

Toronto **2017**
BUDGET

Toronto Transit Commission

2017 Preliminary Operating Budget and 2017 - 2026 Preliminary Capital Budget & Plan

Budget Committee



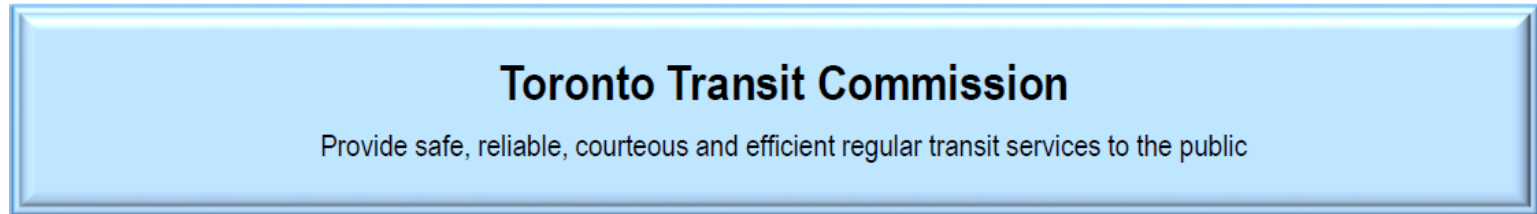
- Agency Overview:
 - Agency Services and Resources
- Operating Overview
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 - 2017 - 2019 Preliminary Operating Budget & Plan
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Agency Overview



Program Map



Purpose:
To ensure mobility of over 2 million residents of the City of Toronto and additional commuters from other municipalities

Purpose:
To provide repair and preventive maintenance services for vehicles and equipment to support Conventional Transit operations and to comply with legislative requirements

Purpose:
To provide fuel and energy to support Conventional Transit operations

Purpose:
To provide custodial, security, building & infrastructure maintenance and services to Conventional Transit Operations

Purpose:
To provide comprehensive and integrated management, administration and support to Conventional Transit operations.

Purpose:
To provide safe, reliable, courteous, efficient and specialized door-to-door services for persons with greatest need for accessible transportation

Purpose:
To provide repair and preventive maintenance services for vehicles and equipment to support Wheel-Trans Transit operations and to comply with legislative requirements

Purpose:
To provide fuel and energy to support Wheel-Trans Transit operations

Purpose:
To provide comprehensive and integrated management, administration and support to Wheel-Trans Transit operations.

Capital Assets To Deliver City Services

- Asset Value – Insurable replacement value over \$15.4 billion (excluding tracks, tunnels, network upgrades and soft costs)
- Line 1 (Yonge subway) – over 60 years old
- Line 2 (Bloor-Danforth subway) – 50 years old
- SRT – at end of useful life

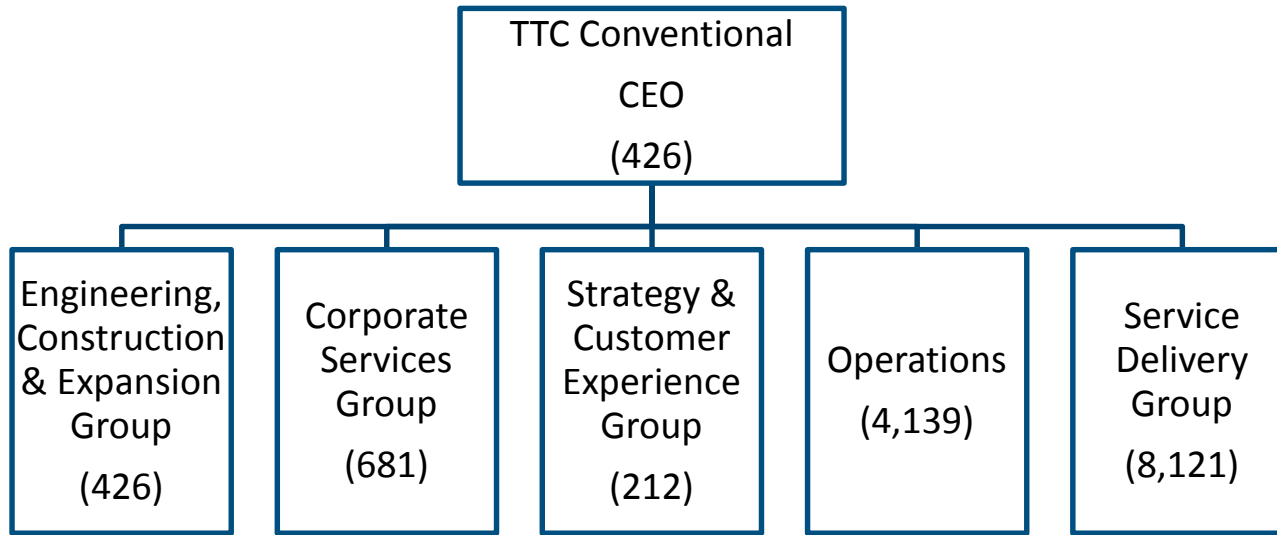
Board Approved

TTC Base Capital Budget	\$ 9.4 B
TYSSE	\$ 0.7 B
Scarborough Subway Extension	<u>\$ 3.5 B</u>
Total Request	\$13.6 B

Key Elements of the Base Budget:

- Facilities – McNicoll Garage, TR/T1 Rail Yard Accommodation, Automatic Train Control (Line 1 (YUS)/Line 2 (BD)), Easier Access
- Vehicles - Replacement/Growth, LRVs, TRs, Buses, Overhauls
- Other – PRESTO, Accessibility, Fire Ventilation, SAP, Vision (CAD/AVL)
- Smart Track – not included; to be funded from other budgets

2017 Organizational Chart for Agency



Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total*
Permanent Pos	71	2,905	327	10,558	13,861
Temporary Pos		41		103	144
Total	71	2,946	327	10,661	14,005

*Excludes:

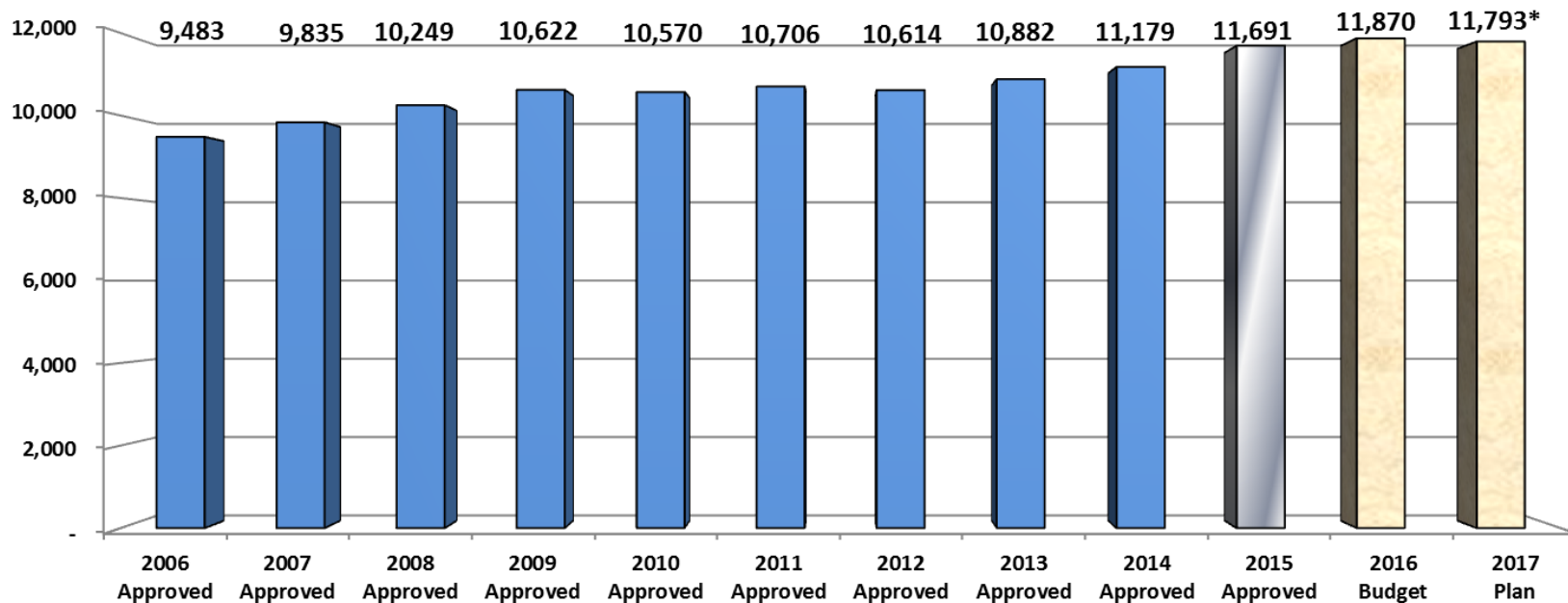
Stations Transformation - 388 positions

Track Safety Plan: 18 positions

Signal, Track and Traction Power Reliability: 13 positions

Transit Enforcement: 5 positions

Staffing Trend (TTC Operating Positions)



- Between 2006-2017, ridership has increased by 25% while operating budget workforce has increased by 24%

* 2017 City Plan Excludes:

- Stations Transformation (388 positions)
- Track Safety Plan (18 positions)
- Signal, Track, Traction Power Reliability (13 positions)
- Transit Enforcement (5 positions)

Vacancy Analysis

Agency	2014			2015			2016 Year-End Projections			
	# of Vacancies	Vacancies % of Total Approved Pos.	Approved Pos. Equivalent	# of Vacancies	Vacancies % of Total Approved Pos.	Approved Pos. Equivalent	# of Vacancies as at Sep 30	# of Vacancies Projections to Dec 31	Vacancies % of Total Approved Pos.	Approved Pos. Equivalent
Operating	0.0	0.0%	11,179.0	221.0	1.9%	11,691.0	409.0	149.0	1.3%	11,870.0
Capital	304.0	16.5%	1,844.0	360.0	17.8%	2,021.0	389.0	164.0	7.8%	2,105.0
Total	304.0	2.3%	13,023.0	581.0	4.2%	13,712.0	798.0	313.0	2.2%	13,975.0



Service Performance



2016 Key Service Accomplishments

- Projecting 539 million rides
- Continued rollout of higher capacity, fully accessible, air conditioned and PRESTO-equipped low floor streetcars
- PRESTO enabled system-wide
- New faregate installation ongoing
- Implementation of OPTO on Line 4
- TTC customer satisfaction rated at a high of 80% in Q2 2016
- Start subway service on Sundays one hour earlier, at 8:00 a.m.
- Introduce five new express services to reduce crowding and provide faster bus service
- Introduce new streetcar service on Cherry Street to the West Donlands, to serve a growing new neighbourhood
- Install an external route announcements system on all streetcars, subway trains and buses
- Significantly reduced streetcar short turns from prior year levels

Operating Budget Variance as of Sep. 30, 2016

City Program/Agency	Nine-Month Results					Year-End Projection				
	Gross Expenditures	Revenue	Net Variance		Alert	Gross Expenditure	Revenue	Net Variance		Alert
	\$	\$	\$	trend		\$	\$	\$	trend	
Toronto Transit Commission - Conventional	(18.3)	(28.8)	10.5	▲	Ⓢ	(33.7)	(38.8)	5.1	▲	Ⓡ
Year-to-Date Net Variance	85% to 105%	0% to 85%	>105%		Year-End	<=100%	>100%			
	Ⓢ	Ⓜ	Ⓡ			Ⓢ	Ⓡ			

Key Points:

- \$5.1M year-end subsidy deficit was projected primarily due to:
 - Lower passenger revenues (\$40M)
- Offset by decreases in:
 - Employee benefits (\$16.5M)
 - Workforce gapping (\$8.6M)
 - Diesel (\$5M)
 - Depreciation (\$4.3M)

Key Service Issues & Priority Actions for 2017

- City of Toronto funds 100% of operating subsidy (less \$91.6 million sourced from Provincial Gas Tax)
- Sufficient, predictable and sustainable long-term funding is required
- Maintaining service levels and accommodating ridership demand under deteriorating traffic conditions
- Continued roll-out of PRESTO
- Open TYSSE
- Continued enhancement of customer service experience
- Keeping Toronto moving as we transform public transit and modernize the TTC

Business Modernization & Transformation Initiatives

Service Delivery

- LRVs
- PRESTO
- Stations Transformation
- OPTO
- SAP
- VISION (CAD/AVL)

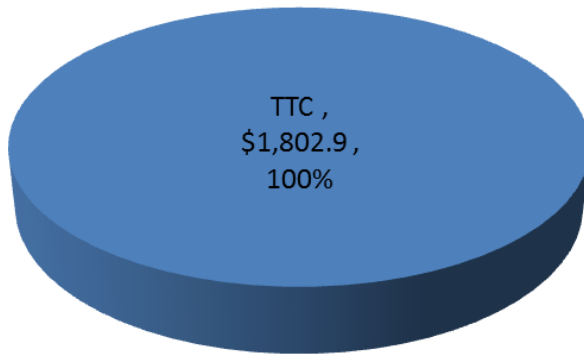


2017 – 2019 Preliminary Operating Budget & Plan

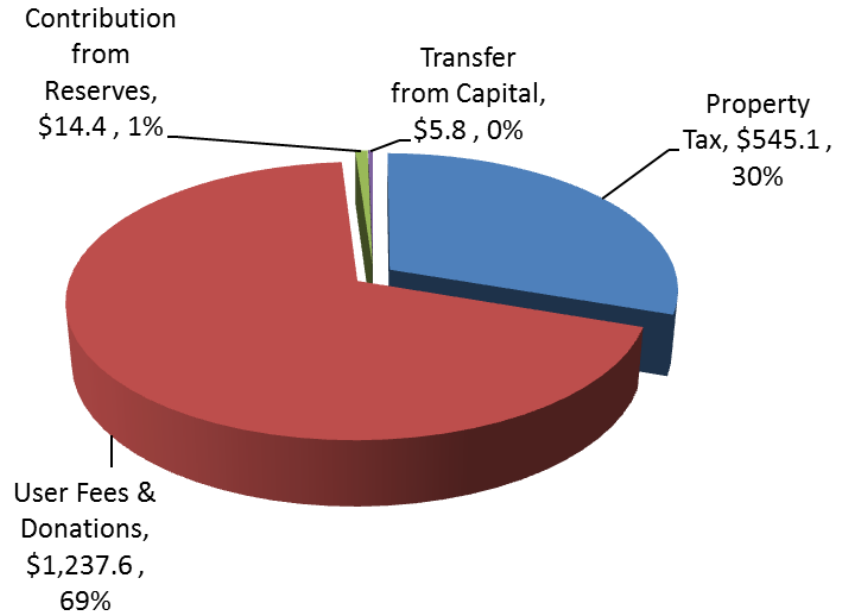


2017 Preliminary Operating Budget - Gross Expenditures by Program & Funding Source

Where the Money Goes
\$1,802.9 Million

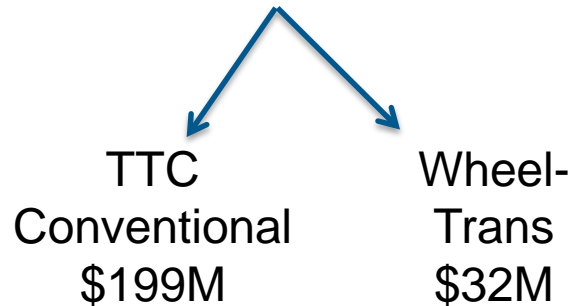


Where the Money Comes From
\$1,802.9 Million



2017 Opening Budget Pressure

2017 Pro forma Projection	\$152M
TTC Passenger Revenues (lower rides & average fare)	\$ 32M
Wheel-Trans Ridership	<u>\$ 31M</u>
Total year-over-year pressures	\$215M
2.6% City Budget Reduction Target	<u>\$ 16M</u>
Total Operating Pressures	<u><u>\$231M</u></u>



Reductions Identified to Date

	\$ Millions
2017 Opening Pressure	199.4
Expense Reductions	
PRESTO	(16.0)
2.6% Target reduction	(15.4)
Energy	(12.0)
Workforce Adjustments	(9.5)
Non-Labour Reductions & Other adjustments (includes Commuter Parking)	(6.7)
Reliability Centred Maintenance	(6.3)
Contracted Services	(5.8)
Unspecified Budget Reduction	(5.0)
Overtime	(1.9)
Employee Benefits	(1.0)
Revenue Changes	
10 cent Fare Increase	(27.0)
2017 Stabilization Reserve Draw	(14.4)
Bus Augmentation/Replacement for City Construction paid through Transfer from City Capital	(5.8)
Total reductions approved by TTC Board November 21, 2016	(126.8)
Remaining Pressure	72.6

Additional City Staff Actions

	\$ Millions
2.6% budget reduction target not applied	(15.4)
New & Enhanced items removed by City Staff in preparation of City Budget	
Stations Transformation	(1.9)
Fit for Duty	(1.3)
Track Safety Plan	(1.3)
Signal, Track, and Traction Power Reliability	(1.2)
Transit Enforcement Officers	(0.1)
Items removed by City Staff in preparation of City Budget	(5.8)
Additional Subsidy Proposed by City Staff	51.4

2017 Preliminary Operating Budget Summary

(In \$000s)	2016	2017 Preliminary Operating Budget			2017 Prelim. vs. 2016 Budget Approved Changes		Incremental Change 2018 and 2019 Plan			
	Approved Budget	2017 Base	2017 New/Enhanced	2017 Budget	\$	%	2018		2019	
By Service	\$	\$	\$	\$	\$	%	\$	%	\$	%
TTC - Conventional										
Gross Expenditures	1,736,756.4	1,802,884.7		1,802,884.7	66,128.3	3.8%	157,979.0	8.8%	58,600.3	3.0%
Revenue	1,243,129.7	1,257,821.9		1,257,821.9	14,692.2	1.2%	(7,000.8)	(0.6%)	41,978.9	3.4%
Net Expenditures	493,626.7	545,062.8	-	545,062.8	51,436.1	10.4%	164,979.8	30.3%	16,621.4	2.3%
Approved Positions	13,975.0	14,005.0	-	14,005.0	30.0	0.2%	388.0	2.8%		

2017 City Proposed Budget Excludes:

- Stations Transformation (\$1.9M). (Note: Funds are included in 2018 & 2019 plans.)
- Fit for Duty (\$1.3M)
- Track Safety Plan (\$1.3M)
- Signal, Track and Traction Power Reliability (13 position increment) (\$1.2M)
- Transit Enforcement Officers (5 position increment) (\$0.1M)

Key Year-Over-Year Changes:

- Expenses are \$66M higher due to impact of CBA agreements (\$25M), operating impacts of capital projects (primarily PRESTO and TYSSE) (\$23M), hybrid bus battery replacement (\$8M), Cap & Trade implementation (\$5M), and electric power inflationary price increase (\$5M).
- Revenues \$14.7M higher primarily due to impact of a higher TTC Stabilization Reserve draw in 2017. (\$14M draw - \$13M increase over 2016 Budget).

Key Cost Drivers

(In \$000s)	2017 Base Budget Total	
	\$	Position
Gross Expenditure Changes		
Prior Year Impacts		
Annualization of 2016 Service	5,500.0	
Full-year impact of 2016 workforce additions	500.0	
Operating Impacts of Capital		
PRESTO & New Faregate maintenance.	14,500.0	(471.0)
TYSSE	5,958.6	169.0
TR Fleet out of warranty	1,643.8	6.0
Keele Yard	743.0	10.0
Other Operating Impacts of Capital	397.0	(1.0)
Salary & Benefits		
Employee Benefits inflation & utilization increase	10,500.0	
Collective Bargaining Agreements	25,100.0	
Economic Factors		
Inflation impact, primarily Traction Power price Increase	5,049.1	
Other Base Changes		
2017 service changes & maintain existing service Levels	6,000.0	32.0
Accident Claims	6,200.0	
CAP & TRADE	5,203.3	
Hybrid Battery module replacement	8,514.7	
Unspecified Budget Reduction	(5,000.0)	
Depreciation	(4,449.7)	
Diesel Consumption	(2,421.5)	
Other base changes	(2,410.3)	206.0
Total Gross Expenditure Changes	81,528.0	(49.0)
Revenue Changes (Increase) / Decrease		
Passenger Revenue (8M rides reduction and lower average fare)	35,640.0	
10 cent Fare (Increase)	(28,700.0)	
Stabilization Reserve Draw (Increase)	(13,398.8)	
Transfer from Capital: Bus augmentation and bus replacement service that is required as a result of city construction projects	(5,800.0)	
All Other Revenue Changes (Primarily Commuter Parking increase)	(2,433.4)	
Total Revenue Changes	(14,692.2)	
Net Expenditure Changes	66,835.8	(49.0)

Actions to Achieve Budget Reduction Target

2017 Preliminary Service Change Summary

As presented to TTC Budget Committee on September 21, 2016:

Description (\$000s)	2017 Service Changes		Total Service Changes		
	TTC - Conventional		\$	\$	#
	Gross	Net	Gross	Net	# Pos.
Base Changes:					
<i>Removal of Telephone Land Lines</i>	(300.0)	(300.0)	(300.0)	(300.0)	
<i>Workforce Related Reductions</i>	(800.0)	(800.0)	(800.0)	(800.0)	
<i>Reduced Overtime Allowance</i>	(800.0)	(800.0)	(800.0)	(800.0)	
<i>Reduced Training and Travel</i>	(500.0)	(500.0)	(500.0)	(500.0)	
<i>Reduced Stand-by Labour Costs</i>	(600.0)	(600.0)	(600.0)	(600.0)	
<i>Reduced Materials, Supplies and Services</i>	(1,000.0)	(1,000.0)	(1,000.0)	(1,000.0)	14.0
<i>Non-implementation of planned Sep 2016 service additions</i>	(1,500.0)	(1,500.0)	(1,500.0)	(1,500.0)	(42.0)
<i>Reduced Health Care Costs</i>	(9,900.0)	(9,900.0)	(9,900.0)	(9,900.0)	
Sub-Total	(15,400.0)	(15,400.0)	(15,400.0)	(15,400.0)	(28.0)
Total Changes	(15,400.0)	(15,400.0)	(15,400.0)	(15,400.0)	(28.0)

New/Enhanced Services not included in 2017 Preliminary Operating Budget

(In \$000s)

Description (\$000s)	2017			Incremental Impact	
	Gross	Net	New Positions	2018 Plan	2019 Plan
				Net	Net
Fit for Duty	1,300.0	1,300.0			
Track Safety Plan	1,330.2	1,330.2	18.0		
Signal, Track, Traction Power Reliability	1,228.0	1,228.0	13.0		
Stations Transformation	1,855.8	1,855.8	388.0	43,500.0	(5,250.0)
Transit Enforcement Officers	97.6	97.6	5.0		
Total New/Enhanced Services	5,811.6	5,811.6	424.0	43,500.0	(5,250.0)

These items were included in the TTC Board approved budget, but excluded from proposed City budget.

2018 & 2019 Plan

Description (\$000s)	2018 - Incremental Increase				2019 - Incremental Increase			
	Gross Expense	Revenue	Net Expense	% Change	Gross Expense	Revenue	Net Expense	% Change
Known Impacts:								
Bridging Strategies								
One-time draw from TTC Stabilization Reserve		(14,400.0)	14,400.0	2.6%				
Other Base Changes								
CBA	24,500.0		24,500.0	4.5%	25,200.0		25,200.0	3.5%
Employee Benefits	10,800.0		10,800.0	2.0%	11,100.0		11,100.0	1.6%
Service	4,000.0		4,000.0	0.7%	11,000.0		11,000.0	1.5%
Interim Bus Garage	6,000.0		6,000.0	1.1%				
Diesel	21,500.0		21,500.0	3.9%	3,000.0		3,000.0	0.4%
Other Energy	1,000.0		1,000.0	0.2%	4,500.0		4,500.0	0.6%
TYSSE	26,000.0		26,000.0	4.8%				
PRESTO	(12,000.0)		(12,000.0)	(2.2%)				
Other	32,679.0		32,679.0	6.0%	9,050.3		9,050.3	1.3%
Revenue								
Revenue Change - Increase in Passenger Trips		12,000.0	(12,000.0)	(2.2%)		21,600.0	(21,600.0)	(3.0%)
Reduction in Outside City Transit Service - Full year effect		(6,000.0)	6,000.0	1.1%				
Other Revenue Changes (primarily TYSSSE commuter parking)		1,399.2	(1,399.2)	(0.3%)		378.9	(378.9)	(0.1%)
Sub-Total	114,479.0	(7,000.8)	121,479.8	22.3%	63,850.3	21,978.9	41,871.4	5.9%
Anticipated Impacts:								
Stations Transformation	43,500.0		43,500.0	8.0%	(5,250.0)		(5,250.0)	(0.7%)
Anticipated Fare increase						20,000.0	(20,000.0)	(2.8%)
Sub-Total	43,500.0		43,500.0	8.0%	(5,250.0)	20,000.0	(25,250.0)	(3.6%)
Total Incremental Impact	157,979.0	(7,000.8)	164,979.8	30.3%	58,600.3	41,978.9	16,621.4	2.3%

The impact of proposed 2018/2019 Service Initiatives and the impact of the Low-Income Fare Equity Strategy are excluded from the above.

2017 User Fee Changes

Fee Description	2016 Fee	2017 Fee	% Increase	Incremental Revenue (\$000's)
Adult Fare - Token or PRESTO card	\$ 2.90	\$ 3.00	3.4%	
and pro rata increase on all other fares excluding Adult Cash				
Total Incremental Revenue				(28,700.0)

New / Enhanced Services

New/Enhanced Services: Stations Transformation

Stations Transformation: +\$1.8M

- Introduction of PRESTO results in elimination of collector function.
- Need Customer Service Agents (CSAs) to provide customer service in stations.
- CSAs will deliver a reliable, safe, clean and engaging experience to customers.
- Customer service training is required in 2017.
- Expertise of external contractor to develop, deliver and support customer service training modules for CSAs, maintenance employees, supervisors and forepersons

Note: \$1.8M is the cost of training and related incremental backfill.

All 413 Collectors removed from the 2017 year-end workforce budget. 388 Customer Service Agents are therefore required to provide uninterrupted customer service at TTC subway stations.

New/Enhanced Services: Fit for Duty

Fit for Duty: +\$1.3M

- Ensure a framework is in place to protect the health and safety of all TTC employees, customers and the general public
- Implementation of random alcohol and drug testing for: safety sensitive, specified management and designated executive positions to ensure a safe workplace
- Approved by TTC Board on November 30, 2016.

New/Enhanced Services: Track Safety Plan

Track Safety Plan: +\$1.3M

- To improve the safety of TTC workers during work at subway track level through addition of 18 dedicated watchpersons
- Sole responsibility of these positions: providing dedicated attention to the approach and management of train traffic

New/Enhanced Services: Signal, Track, Traction Power Reliability

Signal, Track, Traction Power Reliability: +\$1.2M

Signals Reliability

- Dedicated resource to carry-out inspections and plan overall system improvements.

Enhanced Track Maintenance

- Delays due to debris at track level continues to be one of the leading causes of subway delays.
- Recent increase in rail grinding program has caused reallocation of resources normally dedicated to track cleaning.
- Will ensure that there will be right-of-way cleaning throughout the system in order to reduce debris and delays associated with debris.

Traction Power Reliability

- Additional crews are required to adhere to scheduled inspection schedule to identify imminent failures, maintain trackside heating and maintain sufficient coverage for effective emergency response.

New/Enhanced Services: Transit Enforcement Officers

Transit Enforcement Officers: +\$0.97M

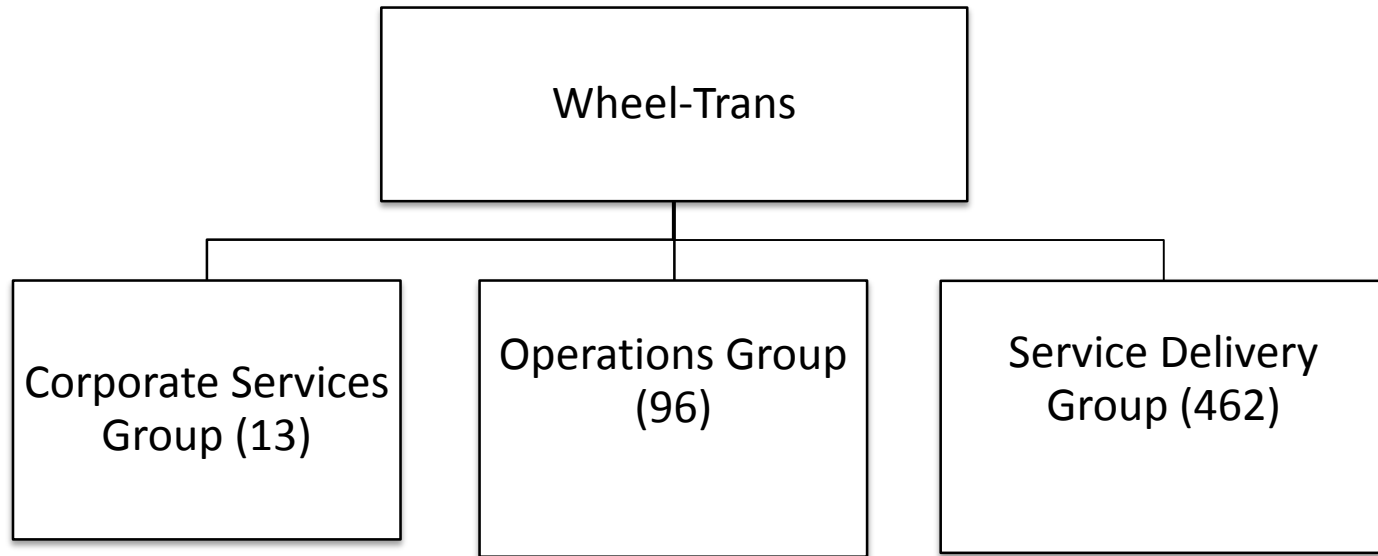
- Enhance effectiveness of:
 - Fare Inspection
 - Traffic flow when operating shuttle services (ability to direct traffic).



Wheel-Trans Program Overview

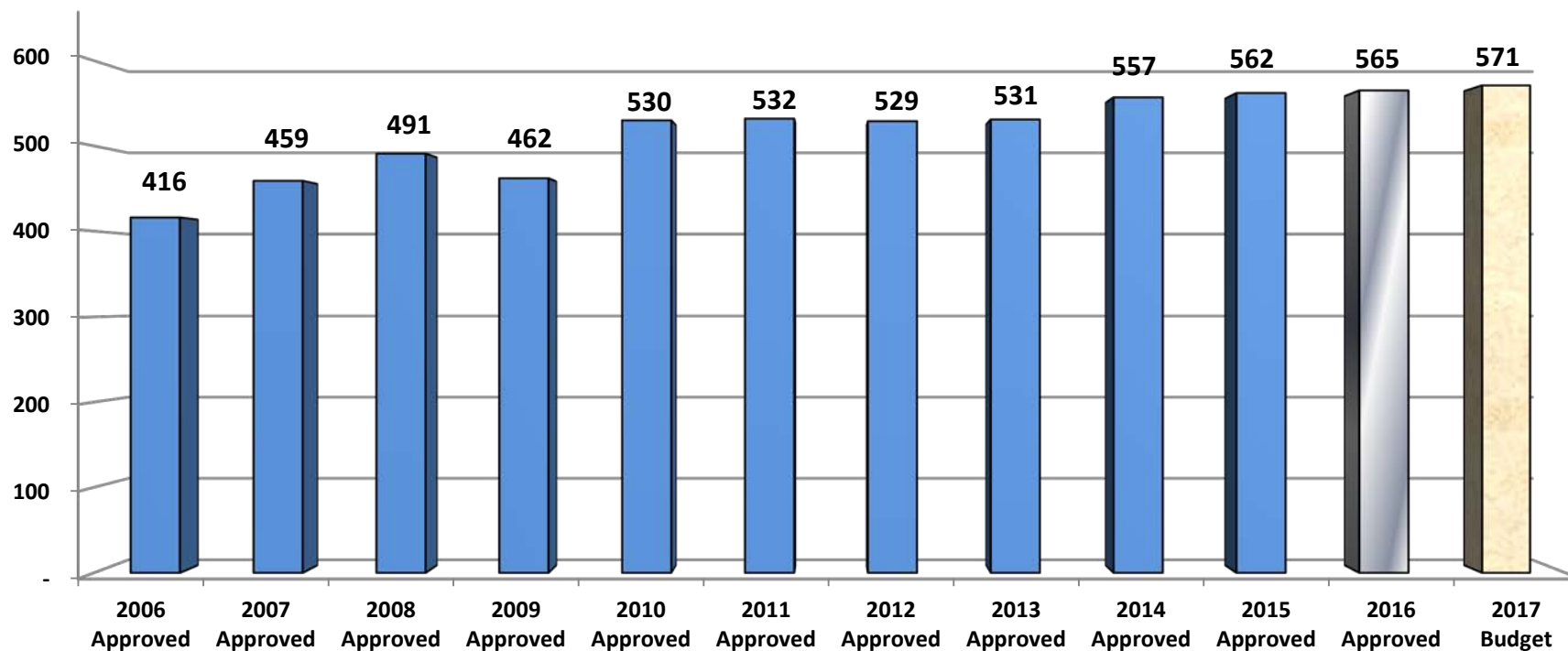


2017 Organizational Chart (Wheel-Trans)



Category	Management & Professional	Clerical	Union	Total
Permanent Position	45.0	1.0	522.0	568.0
Temporary Position	3.0			3.0
Total	48.0	1.0	522.0	571.0

Staffing Trend (Wheel-Trans)



Note: Since 2006, ridership has increased from 1.9 to 4.7 Million rides (147%) while operating budget workforce has only increased by 37%.

Vacancy Analysis

Agency	2014			2015			2016 Year-End Projections		
	Approved Positions	# of Vacancies	Vacancies % of Approved Positions	Approved Positions	# of Vacancies	Vacancies % of Approved Positions	Approved Positions	# of Vacancies Projected at Dec 31	Vacancies % of Approved Positions
Operating	557.0	8.0	1.4%	562.0	12.0	2.1%	565.0	0.0	0.0%
Capital	0.0	0.0	–	0.0	0.0	–	0.0	0.0	–
Total	557.0	8.0	1.4%	562.0	12.0	2.1%	565.0	0.0	0.0%



Service Performance



2016 Key Service Accomplishments

Service	Key Accomplishments
Wheel-Trans	<ul style="list-style-type: none">• Projecting all-time record of 3.940 million rides (up from 3.535 million rides in 2015)• Continued internet trip-booking enhancements• Continued scheduling enhancements integrated with Automatic Vehicle Location technology• Improved customer service through reduced call abandonment rates• Update current scheduling system to allow for intermodal trip planning with TTC conventional service• Ridership growth accommodated with contracted taxi services• Wheel-Trans 10-Year Strategy approved

Operating Budget Variance as of Sep. 30, 2016

City Program/Agency	Nine-Month Results					Year-End Projection				
	Gross Expenditures	Revenue	Net Variance		Alert	Gross Expenditure	Revenue	Net Variance		Alert
	\$	\$	\$	trend		\$	\$	\$	trend	
Toronto Transit Commission - Wheel Trans	1.6	0.1	1.5	▲	Ⓞ	2.1	0.1	2.0	▲	Ⓜ
Year-to-Date Net Variance	85% to 105%	0% to 85%	>105%		Year-End	<=100%	>100%			
	Ⓞ	Ⓜ	Ⓜ			Ⓞ	Ⓜ			

Variance Explanations:

Currently, a \$2 million (or 1.7%) year-end subsidy shortfall is projected and is largely attributable to the ever-increasing demand for service as explained below.

2016 ridership results to date are consistent with the trend identified in 2015 where ridership demand continues to outpace expectations. To date, demand for service is more than 5% higher than anticipated and 11% above the comparable 2015 results. Current staff estimates of 2016 projected ridership suggest that an additional 235,000 trips (6.4%) over the 3.7 million trips budgeted could be carried in 2016.

Key Service Issues & Priority Actions for 2017

Wheel-Trans Bus and Contracted Taxi Services	Issues: <ul style="list-style-type: none">• City of Toronto funds 100% of operating subsidy• Sufficient, predictable and sustainable long-term funding is required• Projected 28% Growth in Ridership for 2017 (vs 2016 Budget) = 1 Million more rides• Maintaining service levels under existing traffic conditions
	Priority Actions: <ul style="list-style-type: none">• Continue to utilize less expensive contracted taxi service to address increasing demand• Wheel-Trans 10-Year Strategy – Family of Services

Business Modernization & Transformation Initiatives

Service Area	Transformation Initiative
Wheel-Trans Service	<p>The Wheel-Trans 10-Year Strategy is comprised of:</p> <ul style="list-style-type: none"> • New AODA Eligibility Changes • New Family of Services model • Customer Relationships • Community & Stakeholder Relations • Employee Engagement • Operations Management • Workforce Training • Facilities Upgrade • Contract Management • Telephone Call Management • New Mobility Transfer Hubs • Community Bus Enhancements
Capital Projects	<ul style="list-style-type: none"> • PRESTO • Fleet Replacement



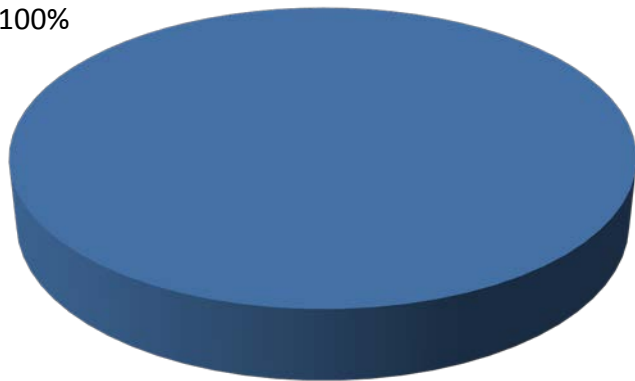
2017 – 2019 Preliminary Operating Budget & Plan



2017 Preliminary Operating Budget - Gross Expenditures by Program & Funding Source

Where the
Money Goes
\$151.17 Million

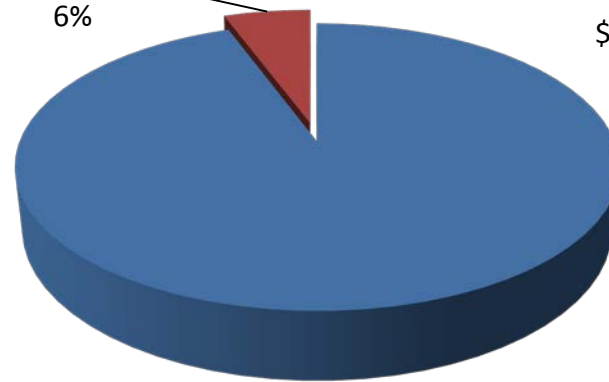
Wheel-Trans,
\$151,169.3,
100%



Where the Money
Comes From
\$151.17 Million

Revenue,
\$8,491.5,
6%

Property
Tax,
\$142,677.8,
94%



2017 Preliminary Wheel-Trans Budget Summary

(In \$000s)	2016	2017 Preliminary Operating Budget			2017 Prelim. vs. 2016 Budget Approved Changes		Incremental Change 2018 and 2019 Plan			
	Approved Budget	2017 Base	2017 New/Enhanced	2017 Budget	\$	%	2018		2019	
By Service	\$	\$	\$	\$	\$	%	\$	%	\$	%
Total										
Gross Expenditures	123,665.9	151,169.3	-	151,169.3	27,503.4	22.2%	20,730.0	13.7%	17,403.0	10.1%
Revenue	6,953.5	8,491.5	-	8,491.5	1,538.0	22.1%	1,205.8	14.2%	1,674.8	17.3%
Total Net Expenditures	116,712.4	142,677.8	-	142,677.8	25,965.4	22.2%	19,524.2	13.7%	15,728.2	9.7%
Approved Positions	565.0	571.0	-	571.0	6.0	1.1%	-			

Note: Ridership is projected to grow by about 1,000,000 rides (28%) over the 2016 Budget and about 780,000 rides (20%) over the 2016 Probable

Key Cost Drivers – Wheel-Trans

(In \$000s)	2017 Base Budget	
	Total	
	\$	Position
Gross Expenditure Changes		
Prior Year Impacts		
FYE of Prior Year's Workforce Additions	56.1	
Operating Impacts of Capital		
PRESTO Fees	68.8	
Salaries and Benefits		
Impact from CBA	1,059.8	
Economic Factors		
Accessible Taxi Driver Costs	668.0	
Diesel	(156.8)	
Utilities	47.0	
Material Price Increase	159.2	
Other Base Changes		
Service re: Increase in Ridership	17,705.2	2.0
Service re: AODA Mandated Eligibility	6,221.5	3.0
Accident Claims	50.0	
Cap and Trade Impact	147.4	
Diesel - Reduced Consumption	(885.2)	
WT Transformation Program	2,145.0	
Bus Maintenance Requirements	600.0	
All Other Expense Changes	17.5	1.0
Total Gross Expenditure Changes	27,903.5	6.0
Revenue Changes (Increase) / Decrease		
Passenger Revenue	(1,330.0)	
10-Cent Fare Increase	(208.0)	
Total Revenue Changes	(1,538.0)	
Net Expenditure Changes	26,365.5	6.0

Actions to Achieve Budget Reduction Target

2017 Preliminary Service Change Summary

Description (\$000s)	Total 2017 Service Changes			Incremental Change			
	\$	\$	#	2018 Plan		2019 Plan	
	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Base Changes:							
Base Expenditure Changes							
<i>2.6% Target Reduction - Lower Healthcare Claims Costs</i>	(400.0)	(400.0)					
Total Preliminary Service Changes	(400.0)	(400.0)					

2017 User Fee Changes

Fee Description	2016 Fee	2017 Fee	% Increase	Incremental Revenue (\$000's)
Wheel-Trans				
Adult Fare - Token or PRESTO card and pro rata increase on all other fares excluding Adult Cash	\$ 2.90	\$ 3.00	3.4%	
Total Incremental Revenue				(208.0)

2018 & 2019 Plan

Description (\$000s)	2018 - Incremental Increase					2019 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Other Base Changes										
CBA	1,089.0		1,089.0	2.1%		1,059.4		1,059.4	2.0%	
Employee Benefits	561.1		561.1	3.5%		596.6		596.6	3.5%	
Service	17,287.0		17,287.0	24.1%		17,255.0		17,255.0	19.5%	
Family of Service Impact	(519.0)		(519.0)	(0.7%)		(3,048.0)		(3,048.0)	(3.4%)	
Diesel	674.8		674.8	25.7%		59.6		59.6	1.8%	
PRESTO	306.2		306.2	326.4%		150.0		150.0	37.5%	
Inflationary Increase	185.5		185.5	2.1%		182.1		182.1	2.1%	
Other	1,145.4		1,145.4	7.1%		1,148.3		1,148.3	6.7%	
Revenue (specify)										
Passenger Revenue - increase in trips		1,205.8	(1,205.8)	14.2%			1,440.9	(1,440.9)	14.9%	
Sub-Total	20,730.0	1,205.8	19,524.2	13.7%		17,403.0	1,440.9	15,962.1	9.8%	
Anticipated Impacts:										
Anticipated Fare Increase							233.9	(233.9)	2.1%	
Sub-Total							233.9	(233.9)	2.1%	
Total Incremental Impact	20,730.0	1,205.8	19,524.2	13.7%		17,403.0	1,674.8	15,728.2	9.7%	



Capital Overview



Major Projects Completed / to be Completed in 2016

Service Area	Key Projects
Subway Track	<ul style="list-style-type: none"> On-going capital infrastructure replacement and rehabilitation work. Rail Vehicle Based Inspection System - Design complete and manufacture of the first of three sets of equipment (System 1) is complete and currently undergoing Factory Acceptance Testing
Subway	<ul style="list-style-type: none"> 78 trainsets have received Final Acceptance for operational service as of October 1, 2016 Replaced trains on Line 4 (Sheppard) with new Toronto Rocket Trains On October 9, 2016 the first of 6 TR trains with One-Person Train Operation (OPTO) officially rolled into service on Line 4 (Sheppard)
Surface Track	<ul style="list-style-type: none"> Russell Yard South End Special Track Work Substantial Performance achieved on October 30, 2015 and Track/OCS commissioning was completed on March 24, 2016 Several projects have been completed in Q2 and Q3, such as special track work at King St. at Adelaide St. and Charlotte St., College St. at Bathurst St. and Landsdowne Ave. as well as track work at the southwest corner of the Roncesvalles Carhouse
Streetcar	<ul style="list-style-type: none"> On June 19, 2016, the TTC launched the first new streetcar service in 16 years. The 514 Cherry streetcar was introduced into revenue service to provide congestion relief along King Street, the TTC's busiest surface route As of November 7, 2016, 25 of the 204 LRVs have been accepted into revenue service along the 510 Spadina and 509 Harbourfront routes
Buses	<ul style="list-style-type: none"> As of November 21, 2016, 81 buses have been delivered from the total order of 108 buses and 74 buses have been commissioned

Major Projects Completed / to be Completed in 2016

Service Area	Key Projects
PRESTO	<ul style="list-style-type: none"> ▪ The new PRESTO-enabled fare gates at Main Street Station were officially opened on April 8, 2016; Main Street was the first station to be equipped with new paddle-style fare gates ▪ As of December 2016, 1,764 of the TTC’s 1,900 buses have been equipped with PRESTO card readers, servicing 77 routes have PRESTO, with the goal to have the entire fleet PRESTO enabled at year-end
Easier Access	<ul style="list-style-type: none"> ▪ 34 of the TTC’s 69 stations now feature elevators and other accessibility features, with work underway at another 6 stations (including 2 new elevators in service at Ossington Station)
Leslie Barns	<ul style="list-style-type: none"> ▪ On May 28, 2016, Leslie Barns, the TTC’s new, state of the art streetcar carhouse, officially opened. ▪ Frieze wall installation completed.
TR/T1 Rail Yard Accommodation	<ul style="list-style-type: none"> ▪ Awarded Contract AW1-3 "Wilson T&S Building Renovation" on July 08,2016 ▪ Awarded Contract C1-46 "Wilson Carhouse - Access Stairwell at Tracks 9/10" on August 9, 2016 ▪ Awarded Contract AW1-4 "Tie in Car House North Ladder Tracks (tracks 2 to 15)" on September 21, 2016 ▪ Achieved substantial performance of contract “Tie in Track 33 to 43” on September 30, 2016 and “Wilson Carhouse North Expansion” on October 5, 2016.
TYSSE	<ul style="list-style-type: none"> ▪ Downsview Park – Completed installation of ceiling panels, PA speakers, lighting & soffit at platform level. ▪ Finch West-Station temporary power is almost completed and ready for energization. ▪ York University-Completed tiling on concourse level and 90% complete on Platform. ▪ Pioneer Village-Completed installation and energized local panels and mini subs in the tunnels. ▪ June 6, 2016, marked the completion of trackwork in the new Toronto-York Spadina Subway Extension (TYSSE) tunnels and stations where a total of 17.4 kilometers of track and four sections of special track have been installed. The YYSSE in service date is targeted for late 2017.

Major Projects Completed / to be Completed in 2016

Service Area	Key Projects
ATC Resignalling	<ul style="list-style-type: none"> ▪ Dynamic testing of 2 TR trains. ▪ Successful completion of 1 closure for ATC installation. ▪ Commissioned Lawrence West Change over cubicle. ▪ Continued progress on YUS ATC Resignalling project; Phase 1 construction is 78% complete.
Information Technology	<ul style="list-style-type: none"> ▪ WIFI - 52 subway stations have been equipped with Wi-Fi as of November 20, 2016 ▪ External route announcements system are now on all streetcars, subway trains and buses ▪ SAP – Wave I Blueprinting Phase for Release 2 and 3 are well underway. Wave I Release 4 is in progress ▪ VISION – preliminary design has been accepted; Project Binder accepted and final design work has commenced. ▪ Installation of customer information screens in the mezzanine and platform levels at Union Station; Dufferin, York Mills and Lawrence Stations by December 31, 2016.
Other Initiatives	<ul style="list-style-type: none"> ▪ Stations Transformation – on September 28, 2016, the Board approved the TTC’s Stations Transformation Program worth approximately \$51 million in capital investments towards the modernization of the TTC. The Stations Transformation program is to deliver a consistent efficient, safe, clean and engaging experience for customers at the TTC stations. ▪ Wheel Trans Transformation – on November 21, 2016, Board approved the 2017-2026 Capital Budget which includes the Wheel Trans Transformation initiative that is the basis of a design and implementation of a new service delivery model for accessibility services (both specialized and conventional) provided by the TTC in accordance with AODA legislation. ▪ McNicoll Bus Garage - 3rd round design presentations held on July 26,27 2016 ▪ On June 30, 2016, the TTC installed 20 new <u>self-service bicycle repair stops</u> and <u>upgraded bike parking</u> at 6 stations, as promised in the 2016 Customer Charter. ▪ Payment options through Apple pay at collectors booths in all subway stations.

Major Projects Completed / to be Completed in 2016

Service Area	Key Projects
Other Initiatives	<ul style="list-style-type: none">▪ To install time saving signal priority technology at 15 intersections to speed up bus travel time .▪ To lengthen 10 bus stop pads to make them compatible with our higher capacity, articulated buses.▪ To start construction on a bus queue-jump lane to reduce delays and improve travel time.▪ To install new, more-informative, redesigned stop markers at over 3000 transit stops.▪ To reduce delays by 10% fewer (incidents and minutes) on the subway.▪ Repaving of the east parking lot at Finch station is underway.

Capital Budget Variance as of August 27, 2016

Agencies		2016 Approved Cash Flow	2016 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
TTC	Q3	1,220.45	454.98	970.26	79.5%	▼	Ⓒ

Ⓒ >70%

Ⓐ between 50% and 70%

Ⓡ < 50% or > 100%

Key Points:

- TTC spent \$454.98 million or 37.3% of its 2016 Base Capital Budget of \$1.220 billion (including \$101.7 million additional carry forward and \$3.7 million in-year budget adjustments) for the period ended August 27, 2016 with a projection to year end estimated at \$970.3 million or 79.5% of the approved budget.
- Significant project activity is expected during the latter part of the year

Key Capital Issues & Priority Actions for 2017

Vehicle Related Projects	Issues: <ul style="list-style-type: none"> • Major accommodations for vehicles (McNicoll Bus Garage) • Existing facilities renewal • TR/T1 Rail Yard Accommodation
	Priority Actions: <ul style="list-style-type: none"> • Bus Life (18 to 15 Years) • Bus Purchases under PTIF • Option to exercise the 60 Additional LRVs at delivery of 60th vehicle (of 204 order) • Vision Program (CAD/AVL)
Infrastructure Projects	Issues: <ul style="list-style-type: none"> • ATC Resignalling (Line 1 (YUS) and Line 2 (BD)) • PRESTO Implementation • Fire Ventilation Upgrades
	Priority Actions:

Key Capital Issues & Priority Actions for 2017

Other	<p>Issues:</p> <ul style="list-style-type: none"> • AODA Compliance by 2025 • Existing funding programs are coming to an end • \$2.0 B funding shortfall in the base program for 2017-2026 after factoring in Capacity to Spend reductions (\$482 million) and anticipated PTIF funding (\$856M Gross) <hr/> <p>Priority Actions:</p> <ul style="list-style-type: none"> • AODA legislation compliance by 2025 (including Easier Access, AODA communications upgrade, fleet, bus stops) • Various Studies underway that could lead to new projects in future: <ul style="list-style-type: none"> ✓ Interchange Station Rehabilitation–Eglinton Crosstown LRT \$200K ✓ Yonge-Bloor Capacity Improvements (Prelim. Design Study) \$6M ✓ Station Capacity Study for Increase passenger Demand \$600K ✓ Downtown Relief Line Study \$7M ✓ Platform Edge Doors (PEDs) Study \$1M ✓ New Subway Maintenance & Storage Facility - \$7M
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2017 – 2026 Preliminary Capital Budget & Plan



Major Projects in the 2017 – 2026 Preliminary Capital Plan

TTC BOARD APPROVED 2017-2026 BASE CAPITAL BUDGET

Vehicles:

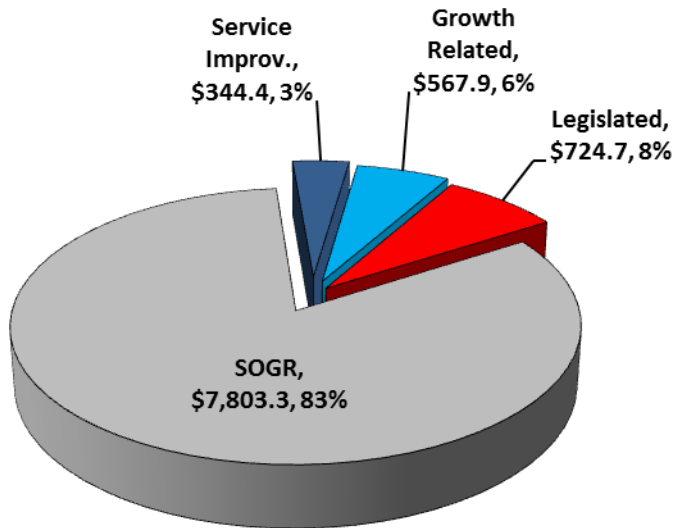
	(\$Millions)	
Purchase of Buses	1,101	} \$4,184 44%
Purchase of Subway Cars	1,210	
Purchase of LRVs	972	
Vehicle Overhaul Programs (Bus, Subway, Streetcar)	781	
Purchase of NRV/NRV Overhaul	120	

Infrastructure Projects:

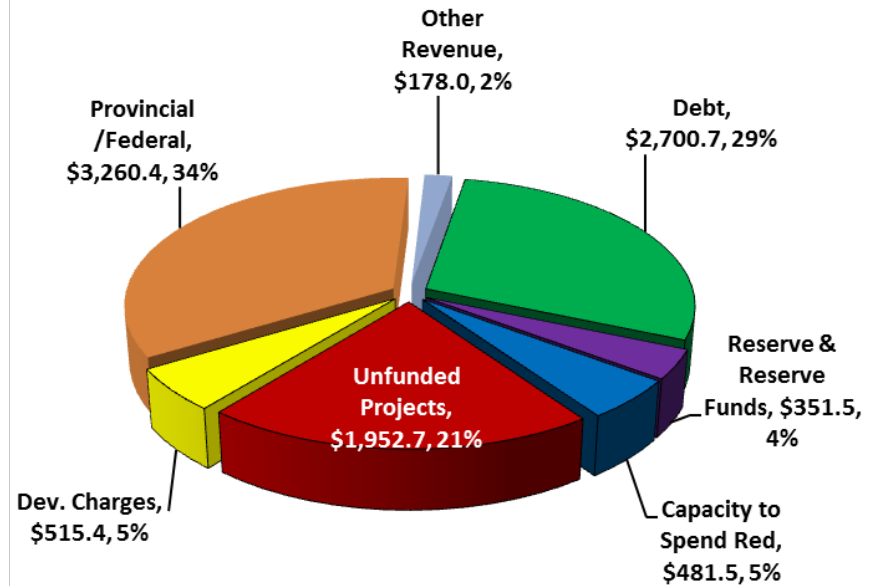
Track Programs	768	} \$5,256 56%
Electrical Systems	389	
Signal Systems (Incl. Line 1 (YUS - \$240) and Line 2 (BD - \$300))	626	
Finishes	157	
Equipment	228	
Yards & Roads	179	
Bridges & Tunnels	417	
Building & Structures:		
- Fire Ventilation Upgrade	284	
- Easier Access Phase III	513	
- TR/T1 Rail Yard Accommodation	341	
- McNicoll Bus Garage	172	
- Leslie Barns	26	
- Wheel-Trans 10 Yr Transformation Program	43	
- Stations Transformation	46	
- LRV Carhouse Facility	46	
- Subway Facility Renewal	57	
- Wilson Garage Ventilation Upgrade	49	
- Wilson Backup Centre	28	
- Duncan Shop Ventilation Upgrade	36	
- Backflow Preventers	27	
- Other Building & Structure Projects	<u>229</u>	
	1,897	
Environmental Projects	69	
Information Technology	345	
Other Projects	182	
Total - Base Program Request	\$9,440	

2017 – 2026 Preliminary Capital Budget & Plan Spending & Funding Sources

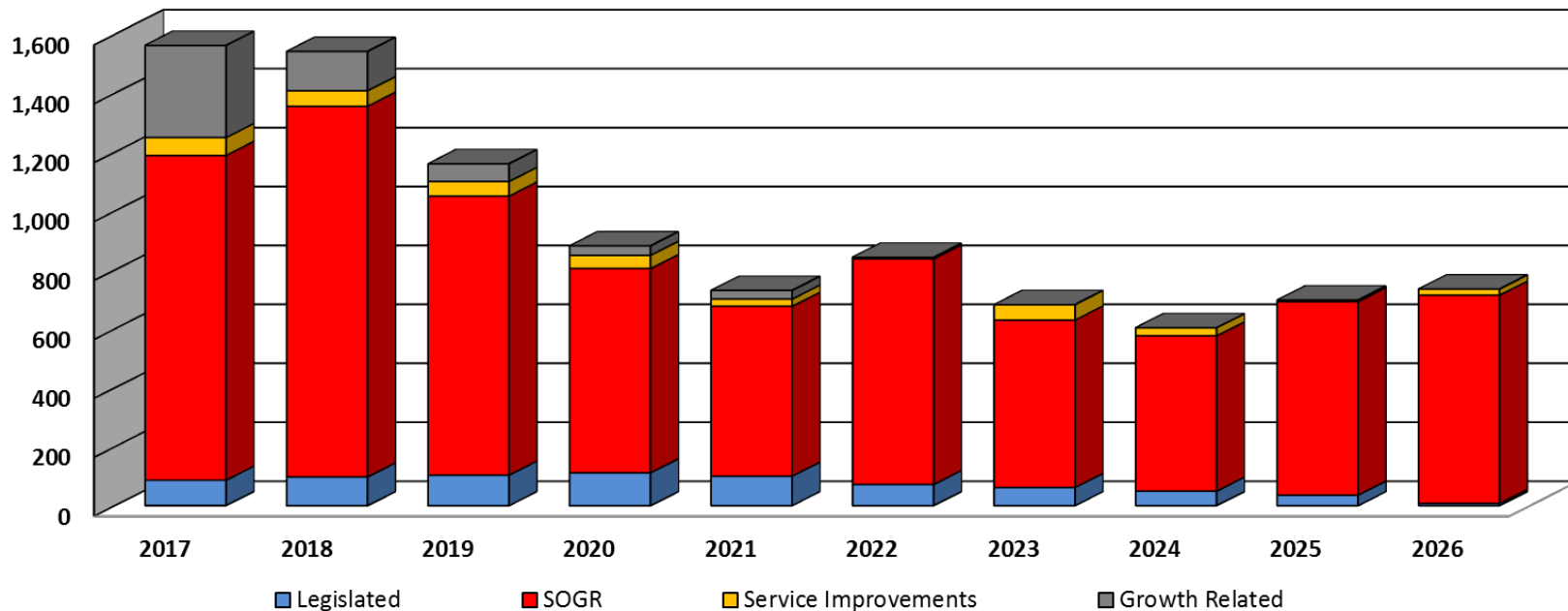
Where the Money Goes
\$9.44 Billion



Where the Money Comes From
\$9.44 Billion



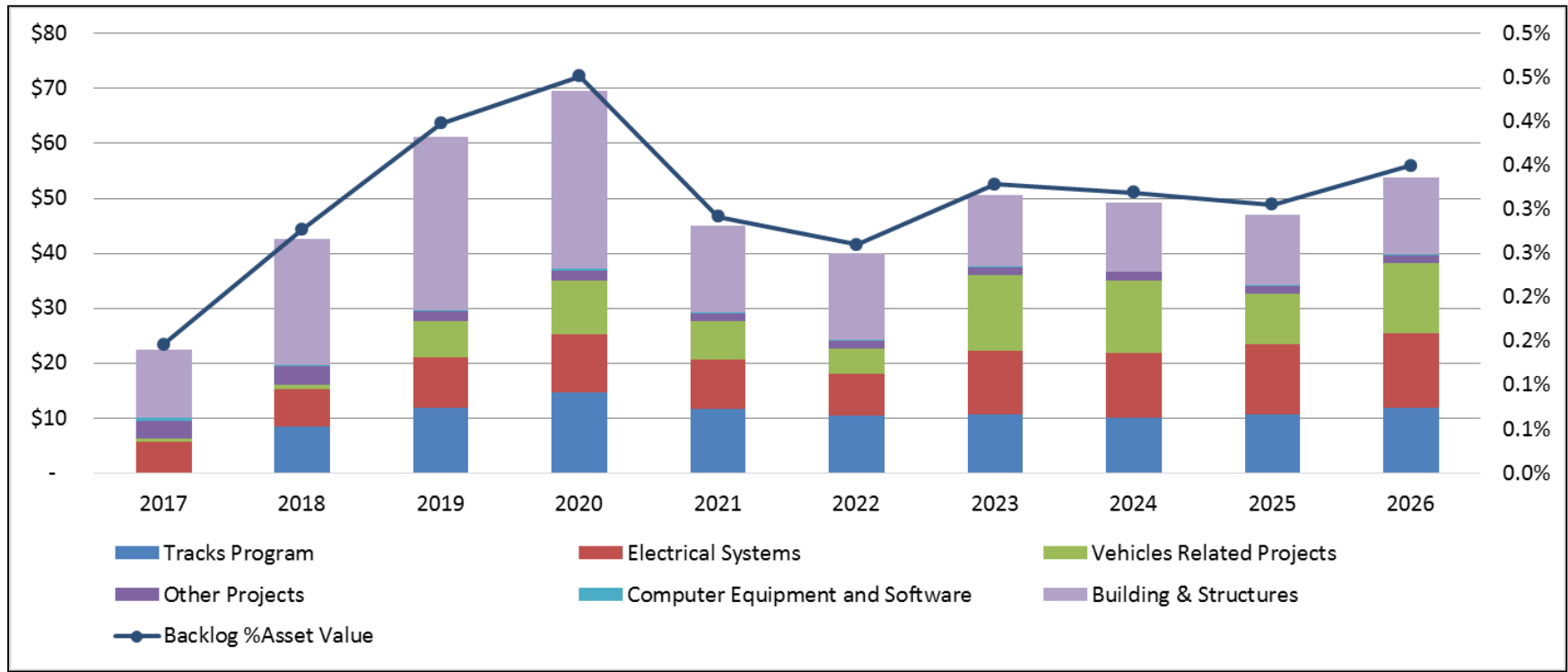
2017 – 2026 Preliminary Capital Budget & Plan by Project Category



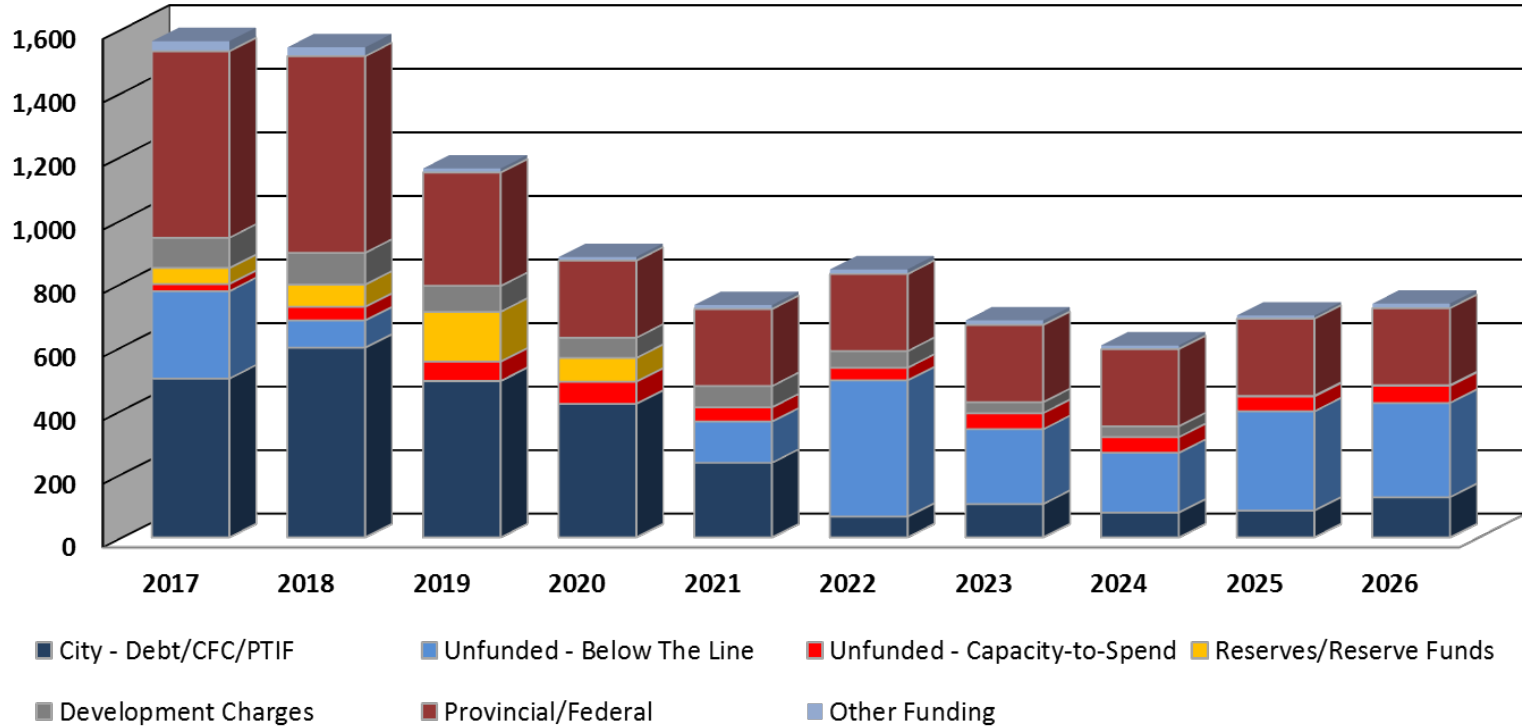
\$ Million	2017 - 2026 Preliminary Capital Budget and Plan by Category									
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Legislated	85	98	104	111	100	72	62	49	36	7
SOGR	1,102	1,258	947	694	577	765	569	527	657	707
Service Improvements	61	53	50	45	25	6	52	27	5	21
Growth Related	313	133	60	32	29	-	-	-	-	-

State of Good Repair Backlog

Accumulated Backlog as a % of Asset Value



2017 – 2026 Preliminary Capital Budget and Plan by Funding Source



\$ Million	2016 - 2025 Preliminary Capital Budget and Plan by Funding Source									
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
City - Debt/CFC/PTIF	500	596	491	420	235	65	105	78	84	126
Unfunded - Below The Line	275	86	1	1	130	429	236	188	312	297
Unfunded - Capacity-to-Spend	23	43	61	70	45	40	51	49	47	54
Reserves/Reserve Funds	50	70	157	75	0	0	0	0	0	0
Development Charges	95	100	82	64	67	52	35	35	2	2
Provincial/Federal	587	618	357	243	243	243	243	243	243	243
Other Funding	32	28	13	11	12	14	14	11	10	14

Incremental Operating Impact of Capital

Net Expenditures (\$000s)	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2022 - 2026 Plan		2017 - 2026 Total	
	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position
Previously Approved Projects														
<i>Train Door Monitoring</i>	(940.7)	(12.0)	0.0	0.0	0.0	0.0	(19,709.0)	(183.0)	(394.0)	0.0	(2,093.0)	0.0	(23,136.7)	(195.0)
<i>Signal Systems</i>	67.0	1.1	65.0	0.6	65.0	0.6	69.0	0.6	43.0	0.0	205.0	0.6	514.0	3.5
<i>Fire Ventilation Upgrade</i>	0.0	0.0	0.0	0.0	0.0	0.0	8.0	0.0	8.0	0.1	8.0	0.1	24.0	0.3
<i>Easier Access Phase III</i>	52.0	0.0	42.0	0.0	31.0	0.0	146.0	0.0	63.0	0.0	357.0	0.0	691.0	0.0
<i>Leslie Barns</i>	544.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	544.6	0.0
<i>McNicoll Bus Garage</i>	0.0	0.0	0.0	0.0	0.0	0.0	9,764.9	68.8	0.0	0.0	0.0	0.0	9,764.9	68.8
<i>Bus Overhaul</i>	561.0	7.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	561.0	7.0
<i>Purchase Rail Non-Revenue Vehicles</i>	0.0	0.0	0.0	0.0	(420.0)	0.0	0.0	0.0	(800.0)	0.0	0.0	0.0	(1,220.0)	0.0
<i>Revenue & Fare Handling Equipment</i>	0.0	0.0	4,000.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4,000.0	0.0
<i>PRESTO</i>	(1,075.5)	4.0	6.1	(11.0)	(204.7)	0.0	0.0	(2.0)	0.0	0.0	0.0	0.0	(1,274.1)	(9.0)
<i>Information Technology System</i>	2,979.0	7.8	4,949.7	8.5	4,354.2	0.0	1,005.0	4.5	272.6	0.5	2,628.7	0.5	16,189.1	21.8
<i>Service Planning</i>	(42.0)	0.3	(40.0)	0.0	70.0	0.0	70.0	0.0	70.0	0.0	210.0	0.0	338.0	0.3
Sub-Total Previously Approved	2,145.4	8.2	9,022.8	(1.9)	3,895.5	0.6	(8,646.1)	(111.1)	(737.4)	0.6	1,315.7	1.2	6,995.8	(102.4)
New Projects														
<i>Wheel-Trans 10-Yr Transformation Program</i>	968.0	8.0	738.0	6.0	170.0	2.0	290.0	3.0	232.0	2.0	1,868.0	13.0	4,266.0	34.0
<i>Stations Transformation</i>	(383.0)	0.0	(5,277.0)	(51.0)	383.0	0.0	277.0	0.0	0.0	0.0	0.0	0.0	(5,000.0)	(51.0)
Sub-Total New Projects	585.0	8.0	(4,539.0)	(45.0)	553.0	2.0	567.0	3.0	232.0	2.0	1,868.0	13.0	(734.0)	(17.0)
Total Base Programs	2,730.4	16.2	4,483.8	(46.9)	4,448.5	2.6	(8,079.1)	(108.1)	(505.4)	2.6	3,183.7	14.2	6,261.8	(119.3)
<i>Toronto York Spadina Subway Extension</i>	12,373.8	87.9	16,583.0	116.1	0.0	0.0	0.0	0.0	165.0	0.0	540.9	2.0	29,662.8	206.0
Sub-Total TYSSE	12,373.8	87.9	16,583.0	116.1	0.0	0.0	0.0	0.0	165.0	0.0	540.9	2.0	29,662.8	206.0
Total Programs	15,104.2	104.1	21,066.8	69.2	4,448.5	2.6	(8,079.1)	(108.1)	(340.4)	2.6	3,724.6	16.2	35,924.5	86.8

Key Points:

- One Person Train Operator (OPTO) – savings are anticipated as a result of the change in subway train operation from the current 2 person crew to single operator operation.
- McNicoll Bus Garage - \$9.765M includes \$7.4M for labour and \$2.3M for non-labour (including utilities).
- Wheel-Trans 10 -Yr Transformation program - There will be over \$350M in cost avoidance through the implementation of the Family of Services model. Operational investment includes \$4.2M with 34 positions for the WT organization over a 10-Yr period.
- Station Transformation - \$5.0M savings
- PRESTO - \$1.274M saving includes \$1.267M labour and \$0.007M non-labour.
- Information Technology – Includes SAP (\$3.1M); Service Delivery Management (\$1.6M); Vision Program (\$7.7M); Information Management (\$1.3M); Infrastructure Management (\$1.4M) and other projects (\$3.0M).

Capacity-to-Spend & Unfunded Capital Projects

Project Description (\$ Million)	Total Project Expenditure	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<u>Capacity to Spend Projects</u>											
<i>Subway Track</i>	50.7	-	-	6.0	8.8	6.7	5.6	5.7	5.8	5.9	6.0
<i>Surface Track</i>	49.6	-	8.5	6.0	5.9	4.9	4.7	4.9	4.2	4.8	5.7
<i>Traction power</i>	28.0	2.3	3.6	3.5	3.5	2.2	2.2	2.4	2.4	2.8	3.0
<i>Power Dist./Electric Systems</i>	10.8	1.2	1.2	1.2	1.2	1.0	1.0	1.0	1.0	1.0	1.2
<i>Communications</i>	11.9	1.5	1.4	1.3	1.2	0.9	1.1	1.1	1.0	1.1	1.3
<i>Signal Systems</i>	4.4	0.5	0.6	0.5	0.5	0.4	0.4	0.4	0.4	0.4	0.4
<i>Finishes</i>	21.0	0.8	1.0	3.1	3.5	3.2	3.9	1.6	1.3	1.1	1.4
<i>Equipment</i>	19.3	1.9	1.4	2.5	2.7	2.0	1.6	1.7	1.6	1.6	2.3
<i>On-Grade Paving Rehabilitation</i>	22.1	0.6	2.3	2.7	3.5	2.8	2.8	1.8	1.8	1.9	1.9
<i>Bridges and Tunnels</i>	63.2	2.7	7.0	7.3	7.4	5.8	6.2	6.4	6.6	7.0	7.1
<i>Fire Ventilation Upgrade</i>	23.7	2.7	3.7	7.7	9.5	-	-	-	-	-	-
<i>Replacement of Wheel-Trans Vehicles</i>	10.2	-	-	-	1.6	1.3	1.3	1.4	1.5	1.5	1.6
<i>Automotive Non-Revenue Vehicles</i>	5.2	0.7	0.7	0.7	0.6	0.5	0.5	0.5	0.3	0.3	0.3
<i>Rail Non-Revenue Vehicle Overhaul</i>	0.8	0.0	0.1	0.0	0.2	0.1	0.1	0.1	0.1	0.1	0.1
<i>Tools and Shop Equipment</i>	4.2	0.7	0.8	0.4	0.5	0.3	0.4	0.3	0.3	0.3	0.3
<i>Environmental Programs</i>	6.3	0.6	0.7	0.7	0.7	0.6	0.6	0.6	0.6	0.6	0.6
<i>Information Technology System</i>	2.4	0.6	0.2	0.2	0.3	0.2	0.2	0.2	0.2	0.2	0.2
<i>Furniture & Office Equipment</i>	0.7	0.1	0.1	0.1	0.1	0.1	0.0	0.1	0.0	0.1	0.0
<i>Other Service Planning</i>	4.2	1.2	0.4	0.4	0.4	0.3	0.3	0.3	0.3	0.3	0.3
<i>Transit Shelters & Loops</i>	0.5	0.0	0.1	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0
<i>Other Bldgs & Structures Projects</i>	33.1	3.6	7.6	8.1	5.8	1.8	1.2	1.4	1.1	1.1	1.3
<i>Bus Overhaul</i>	62.5	-	-	5.9	7.4	5.2	2.7	11.9	11.4	7.2	10.8
<i>Other Maintenance Equipment</i>	3.5	0.5	1.4	0.3	0.2	0.2	0.2	0.2	0.2	0.2	0.2
<i>ATC Resignalling</i>	43.3	0.0	0.0	2.5	4.1	4.5	3.0	6.8	7.1	7.4	7.8
Sub-Total Capacity-to-Spend Projects	481.5	22.5	42.7	61.2	69.5	44.9	40.0	50.6	49.2	47.0	53.9
<u>Unfunded Projects</u>											
<i>Fire Ventilation Upgrade</i>	162.7	-	-	-	-	53.2	49.8	20.8	13.5	13.6	11.9
<i>Purchase of Subway Cars</i>	1,185.2	-	0.2	0.5	0.6	1.5	293.4	161.6	158.4	298.7	270.3
<i>Purchase of Buses</i>	244.6	-	-	-	-	75.1	85.5	53.2	16.2	-	14.6
<i>Purchase of Streetcars</i>	360.9	275.1	85.8	-	-	-	-	-	-	-	-
Sub- Unfunded Projects	1,953.4	275.1	86.0	0.5	0.6	129.8	428.8	235.5	188.1	312.3	296.8
Total Cap. To Spend & Unfunded Projects	2,435.0	297.6	128.7	61.8	70.1	174.7	468.7	286.1	237.2	359.3	350.6

2017 – 2026 Preliminary Capital budget and plan

BACK UP SLIDES

Major Projects in the 2017 – 2026 Preliminary Capital Plan

Programs	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2017 to 2026
Infrastructure Related Programs:											
Tracks:	87,113	97,674	75,171	73,723	77,265	69,126	70,548	66,878	71,648	78,576	767,722
1.1 Subway Track	34,020	47,870	41,053	44,171	44,858	37,488	38,118	38,855	39,592	40,269	406,294
1.2 Surface Track	53,093	49,804	34,118	29,552	32,407	31,638	32,430	28,023	32,056	38,307	361,428
Signals, Electrical, Communications:	140,546	141,387	133,188	108,214	75,011	76,762	80,280	81,014	84,637	93,680	1,014,719
2.1 Traction Power	24,743	19,712	17,993	17,939	14,849	14,814	15,734	15,961	18,358	20,223	180,326
2.2 Power Distribution	10,322	10,539	8,637	6,005	6,452	6,460	6,543	6,618	6,865	7,666	76,107
2.3 Communications	27,405	27,072	17,375	9,227	8,862	8,494	8,256	7,335	7,357	11,125	132,508
2.4 Signal Systems	17,727	17,690	13,319	12,071	6,855	4,553	4,111	3,963	2,625	2,734	85,648
2.4 YUS/BD Resignalling	60,349	66,374	75,864	62,972	37,993	42,441	45,636	47,137	49,432	51,932	540,130
Buildings and Structures:	356,779	476,963	478,351	434,322	348,496	230,258	167,694	144,839	131,968	108,887	2,878,557
3.1 Finishes	18,993	18,560	17,251	17,658	21,887	26,217	10,900	8,841	7,652	9,325	157,284
3.2 Equipment	36,307	43,693	29,948	27,894	23,271	16,304	12,037	11,172	10,862	16,115	227,603
3.3 Yards & Roads	12,847	22,414	24,307	30,046	18,785	19,152	12,295	12,483	12,672	13,528	178,529
3.4 Bridges & Tunnels	42,630	40,821	36,995	36,776	38,701	41,124	42,368	43,784	46,439	47,128	416,766
3.9 Fire Ventilation Upgrade	13,647	18,385	38,707	47,524	56,529	49,845	20,770	13,460	13,561	11,876	284,304
3.9 Easier Access Phase III	42,772	54,584	66,094	76,332	74,489	66,364	56,664	44,702	30,917	-	512,918
3.9 Leslie Barns	20,411	4,500	1,350	-	-	-	-	-	-	-	26,261
3.9 Toronto Rocket Yard & Storage Track Accommodation	47,754	71,703	86,252	90,674	43,685	-	250	250	-	-	340,568
3.9 McNicoll Bus Garage	14,780	39,810	55,590	32,209	29,451	-	-	-	-	-	171,840
3.9 Other Buildings & Structures	106,638	162,493	121,857	75,209	41,698	11,252	12,410	10,147	9,865	10,915	562,484
Tooling, Machinery and Equipment	22,884	14,580	3,365	3,658	3,530	3,820	3,383	3,445	3,529	3,757	65,951
5.1 Shop Equipment	3,480	3,889	1,880	2,280	2,151	2,382	2,000	2,010	1,947	2,151	24,170
5.2 Revenue & Fare Handling Equipment	8,000	1,245	175	250	250	250	250	300	300	300	11,320
5.3 Other Maintenance Equipment	2,613	7,162	1,310	1,128	1,129	1,188	1,133	1,135	1,282	1,306	19,386
5.4 Fare System	8,791	2,284	-	-	-	-	-	-	-	-	11,075
Environmental Issues	7,122	9,695	5,465	9,321	16,527	4,475	3,900	4,000	4,100	4,200	68,805
6.1 Environmental Program	7,122	9,695	5,465	9,321	16,527	4,475	3,900	4,000	4,100	4,200	68,805
Computer Equipment & Software	82,871	86,179	31,085	44,228	13,613	15,113	14,852	11,969	9,120	36,317	345,347
7.1 & 7.2 IT Systems/Infrastructure	82,871	86,179	31,085	44,228	13,613	15,113	14,852	11,969	9,120	36,317	345,347
Other:	62,963	22,435	5,972	5,918	5,060	2,472	2,727	2,470	2,543	2,296	114,856
9.1 Furniture & Office Equipment	491	360	262	683	425	237	492	235	508	261	3,954
9.2 Service Planning	62,472	22,075	5,710	5,235	4,635	2,235	2,235	2,235	2,035	2,035	110,902
Subtotal - Infrastructure Related Programs	760,278	848,913	732,597	679,384	539,502	402,026	343,384	314,615	307,545	327,713	5,255,957
Vehicle Related Programs:											
4.11 Purchase of Buses	229,981	229,025	137,298	108,783	113,056	97,143	62,465	21,877	-	14,609	1,014,237
4.11 Purchase of Future Wheel Trans	6,920	6,920	7,629	8,010	8,411	8,831	9,273	9,737	10,224	10,735	86,690
4.12 Purchase of Subway Cars	20,968	4,325	524	584	1,523	293,407	161,569	158,376	298,699	270,290	1,210,265
4.13 Bus Overhaul	44,358	43,892	39,521	37,122	34,981	17,833	79,200	75,755	48,287	71,762	492,711
4.15 Streetcar Overhaul	12,515	1,801	-	633	649	422	1,578	2,358	6,198	11,853	38,007
4.16 Subway Car Overhaul	56,089	31,807	29,158	17,437	15,494	13,574	18,426	18,480	24,415	25,896	250,776
4.18 Purchase of Streetcars	415,309	353,791	190,693	11,743	-	-	-	-	-	-	971,536
4.21 Purchase Non Revenue Vehicles	3,500	3,500	3,700	3,100	3,100	3,300	3,400	2,100	2,100	2,100	29,900
4.22 Rail Non-Revenue Vehicle Overhauls	3,453	3,402	3,401	3,667	4,548	1,795	1,230	534	550	570	23,150
4.23 Purchase Rail Non-Revenue Vehicle	8,073	14,649	16,216	11,690	9,595	4,804	1,992	-	-	-	67,019
Subtotal - Vehicle Related Programs	801,166	693,112	428,140	202,769	191,357	441,109	339,133	289,217	390,473	407,815	4,184,291
BASE PROGRAM - TOTAL	1,561,444	1,542,025	1,160,737	882,153	730,859	843,135	682,517	603,832	698,018	735,528	9,440,248
Toronto York Spadina Subway Extension (TYSSE)	545,057	160,255	-	-	-	-	-	-	-	-	705,312
Scarborough Subway Extension (SSE)	125,194	577,963	417,160	485,175	478,466	562,384	458,681	247,581	147,633	-	3,500,237
TOTAL - BASE, TYSSE & SSE Programs	2,231,695	2,280,243	1,577,897	1,367,328	1,209,325	1,405,519	1,141,198	851,413	845,651	735,528	13,645,797

