 Plan | 2024 Plan | 2025 Plan | 2026 Plan | 2027 Plan | 2028 Plan | 2029 Plan | 2030 Plan | Total     |           |
| XR2109                                  | Beginning Balance                                      | 98,969                                 | 98,969                        | 69,545    | 111,819   | 160,453   | 224,254   | 380,797   | 535,298   | 691,431   | 849,722   | 1,011,521 |           |           |
| Dev Charges RF - Transit                | Withdrawals (-)  |  |                               |           |           |           |           |           |           |           |           |           |           |           |
|   | ATC Resignalling                                       |  | (15,066)                      | (16,277)  | (17,014)  | (4,882)   | (7,511)   | (7,511)   | (7,511)   | (7,511)   | (7,511)   | (7,511)   | (98,304)  |           |
|   | Automotive Non-Revenue Vehicles                        |  | -                             | (7,000)   | (734)     | -         | -         | -         | -         | -         | -         | -         | (7,734)   |           |
|   | Bloor-Yonge Capacity Improvements                      |  | (69)                          | (85)      | (124)     | (240)     | (238)     | (276)     | (276)     | (276)     | (276)     | (276)     | (2,138)   |           |
|   | Communications - Various                               |  | (112)                         | (117)     | (123)     | (126)     | (130)     | (175)     | (156)     | (421)     | (301)     | (303)     | (1,965)   |           |
|   | Easier Access Phase III                                |  | -                             | -         | (5,000)   | (5,597)   | -         | -         | -         | -         | -         | -         | (10,597)  |           |
|   | Equipment - Various                                    |  | (3,217)                       | (1,645)   | (7,027)   | (3,647)   | -         | -         | -         | -         | -         | -         | (15,536)  |           |
|   | Fare Handling Equipment                                |  | (1,750)                       | (1,500)   | (1,000)   | (750)     | (450)     | (50)      | (50)      | (500)     | (500)     | (500)     | (7,050)   |           |
|   | Fare System  |  | (1,787)                       | (3,400)   | (4,200)   | (3,100)   | -         | -         | -         | -         | -         | -         | (12,487)  |           |
|   | Leslie Barns Streetcar Maint. & Storage Facility       |  | (1,500)                       | (3,000)   | -         | -         | -         | -         | -         | -         | -         | -         | (4,500)   |           |
|   | McNicoll Bus Garage Facility                           |  | -                             | (3,500)   | -         | -         | -         | -         | -         | -         | -         | -         | (3,500)   |           |
|   | Other Bldgs & Structures Projects                      |  | (15,319)                      | (10,714)  | (6,478)   | (7,316)   | (468)     | (468)     | (468)     | (936)     | (936)     | (468)     | (43,571)  |           |
|   | Other Maintenance Equipment                            |  | (1,260)                       | (677)     | (421)     | (425)     | (429)     | (433)     | (443)     | (454)     | (484)     | (508)     | (5,534)   |           |
|   | Other Service Planning                                 |  | (6,979)                       | (6,301)   | (4,623)   | (4,062)   | (2,462)   | (2,462)   | (2,462)   | (2,462)   | (2,462)   | (2,462)   | (36,734)  |           |
|   | Purchase of Buses                                      |  | (2,653)                       | (23,063)  | (72,049)  | (77,024)  | (3,877)   | -         | -         | -         | -         | -         | (178,665) |           |
|   | Purchase of LRVs                                       |  | (86,293)                      | -         | -         | -         | -         | -         | -         | -         | -         | -         | (86,293)  |           |
|   | Subway Car Purchases                                   |  | (2,200)                       | -         | -         | -         | -         | -         | -         | -         | -         | -         | (2,200)   |           |
|   | Surface Track  |  | (3,912)                       | (140)     | -         | -         | -         | -         | -         | -         | -         | -         | (4,052)   |           |
|   | Tools and Shop Equipment                               |  | -                             | (2,782)   | (2,068)   | (117)     | (46)      | (98)      | (105)     | (108)     | (110)     | (83)      | (5,516)   |           |
|   | Toronto Rocket Yard & Storage                          |  | (6,670)                       | (8,169)   | (7,133)   | (5,548)   | (4,853)   | -         | -         | -         | -         | -         | (32,372)  |           |
|   | Track Accommodation                                    |  | (144)                         | (144)     | (144)     | (144)     | (144)     | (144)     | (144)     | (144)     | (149)     | (172)     | (1,472)   |           |
|   | Transit Shelters & Loops                               |  | (144)                         | (144)     | (144)     | (144)     | (144)     | (144)     | (144)     | (144)     | (149)     | (172)     | (1,472)   |           |
|   | Yards and Roads - Various                              |  | (2,231)                       | (2,321)   | -         | -         | -         | -         | -         | -         | -         | -         | (4,552)   |           |
|   | Total Withdrawals                                      |  | (151,162)                     | (90,834)  | (128,136) | (112,977) | (20,606)  | (11,617)  | (11,614)  | (12,812)  | (12,730)  | (12,283)  | (564,772) |           |
|   | Contributions (+)                                      |  |                               |           |           |           |           |           |           |           |           |           |           |           |
|   | Development Charges                                    |  |                               |           |           |           |           |           |           |           |           |           |           |           |
|   | Revenue Assumptions                                    |  | 121,738                       | 133,108   | 176,770   | 176,778   | 177,150   | 166,118   | 167,747   | 171,104   | 174,528   | 178,020   | 1,643,061 |           |
|   | Total Contributions                                    |  | -                             | 121,738   | 133,108   | 176,770   | 176,778   | 177,150   | 166,118   | 167,747   | 171,104   | 174,528   | 178,020   | 1,643,061 |
|   | Other Program/Agency Net Withdrawals and Contributions |  |                               |           |           |           |           |           |           |           |           |           | -         |           |
|   | Balance at Year-End                                    |  | 98,969                        | 69,545    | 111,819   | 160,453   | 224,254   | 380,797   | 535,298   | 691,431   | 849,722   | 1,011,521 | 1,177,258 | 1,078,289 |

## Appendix 11

### Glossary

**Approved Position:** Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

**Actuals:** An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

**Capacity to Spend:** Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

**Capital Budget:** A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

**Capital Needs Constraints:** The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

**Complement:** Positions that support the delivery of City services and service levels as approved by Council.

**Efficiencies:** Reductions in the cost of delivering a service without a reduction in service level.

**New / Enhanced:** New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

**Operating Budget:** An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

**Operating Impact of Completed Capital Projects:** The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

**Rate Supported Budget:** Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

**Staff Recommended Operating / Capital Budget:** An operating or capital budget recommended by City Manager and Chief Financial Officer and Treasurer to City Council for consideration and approval.

**State of Good Repair (SOGR):** The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

**Tax Supported Budget:** Budget funded by property taxes.

**User Fees:** Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).

**Value Based Outcome Review (VBOR):** The City conducted a Value Based Outcome Review in 2019 for all of its operations and agencies to identify specific opportunities and strategies to maximize the use of tax dollars, enhance its financial sustainability while achieving service outcomes. These opportunities will help the City chart its financial course in the next four years.

**Voluntary Separation Program** – On July 28th, 2020, City Council approved the implementation of a Voluntary Separation Program for staff who are eligible to retire with an unreduced pension providing a lump sum payment of up to three months' salary to eligible employees, subject to the terms of the program guidelines, funded through savings generated from a combination of permanently eliminating vacated positions and/or holding the positions vacant for a minimum of six months.

## Appendix 12

### Board Approved Vs. City Staff Recommended Budget

The Board Approved budget matches the City Staff Recommended Budget.