

TORONTO TRANSIT COMMISSION



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February 8, 2011

Councillor Mike Del Grande
Chair – City Budget Committee
City of Toronto
City Hall, 2nd Floor Suite A1
100 Queen Street West
Toronto, Ontario
M5H 2N2

Dear Councillor Del Grande:

Re: TTC 2011 Budgets

As has been discussed in our various review sessions and as outlined in the City Analyst notes for the 2011 budgets, the TTC has been requested to provide information and a response to the Budget Committee for its February 10th wrap up. This letter and the attachments are intended to provide you with a status update on these matters.

2011 Operating Budget

Please refer to the attached memo dated February 1, 2011 from the Chief General Manager which outlines the action taken on the TTC operating budget. The Commission confirmed its support for this action at a Special Commission meeting held on February 7, 2011 (Appendix A).

2011 Capital Budget and 2011-2020 Capital Plan

TTC Staff were requested to report back to the Budget Committee at its final wrap up meeting on February 10, 2011 to confirm that the most appropriate projects have been recommended within the debt limit of \$2.129 billion and on the associated funding sources under eligible Federal and Provincial program funding.

TTC staff have reviewed the listing of project cashflows and commitments as addressed under the \$3.047 billion (per attached listing) within the available City debt target of \$2.129 billion. We can confirm that this application of budget and future cashflow commitments is consistent with the TTC 2011-2020 capital priorities and plans and will allow the capital priority work to proceed. No changes are requested to the submitted budget requests, at this time. However, TTC staff have met to review the planned large contract commitments in 2011 and 2012 and have identified certain project initiatives which will be deferred in the short term. The detailed listing of project contracts considered in this exercise is attached as Appendix B noting that those marked with an "*" are being put on hold pending clarification of additional funding to address the funding shortfall.



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This will result in short term constraints on capital activities that will enable staff to take appropriate action if necessary to reduce 2012 and future year expenditures, pending the result of discussions with senior levels of government on funding packages and options for addressing the current \$2.3 billion budget shortfall. The funding shortfall (as outlined on the attached appendix) represents the currently known funding programs and available funds from specific purpose reserves which are available for TTC capital expenditure needs. As has been identified previously, the primary element of this ongoing funding is provided by the Federal and Provincial governments through Gas Tax Allocation programs which are not project specific and which are attributed to projects based on actual annual expenditure results, with as much consistency in projects as possible. Action on the current funding shortfall will also include a review by City Finance staff to evaluate alternative funding options to offset any future increased City debt requirements. TTC staff will be reporting back mid-year on the outcome of discussions with the senior levels of government and on any actions necessary to address the resulting capital funding shortfalls, including impacts on transit service in Toronto.

TTC staff were further requested to report back to Executive Committee through the Budget Committee during 2011 on the matters of Transportation City transit lines funding, and on Platform Edge Doors and the POP system/Farecard projects. Staff will take appropriate action in these matters and report back through the Commission and the Budget Committee at the earliest opportunity.

Ashbridges Bay

At the Budget Committee meeting of January 24, 2011 several motions pertaining to the Ashbridges Bay Maintenance Facility were forwarded to the TTC, with a request to report back. At its meeting of February 2, 2011, the Commission considered these motions along with the matter deferred from its January 12, 2011 meeting and authorized award of the soil removal contract.

We would be pleased to answer any further questions that you may have.

Sincerely,



Gary Webster
Chief General Manager

42-21
Attachments

Copy: TTC Chair Karen Stintz



TORONTO TRANSIT COMMISSION

TO Chair Karen Stintz
Vice-Chair Peter Milczyn

FROM Gary Webster

DATE February 1, 2011

SUBJECT TTC Budget Shortfall

Further to our discussions on this subject and the need to address an Operating Budget shortfall of \$11M at Budget Committee Wrap-Up on February 10/11, the following approach is proposed.

It is important to note that while the process we are following is normal, the timelines are quite compressed. The budget process has been quite dynamic, with decisions and projections being made over a period of a few weeks instead of a few months.

The issues that face us today, that will be addressed at the Budget Committee Wrap-Up, include the \$8M Operating Budget unspecified reduction, plus the \$3M of service that we have decided not to reallocate as a result of the recent service reallocation process. So for the TTC to manage its way through 2011 and meet its budget, as approved, we need to identify \$11M in savings/additional revenue.

In addition, we have been asked to reduce our workforce by up to 120 positions. Our response to this is also set out below. The TTC will also participate with the City in a program review which, as I understand it, will begin following the approval of the 2011 budgets.

The workforce and financial changes below reflect decisions to defer the implementation of approved positions, not proceed with project work, reduce scope of project work, create gapping savings through vacancy management plus project customer revenue to year-end. These types of decisions are made throughout the year as we explain necessary increases and delete positions we no longer require. All of this is tracked through the CGM's Report and is presented monthly to the Commission.

This process will allow us to track the budget, make revisions in our projections and permit us to decide in June if we are in a position to recommend adding service in September to address ridership growth consistent with our 2011 projections of 487M customers.

Proposed 2011 Budget Changes

	<u>Workforce</u>	<u>\$</u>
Revenue – higher ridership to date and higher average fare due to more cash and token usage (assume 487M customers and 1.5 cent higher average fare)		\$7M
Less Overtime		\$1M
Fewer Supervisors	17	\$1M
Bus Operator Recertification (do not improve frequency from 5 to 3 years)	17	\$1M
Filling Open Work (reduce 3 to 5 positions per work location, ie less staff to fill unplanned open crews)	35	
Gapping/Vacancy Management (delay hiring and restructure as appropriate as vacancies occur)		\$1M
Bus Rebuild Program (reduced project scope)	18	
Fare Validation Equipment (project deferred)	10	
IT Positions (do not convert contract positions to employees)	3	
Escalator Maintenance Helpers (defer transition to mechanical/electrical maintenance)	<u>3</u>	<u>\$.2M</u>
Workforce Reductions	103	
Savings		\$11M

Our plan is to report to Budget Committee on February 10/11 on how we propose to address the \$11M Operating Budget shortfall with savings as outlined above.



Chief General Manager

TTC – 2011 to 2020 Plan Submitted Vs. 2011 Rec'd Capital Budget & Commitments

	2011 to 2020 Submitted Capital Plan	2011 Rec'd Budget & Commitments	Remainder of 2012 to 2020 Submitted Capital Plan
Gross Expenditure	<u>7,593,365</u>	<u>3,437,034</u>	<u>4,156,331</u>
Funding Sources:			
Provincial Subsidy	1,324,993	788,294	536,699
Federal Subsidy	1,591,788	538,142	1,053,646
DC	54,009	39,161	14,848
Other	228,724	55,096	173,628
	<u>3,199,514</u>	<u>1,420,693</u>	<u>1,778,821</u>
Required Debt	4,393,851	2,016,341	2,377,510
Debt Target	2,129,122	2,129,122	112,781
Debt Shortfall	2,264,729	(112,781)	<u>2,264,729</u>

TTC - 2011-2020 Plan Submitted VS Capital Budget Recommended

(\$000)	TTC		City	
	Plan Gross	Debt	Recommended Gross	Debt
1 Subway Cars & Subway Car Storage	1,263,058	676,483	599,809	179,485
2 Streetcars & Streetcar/LRV Facilities	1,405,073	1,023,068	1,383,978	1,014,499
3 Automatic Train Control	637,265	495,967	145,427	9,071
4 Subway Track	204,199	87,423	14,478	9,597
5 Surface Track	311,382	153,963	60,070	37,676
6 Traction Power and Power Distribution / Electrical	252,827	133,329	56,747	35,512
7 Bridges & Tunnels	442,460	210,387	91,860	64,289
8 Buses & Bus Garages	637,885	265,795	191,900	70,564
9 Fire Ventilation Upgrade and Elevators / 2nd Exits	534,300	269,624	210,706	144,728
10 Stations	340,735	262,736	63,239	49,106
11 Buildings	337,676	217,456	248,850	175,827
12 Other	1,226,505	597,620	369,970	225,987
Total	7,593,365	4,393,851	3,437,034	2,016,341

TTC 2011-2020 CAPITAL PROGRAM REQUIREMENTS & SOURCES OF FUNDING

\$ millions

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2010- 2014</u>	<u>2011- 2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2010- 2019</u>	<u>2011- 2020</u>
Vehicles	449	315	435	323	311	260	1,834	1,645	304	198	197	92	50	2,885	2,487
Infrastructure / Other	401	589	782	748	592	566	3,112	3,278	487	416	399	370	412	5,350	5,362
Proposed Capital Program Budget	850	904	1,217	1,071	903	826	4,946	4,922	791	614	596	462	463	8,235	7,848
Funding Sources:															
Total Provincial Funding	298	234	249	182	137	112	1,100	914	117	108	117	75	69	1,630	1,401
Total Federal Funding	228	179	158	160	173	171	898	841	154	154	154	154	154	1,686	1,612
Total City Debt	394	452	520	266	209	165	1,841	1,612	113	100	104	100	100	2,423	2,129
Total Other Funding	76	57	36	28	26	26	223	172	27	23	25	21	27	345	296
Total Funding	997	922	963	636	545	474	4,062	3,539	411	385	401	351	351	6,085	5,439
Funding Shortfall			254	435	359	352	1,048	1,401	379	228	196	112	112	2,315	2,427
Funding (Surplus)	(147)	(17)					165	17						165	17
							884	1,383						2,150	2,410

Net Funding Shortfall with 2010 Carried Forward

1,236

2,262

TTC Capital - NEW Fixed Contract Commitments

Program No. / Name	OK to Defer	Construction Contract Name	2011 Contract Commitment (\$000)	2012 Contract Commitment (\$000)	Expected Award Month	2011 Cash Flow (\$000)	2012 Cash Flow (\$000)	Deferral Impact 2011	Deferral Impact 2012	2011 Cont	2011 Cash	2012 Cont	2012 Cash
(A)		(B)											
ENG & CONST BRANCH PROJECT COMMITMENTS:													
2.2 Power Distribution/Electrical Systems													
Lighting in Open Cut	*	Victoria Park / Warden	850	-	May	200	650	200	650	850	200	-	650
2.3 Communications													
Industrial Security Improvements		Gunn Bollards	800	-	May	200	600	-	-	-	-	-	-
		Davisville Fence	-	300	May	-	110	-	-	-	-	-	-
		Sub-total Industrial Security Improvements	800	300		200	710	-	-	800	200	300	710
Subway Station Fire Alarm Modifications		Yorkdale Station - Part of the Easier Access Program	-	115	June	-	25	-	-	-	-	-	-
		Royal York Station - Part of the Easier Access Program	-	115	March	-	25	-	-	-	-	-	-
		Sub-total Subway Station Fire Alarm Modifications	-	230		-	50	-	-	-	-	230	50
Building Fire Alarm Upgrades		Malvern Garage	1,010	-	May	300	400	-	-	-	-	-	-
		Gunn Central FA Monitoring	1,600	-	July	300	600	-	-	-	-	-	-
		Arrow Road	-	1,100	Oct	-	50	-	-	-	-	-	-
		St. George Signal Room	-	1,050	Oct	-	50	-	-	-	-	-	-
		Sub-total Building Fire Alarm Upgrades	2,610	2,150		600	1,100	-	-	2,610	600	2,150	1,100
3.1 Finishes													
Roofing Rehabilitation Program		Malvern Garage	9,020	-	June	3,200	5,820	-	-	-	-	-	-
		Danforth Garage & Traffic Office	3,336	-	May	3,336	-	-	-	-	-	-	-
		Davisville Station	1,270	-	February	1,270	-	-	-	-	-	-	-
		Lakeshore Traffic Office	-	1,930	August	-	1,290	-	-	-	-	-	-
		Sub-total Roofing Rehabilitation Program	13,626	1,930		7,806	7,110	-	-	13,626	7,806	1,930	7,110
Masonry Structure Restoration		Runnymede Station	148	-	June	148	-	-	-	148	148	-	-
Overhead Doors		Replacement of Motors & Controls-Russell/Roncesvalles C/H	275	-	February	275	-	-	-	-	-	-	-
		Wilson Carhouse and Wilson Garage	-	200	February	-	200	-	-	-	-	-	-
		Sub-total Overhead Doors	275	200		275	200	-	-	275	275	200	200
Station Modernization	*	Woodbine SOGR	1,800	-	Oct/Nov	50	827	50	827	1,800	50	-	827
Subway Station Ceiling Replacement Program	*	Supply Ceiling Replacement Material for Woodbine SOGR	250	-	Oct/Nov	7	-	7	-	-	-	-	-
	*	Supply Ceiling Replacement Material for future station	-	250	Oct/Nov	-	7	-	7	-	-	-	-
		Sub-total Subway Station Ceiling Replacement Program	250	250		7	7	-	-	250	7	250	7
3.2 Equipment													
Fall Prevention		Railings	300	200	August/June	125	275	-	-	-	-	-	-
		Harvey Shop	100	-	May	100	-	-	-	-	-	-	-
		Russell	100	-	March	100	-	-	-	-	-	-	-
		Roncesvalles	100	-	February	100	-	-	-	-	-	-	-
		Various (Roof Top Rails)	390	-	Jan/Dec	100	264	-	-	-	-	-	-
		Hillcrest Complex	-	500	Sept	-	80	-	-	-	-	-	-
		Wilson Complex	-	400	Oct	-	85	-	-	-	-	-	-
		Roncesvalles Complex	-	200	Oct	-	75	-	-	-	-	-	-
		Greenwood	-	85	March	-	85	-	-	-	-	-	-
		Sub-total Fall Prevention	990	1,385		525	864	-	-	990	525	1,385	864
Bus Cleaning Equipment	*	Malvern & Arrow Road Garages	2,715	-	March	1,000	1,715	1,000	1,715	-	-	-	-
	*	Wilson Garage	1,225	-	February	863	300	863	300	-	-	-	-
		Sub-total Bus Cleaning Equipment	3,940	-		1,863	2,015	-	-	3,940	1,863	-	2,015
Bus Hoist Replacement		Eglinton Bus Garage - Inspect Pit Mods	315	-	August	315	-	-	-	-	-	-	-
		Birchmount Garage - Jenny Room Parallelogram Lift Installa	1,600	-	February	600	1,000	-	-	-	-	-	-
		Sub-total Bus Hoist Replacement	1,915	-		915	1,000	-	-	1,915	915	-	1,000
Subway Machine Rooms Air Conditioning		Queen's Quay, Yonge & Bloor AC Rms.	895	-	July	440	455	-	-	-	-	-	-
		Lawrence, Sheppard and Downsview	-	913	March	-	678	-	-	-	-	-	-
		Union Station	535	-	January	-	-	-	-	-	-	-	-
		Sub-total Subway Machine Rooms Air Conditioning	1,430	913		440	1,133	-	-	1,430	440	913	1,133
Bus Washracks	*	Malvern Garage Gantry Bus Washrack Installation	1,300	1,750	June/June	800	1,800	800	1,800	1,300	800	1,750	1,800
Escalator Replacement		Replace 3 Escalators	2,025	-	October	225	1,100	-	-	2,025	225	-	1,100
Wheel Monitoring System		Procurement Commitment	700	-	June	70	175	-	-	700	70	-	175

Program No. / Name	OK to Defer	Construction Contract Name	2011 Contract Commitment (\$000)	2012 Contract Commitment (\$000)	Expected Award Month	2011 Cash Flow (\$000)	2012 Cash Flow (\$000)	Deferral Impact 2011	Deferral Impact 2012	2011 Cont	2011 Cash	2012 Cont	2012 Cash
(A)		(B)											
3.3 Yards & Roads													
On-Grade Paving Rehabilitation Program	*	Greenwood Yard Paving	685	-	May	685	-	685	-				
		Royal York Station West Entrance	-	815	June	-	415	-	-				
		Finch Station Kiss N Ride	735	-	May	735	-	-	-				
		Lawrence West Station Bus Loop	300	-	November	300	-	-	-				
	*	Russell Carhouse	385	-	May	385	-	385	-				
		Coxwell Station	800	-	Sept	800	-	-	-				
		Dufferin Loop (Bus/Streetcar)	-	800	August	-	800	-	-				
	*	Malvern Garage - Bus Parking & Roadway	-	5,635	August	-	2,100	-	2,100				
	*	Malvern Garage - Car Parking	-	3,850	August	-	1,450	-	1,450				
		Sub-total On-Grade Paving Rehabilitation Program	2,905	11,100		2,905	4,765	-	-	2,905	2,905	11,100	4,765
Transit Shelters and Loops		Steeles - Staines Loop	1,908	-	May	1,908	-	-	-	1,908	1,908	-	-
Bus Rapid Transit (BRT) - Spadina to York University	*	Landscaping at Sheppard/Dufferin & Finch/Dufferin	2,468	-	January	1,480	1,000	1,480	1,000	2,468	1,480	-	1,000
Streetcar Network Upgrades for LRT		510 Spadina Streetcar Line	-	2,328	January	-	1,148	-	-				
		502 Downtown Streetcar Line	-	1,129	February	-	557	-	-				
		511 Bathurst Streetcar Line	-	1,050	March	-	518	-	-				
		Sub-total Streetcar Network Upgrades for LRT	-	4,507		-	2,223	-	-	-	-	4,507	2,223
3.4 Bridges & Tunnels													
Structural Paving Rehabilitation		Finch Station - Kiss N Ride	250	-	May	250	-	-	-				
		Spadina Station	-	1,650	February	-	1,330	-	-				
		Royal York Station West Entrance	-	850	January	-	850	-	-				
		Woodbine Station	-	400	September	-	200	-	-				
		Kipling Station	-	700	February	-	700	-	-				
		Don Mills Station	-	4,000	February	-	2,000	-	-				
		Sub-total Structural Paving Rehabilitation	250	7,600		250	5,080	-	-	250	250	7,600	5,080
Bridges / Structures Maintenance		Lawrence Stn. Bus Loop N. Fan & S. Vent Shaft	3,215	-	April	735	2,480	-	-				
		Ranee Ave. Bridge	-	350	January	-	350	-	-				
		St. Clair W. Stn. Bridge & Retaining Walls	3,420	-	March	700	2,200	-	-				
		Borough Drive Town Centre E. Entrance	800	-	May	800	-	-	-				
		Bloor St. Bridge	-	100	April	-	100	-	-				
		Lawrence West Station Bus Loop	550	-	November	550	-	-	-				
		Greenwood Station	155	-	September	155	-	-	-				
		Wilson Station Bus underpass	425	-	November	425	-	-	-				
		Mimico Creek Bridge	240	-	July	240	-	-	-				
		Wilson Yard Bridge	-	250	January	-	250	-	-				
		Sub-total Bridges / Structures Maintenance	8,805	700		3,605	5,380	-	-	8,805	3,605	700	5,380
3.9 Buildings & Structures Projects													
Fire Ventilation Upgrade	*	Broadview Repair Finishes	750	-	April	750	-	750	-				
		Bloor South Shaft Upgrades	500	-	June	500	-	-	-				
		Portal Door Controllers	185	-	May	185	-	-	-				
	*	Lawrence Fire Ventilation	-	24,425	April	-	3,300	-	3,300				
	*	Woodbine 2nd Exit	-	7,474	June	-	600	-	600				
	*	Wellesley 2nd Exit	-	10,746	October	-	100	-	100				
	*	Greenwood 2nd Exit	-	7,327	December	-	-	-	-				
		Sub-total Fire Ventilation Upgrade	1,435	49,972		1,435	4,000	-	-	1,435	1,435	49,972	4,000
Easier Access Phase II	*	Lawrence West	4,500	-	March	3,226	-	3,226	-	4,500	3,226	-	-
Easier Access Phase III	*	St. Clair West	7,200	-	April	1,800	2,300	1,800	2,300				
	*	Ossington	5,400	-	June	1,200	1,956	1,200	1,956				
	*	Wilson	7,200	-	July	2,285	2,300	2,285	2,300				
	*	King	7,900	-	November	250	5,400	250	5,400				
	*	Runnymede	8,100	-	November	250	2,050	250	2,050				
	*	Royal York	5,900	-	December	250	2,250	250	2,250				
	*	Woodbine	4,850	-	Oct/Nov	225	1,250	225	1,250				
	*	Coxwell Station	-	6,000	Feb	-	3,500	-	3,500				
	*	College	-	6,500	November	-	250	-	250				
		Sub-total Easier Access Phase III	46,550	12,500		6,260	21,256	-	-	46,550	6,260	12,500	21,256

Program No. / Name	OK to Defer	Construction Contract Name	2011 Contract Commitment (\$000)	2012 Contract Commitment (\$000)	Expected Award Month	2011 Cash Flow (\$000)	2012 Cash Flow (\$000)	Deferral Impact 2011	Deferral Impact 2012	2011 Cont	2011 Cash	2012 Cont	2012 Cash
(A)		(B)											
Warden Phase 1	*	Parking Lot Re-paving	500		March	500		500	-		500		-
Electrical Sub Station Leak Remediation		Various Locations (Bedford, Delaware, etc)	200	-	May	100	100	-	-				
		Kipling/Scarborough Town Centre		500	March	-	150	-	-				
		Sub-total Electrical Sub Station Leak Remediation	200	500		100	250	-	-	200	100	500	250
Bus Facility Modifications-Hybrid Buses		Bus Facility Modifications-Hybrid Buses	291		October	145	146	-	-	291	145		146
Carhouse Modifications-New LRV	*	Roncesvalles Window Replacement	779	-	April	618	157	618	157				
		Roncesvalles/Russell Hoist Control Upgrade	983	-	April	983	317	-	-				
	*	Harvey Shops Loading Dock	2,100	-	July	510	1,225	510	1,225				
	*	Harvey Shops SE Exhaust Fan Relocation	230	-	August	230	-	-	-				
	*	Roncesvalles Productivity Improvements Upgrade	-	2,208	July	-	1,920	-	1,920				
		Sub-total Carhouse Modifications-New LRV	4,092	2,208		2,341	3,619	-	-	4,092	2,341	2,208	3,619
Industrial Facility Requirements	*	Hands on Training Facility	-	8,495	August	-	945	-	945				
	*	SEC consolidation in Danforth	-	22,000	May	-	4,500	-	4,500				
		Dundas West T&S upgrade	-	1,450	February	-	1,450	-	-				
		Sub-total Industrial Facility Requirements	-	31,945		-	6,895	-	-	-	-	31,945	6,895
Office Space Management Renewal		Finance Office Optimization	495	-	May	495	-	-	-				
		HVAC Upgrades in Inglis Bldg. Basement	700	-	July	700	-	-	-				
		Sub-total Office Space Management Renewal	1,195	-		1,195	-	-	-	1,195	1,195	-	-
Bus Garage/Shop Facility Renewal Program	*	Install 6 Special Clean Bus Drying Stations	1,485	-	May	1,000	-	1,000	-				
	*	Fibreglass Dust Collector Vacuum Systems	475	-	May	175	-	-	-				
	*	Malvern-New Body Shop Enclosure	900	-	Aug	300	600	300	600				
	*	Eglinton Garage-Service Line Ventilation Upgrade	-	132	Jun	-	132	-	132				
	*	Duncan Shop-Brake Test Area Expansion	-	350	Feb	-	350	-	350				
	*	Duncan-Electrical Panel Upgrade	-	350	Mar	-	350	-	-				
	*	Subway Ops Building Paint Booth	-	200	Apr	-	200	-	200				
		Sub-total Bus Garage/Shop Facility Renewal Program	2,860	1,032		1,475	1,632	-	-	2,860	1,475	1,032	1,632
Subway Carhouse/Shop Facility Renewal	*	Greenwood Shops Electronic Rcm Expansion	1,900	-	June	1,666	195	1,666	195				
		Greenwood CH - Subway Car Paler Retrofit	1,247	-	September	490	490	-	-				
		Greenwood Shops - Refinish Concrete Floors	323	-	October	323	-	-	-				
		Sub-total Subway Carhouse/Shop Facility Renewal	3,470	-		2,479	685	-	-	3,470	2,479	-	685
Subway/SRT Facility Renewal Program		Finch Stn. Collector Booth Ventilation Upgrades	150	-	February	150	-	-	-				
		York Mills CB Ventilation Upgrades	150	-	August	50	100	-	-				
		Donmills Ventilation Upgrades	-	250	September	-	60	-	-				
		Sheppard HVAC Modifications	-	661	March	-	467	-	-				
		Sheppard Collector Booth Thermostats	-	90	January	-	90	-	-				
		Sub-total Subway/SRT Facility Renewal Program	300	1,001		200	717	-	-	300	200	1,001	717
Station Improvements Program	*	Donmills Station EAPU	-	900	June	-	450	-	450				
Wheel Trans Facility Renewal Program	*	HVAC Improvement & Door Sensors	3,500	-	April	3,199	300	3,199	300				
	*	Bus Storage Hanger	1,320	-	July	320	1,000	320	1,000				
		Sub-total Wheel Trans Facility Renewal Program	4,820	-		3,519	1,300	-	-	4,820	3,519	-	1,300
McBrien Building Renovations	*	computer room HVAC - NO new TTC HO	-	630	February	-	630	-	-				
	*	building system and life safety upgrades - NO new TTC HO	-	3,170	July	-	1,200	-	1,200				
	*	sprinkler and cleans agent - NO new TTC HO	-	3,800	February	-	3,800	-	3,800				
	*	future office space upgrade - NO new TTC HO	-	8,700	July	-	2,090	-	2,090				
		Sub-total McBrien Building Renovations	-	16,300		-	7,720	-	-	-	-	16,300	7,720
Duncan Shop - Ventilation Upgrade		Design Only	-	12,850	April	-	5,650	-	-	-	-	12,850	5,650
Design and Install/Replace Parts Dome	*	Wilson/Greenwood Storage Parts Dome	300	-	May	300	-	300	-	300	300	-	-
Glencairn/Scar. Centre Roof Structure & Skylights	*	Glencairn Station - Skylights Replacement	-	7,500	February	-	3,750	-	3,750				
	*	Scarborough Town Centre Skylight Upgrades	-	700	April	-	350	-	350				
		Sub-total Glencairn/Scar. Centre Roof Structure & Skylights	-	8,200		-	4,100	-	-	-	-	8,200	4,100
1900 Yonge Street Computer Rm Relocation	*	Feasibility Study and co-location in City Facility	-	11,000	City contract	-	4,000	-	4,000				
Platform Edge Doors	*	Prototype	-	3,400	March	-	2,400	-	2,400				
Sound Barrier Wall at Eglinton/Allen	*	Sound Barrier Wall at Eglinton/Allen	800	-	December	-	700	-	700	800	-	-	700
TOTAL E&C BRANCH								24,119	65,369	120,308	47,447	184,823	102,709

Program No. / Name	OK to Defer	Construction Contract Name	2011 Contract Commitment (\$000)	2012 Contract Commitment (\$000)	Expected Award Month	2011 Cash Flow (\$000)	2012 Cash Flow (\$000)	Deferral Impact 2011	Deferral Impact 2012	2011 Cont	2011 Cash	2012 Cont	2012 Cash
(A)		(B)											
OPERATIONS / EXEC & ITS / CORPORATE BRANCH COMMITMENTS:													
2.1 Pole Replacement		Installation & Removal of Poles - Streetcar OH System		3,000	Mar		2,317	-	-	-	-	3,000	2,317
2.1 Traction Power Substations		Humber Loop Substation		2,000	May		1,800	-	-	-	-	2,000	1,800
2.1 Rectifier Transformers		Replace Rectifier Transformers at 2 Substations		1,300	January		643	-	-	-	-	1,300	643
2.3 Radio Replacement		Train Radio Upgrades		1,500	March		1,500	-	-	-	-	1,500	1,500
2.3 Radio Replacement		ICS Modification/Upgrades	800		June	200	600	-	-	800	200	-	600
2.3 Radio Replacement		Radio Infrastructure & terminal Units	700		May	300	400	-	-	700	300	-	400
3.2 Escalator Overhaul		Canadian Rogers	1,075		Jan	360	360	-	-	1,075	360	-	360
3.2 Escalator Overhaul		KONE-Refurbishment Kit	6,059		Jan	2,020	2,020	-	-	6,059	2,020	-	2,020
4.11 Bus Purchases	*	2013 Delivery of 60 buses	34,900		Dec	NA	NA	NA	NA	34,900	NA	-	NA
4.11 Bus Purchases	*	2014 Delivery of 90 buses	54,600		Dec	NA	NA	NA	NA	54,600	NA	-	NA
4.13 Bus Rebuild		Commitment of permanent workforce positions	NA		2011			-	-	NA	-	-	-
4.13 Bus Rebuild	*	Material Purchase Contracts (100 Buses)	5,000		Jun-11	1,500	3,500	1,500	3,500	5,000	1,500	-	3,500
4.13 Bus Rebuild	*	Material Purchase Contracts (120 Buses)		6,000	Jun-12		2,500	-	2,500	-	-	6,000	2,500
4.14 SRT Car Life Extension			6,500		July-11		4,551	-	-	6,500	-	-	4,551
4.16 T1 Subway Car 15 Year Overhaul			1,700		Feb-11	1,500	200	-	-	1,700	1,500	-	200
4.16 T1 Subway Car 15 Year Overhaul				41,000	Jan-12		6,342	-	-	-	-	41,000	6,342
4.21 Automotive Non-Revenue Vehicle Purchases	*	7 Cube Vans (6218, 6495, 6565, 6566, 7940)	555		Apr-11		555	-	555	555	-	-	555
4.21 Automotive Non-Revenue Vehicle Purchases		1 Swingloader (6563)	525		Jun-11		525	-	-	525	-	-	525
4.21 Automotive Non-Revenue Vehicle Purchases		8 Armoured Vans (6469, 6471, 6487)	880		Oct-11		880	-	-	880	-	-	880
4.21 Automotive Non-Revenue Vehicle Purchases		4 Armoured Trucks	640		Nov-11		640	-	-	640	-	-	640
4.23 Electric Flatcar Tunnel Leaks			900		Sep-11		864	-	-	900	-	-	864
4.23 RT43/44 RT14/15 replacement				2,000	July-12		96	-	-	-	-	2,000	96
5.2 Turnstile Replacement			735		Mar-11	735		-	-	735	735	-	-
5.2 Turnstile Replacement				735	Mar-12		735	-	-	-	-	735	735
5.2 TVM Replacement	*		3,794		Mar-11	2,100	1,694	2,100	1,694	3,794	2,100	-	1,694
5.4 Fare System								-	-				
GTA Farecard Project Incl Infrastructure		Project Deferral incl 24 Stations infrastructure	4,670	25,985	January	4,670	25,985	-	-				
		Funding Impact of Project Deferral			January	(3,113)	(17,323)	-	-				
		Sub-total GTA Farecard Project Incl Infrastructure	4,670	25,985		1,557	8,662	-	-	4,670	1,557	25,985	8,662
7.2 CIS SOGR		trump unit replacement	1,800		Feb-11	1,260	540	-	-	1,800	1,260	-	540
7.2 Safety Database Consolidation	*	new EHS system	500		Mar-11	500		500	-	500	500	-	-
7.2 CBT Course Devpt	*	pathlore replacement	500		Mar-11	350	150	350	150	500	350	-	150
7.2 IBCS Narrowcasting	*	narrowcasting	500		Feb-10	500		500	-	500	500	-	-
7.2 VWOS		defer work to 2013/14	2,000	1,900	Jun-11	2,000	1,900	-	-	2,000	2,000	1,900	1,900
7.2 Enterprise Geospatial		defer work to 2013	700		Jun-11	700		-	-	700	700	-	-
9.2 Transit Priorities	*	POs for Signal Priority and Queue Jump Lane Installations	2,035		Jan-11	2,035		2,035	-	2,035	2,035	-	-
9.2 Transit Priorities	*	POs for Signal Priority and Queue Jump Lane Installations		2,035	Jan-12		2,035	-	2,035	-	-	2,035	2,035
TOTAL OPNS / EXEC ITS / CORP BRANCHES								6,985	10,434	132,068	17,617	87,455	46,009
TOTAL TTC			252,376	272,278		65,064	148,718	31,104	75,803	252,376	65,064	272,278	148,718
									106,907				
Existing Fixed Vehicle Commitments:													
4.11 Bus Purchases		2011 Delivery of 35 buses	19,000		Oct-09	19,000				19,000	19,000	-	-
4.11 Bus Purchases		2012 Delivery of 60 buses	32,000		Oct-09		32,000			32,000	-	-	32,000
4.11 Bus Purchases - WT		2011 Delivery of 48 buses and 2012 of 40	40,000		Aug-10	22,000	19,000			40,000	22,000	-	19,000
4.12 Subway Car Purchase		Delivery of 234 TR cars 2010-2012	580,000		Dec-06	71,000	35,000			580,000	71,000	-	35,000
4.12 Subway Car Purchase		Delivery of 126 TR cars 2012-2013	270,000		May-10	4,000	154,000			270,000	4,000	-	154,000
4.18 LRT Car Purchase		2011 Delivery of 204 New LF LFVs 2013-2018	1,140,000		Jun-09	160,000	134,000			1,140,000	160,000	-	134,000
			2,081,000			276,000	374,000						
Reflects projects discussed by Senior Management on January 31/2011 and agreed we are prepared to defer these (will make commitments later). Direction given not to proceed until clarification is received of available funding. Proceed only with non-*													
* items.													