

Toronto Transit Commission

2018 Preliminary Operating Budget and 2018 - 2027 Preliminary Capital Budget & Plan

Budget Committee



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Agency Overview



Services Delivered By TTC & Wheel-Trans



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

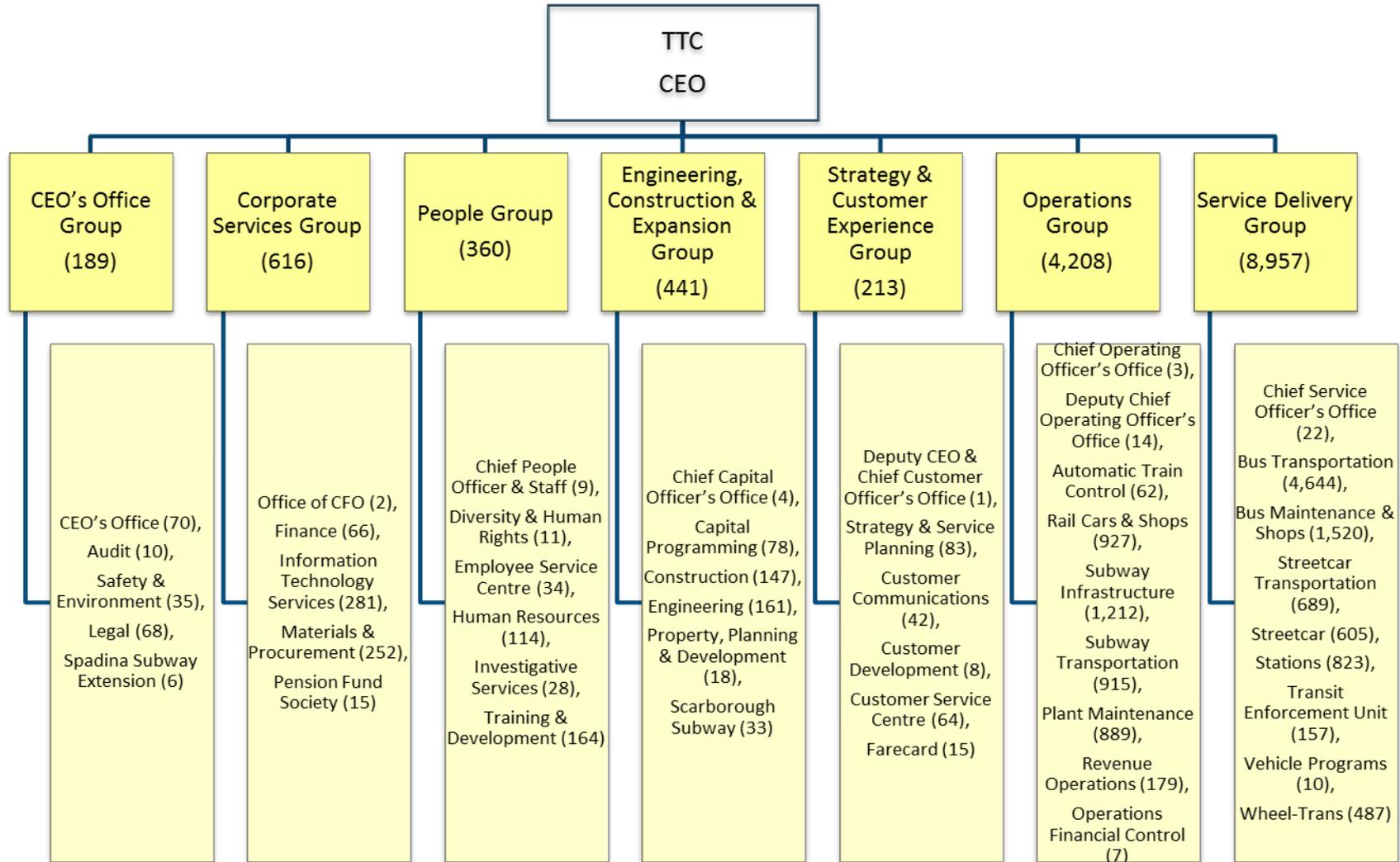


Type of Capital Assets

Asset Value – Insurable replacement value over \$15.973 billion

- Revenue Vehicles
 - Subway Cars - \$2.5 billion
 - Buses - \$1.4 billion
 - Streetcars - \$1.2 billion
 - SRT Vehicles - \$142.8 million
- Rail Service Equipment & Non Revenue Vehicles - \$174.6 million
- Stations & Buildings - \$5.4 billion
- Tunnels, Tracks & Structures - \$5.0 billion

2018 Organizational Chart

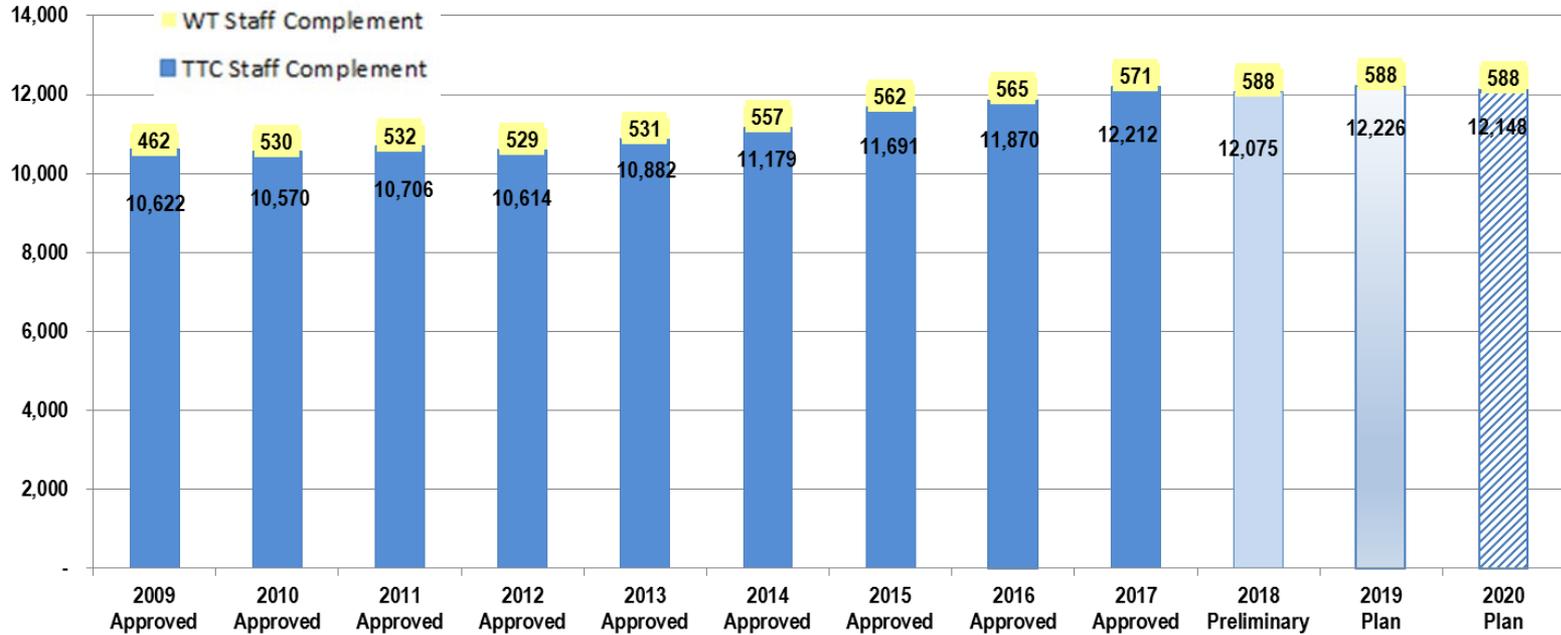


2018 Organizational Chart



Budget	Category	Officials	Management with Direct Reports	Management without Direct Reports / Exempt Professional & Clerical	Union	Total
Operating	Permanent Pos	48	900	1,281	10,413	12,642
	Temporary Pos		4	15	2	21
	Total Operating	48	904	1,296	10,415	12,663
Capital	Permanent Pos	23	279	880	999	2,181
	Temporary Pos		11	29	100	140
	Total Capital	23	290	909	1,099	2,321
Total	Total	71	1,194	2,205	11,514	14,984

Staffing Trend (Excludes Capital Positions)



Staffing Trends:

- Prior years largely driven added operators to service ridership growth
- 2017 increases predominately arise from opening of TYSSE
- Overall reduction of 120 operating positions in 2018 through various changes
- Staffing needs in 2019 support TYSSE, ridership growth and the opening of the new bus garage, partially reduced in 2020 through One Person Train Operation

Vacancy Analysis



TTC & WT	2015			2016			2017 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	233.0	1.9%	12,253.0	48.0	0.4%	12,435.0	364.0	109.0	0.9%	12,783.0
Capital	360.0	17.8%	2,021.0	313.0	14.9%	2,105.0	458.0	176.0	8.0%	2,213.0
Total	593.0	4.2%	14,274.0	361.0	2.5%	14,540.0	822.0	285.0	1.9%	14,996.0

* Based on the 2017 9-month Quarterly Variance Report

- Anticipated overall year-end vacancy rate of 1.9%
 - 0.9% for operating positions
- Continued challenge with capital vacancies
 - Ongoing initiatives on apprenticeship programs & recruiting strategies to address gaps particularly in skilled trade positions

Operating Budget Overview



2017 Key Service Accomplishments



Program	Key Accomplishments
TTC	<ul style="list-style-type: none"> ✓ TTC named North America’s best transit agency for 2017 by APTA ✓ Open the Line 1 Toronto-York Spadina Subway Extension with six new fully accessible modern stations ✓ Launch of monthly passes on PRESTO fare card ✓ Install 200 passenger information displays in shelters to provide real time information on vehicle arrivals ✓ Launch a Safety and Security app as another tool for customers to report related incidents ✓ TTC customer satisfaction rated at a high of 82% in Q2 2017 ✓ WI-FI available at all stations
Wheel-Trans	<ul style="list-style-type: none"> ✓ Rolled-out new Wheel-Trans eligibility processes and expand eligibility criteria ✓ Introduced Wheel-Trans Family of Services pilot

Operating Budget Variance as of Oct. 31, 2017

In \$ Millions	Year-to-Date							Year-End Projection						
	Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
	\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Toronto Transit Commission - Conventional	(78.3)	▼	(1.0)	—	(77.2)	▼	Ⓞ	(56.1)	▼	(18.0)	▼	(38.1)	▼	Ⓞ
Toronto Transit Commission - Wheel Trans	(14.8)	▼	(0.6)	▼	(14.1)	▼	Ⓞ	(16.0)	▼	(0.9)	▼	(15.1)	▼	Ⓞ

- **TTC Revenue:** No Stabilization Draw (\$14M)
- **TTC Expenses:**
 - Labour (vacancies, especially skilled trades) (\$15M)
 - Non-labour (primarily vehicle maintenance) (\$11M)
 - Employee Benefits (\$10M)
 - Energy price/consumption savings (\$10M)
 - PRESTO fees (\$7M)
- **Wheel-Trans Expenses:**
 - Contracted Taxi Services (actual ridership below budget) (\$12M)
 - Wheel-Trans – Functional Assessments and Appeals (\$2M)

Key Issues & Challenges for 2018 and Beyond

<p>TTC</p>	<p>Issues:</p> <ul style="list-style-type: none"> ▪ Prior year decisions & legislative changes account for \$37M in 2018 cost pressures. <ul style="list-style-type: none"> ➤ TYSSE: \$25M ➤ PRESTO: \$8M ➤ Bill 148: \$4M
	<p>Challenges:</p> <ul style="list-style-type: none"> ▪ Maintain service levels and accommodate ridership demand ▪ Predictable and sustainable long-term funding to support current operations & future growth.
<p>Wheel-Trans</p>	<p>Issues:</p> <ul style="list-style-type: none"> ▪ AODA legislative changes and implementation of the Family of Services model
	<p>Challenges:</p> <ul style="list-style-type: none"> ▪ Accommodation of ridership growth demands

Service Objectives & Key Priority Actions

TTC	<p>Service Objectives:</p> <ul style="list-style-type: none"> ➤ Ridership Growth ➤ Enhance the Customer Service Experience ➤ Enhance the TTC’s Financial Sustainability
	<p>Key Priority Actions:</p> <ul style="list-style-type: none"> ✓ Ridership Growth Strategy ✓ Complete transition to PRESTO ✓ Business Modernization & Transformation Initiatives
Wheel-Trans	<p>Service Objectives:</p> <ul style="list-style-type: none"> ➤ Accommodate growing ridership demand ➤ Facilitate spontaneous trip making
	<p>Key Priority Actions:</p> <ul style="list-style-type: none"> ✓ Continue gradual rollout of the Family of Services model ✓ Increase Wheel-Trans dispatch and service support

Business Modernization & Transformation Initiatives

Service Area	Transformation Initiative
TTC	<ul style="list-style-type: none">➤ Automatic Train Control: Enhance Line 1 Capacity➤ Implementation of One-Person Train Operation➤ New Stations Model➤ PRESTO Implementation➤ VISION system to modernize the management of the bus and streetcar service & maintenance➤ SAP to modernize financial and human resources practices
Wheel-Trans	<ul style="list-style-type: none">➤ Family of Services model

Expense Risks – 2018 Budget

Inherent risk built into the 2018 Operating Budget in an effort to adhere to Council expectations to minimize the operating pressure. Risks include:

➤ PRESTO adoption rates

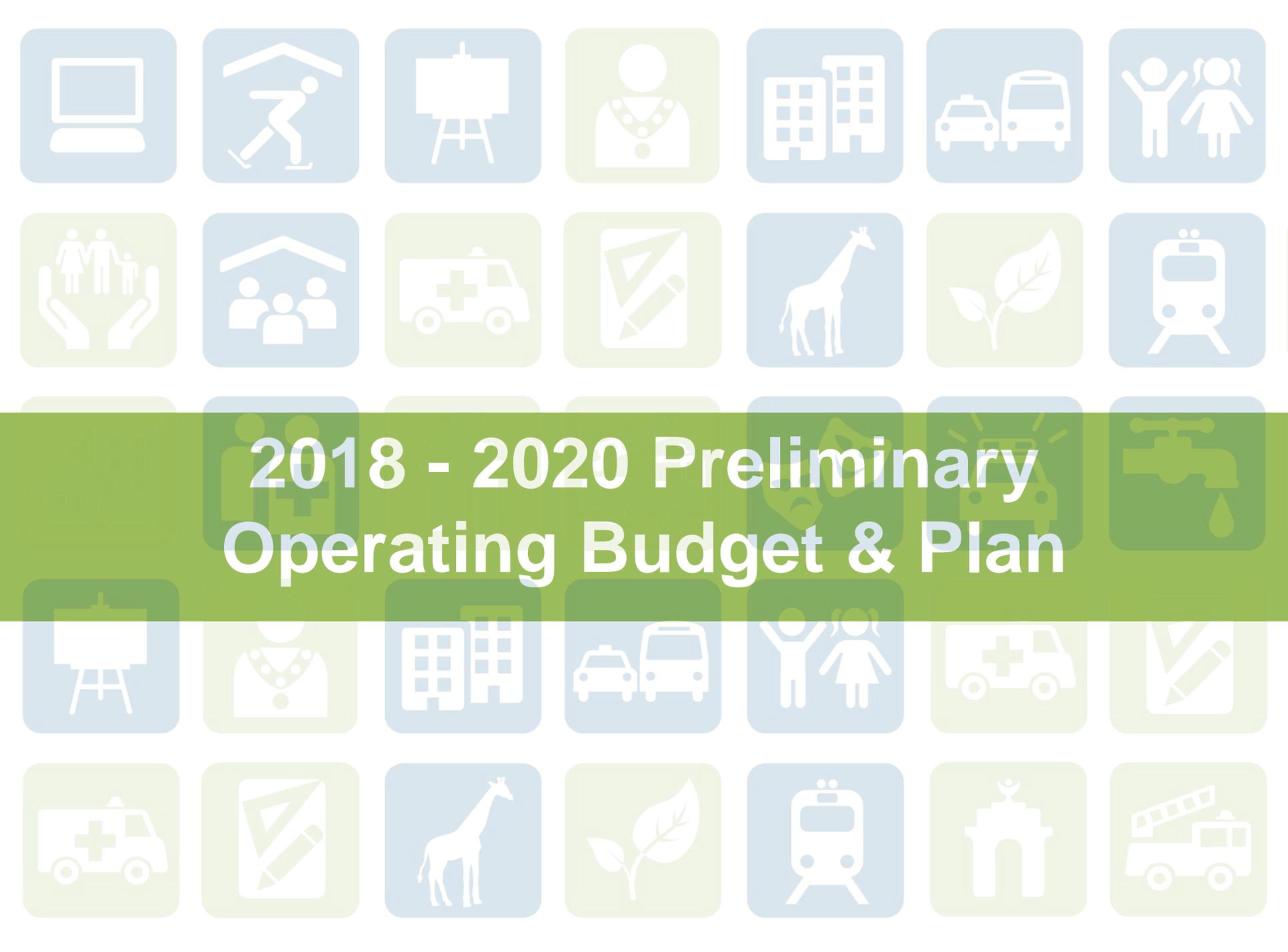
Higher adoption rates than the currently assumed 45% average, will result in increased PRESTO transaction fees **(Every 2% increase in annual PRESTO adoption rates will increase transition costs in 2018 by \$1.1 million)**

➤ Budget includes minimal provision **(\$4.1M)** for impact of Bill 148 “Fair Workplace Better Jobs

Act.” Based on information available to date, potential cost/productivity loss of \$17.6 million.

➤ Additional Base Budget reductions based on 2017 actuals, potential pressure if current experience doesn’t continue into the 2018, including:

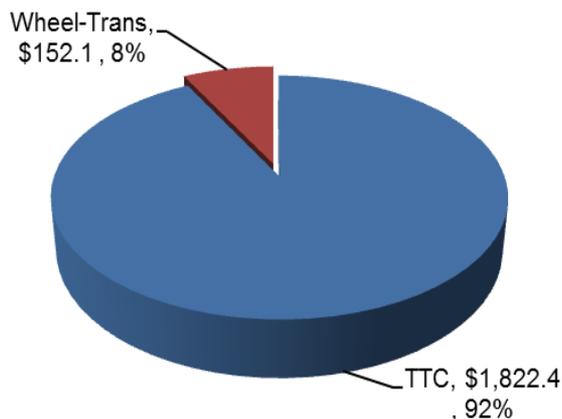
- Higher Average Fare of 3.2 cents **(\$17M Impact)**
- Reduced Benefits costs **(\$10M Impact)**
- Reduced Non-Labour budget based on line by line review **(\$11.2M Impact)**
- Reduced Diesel consumption rates based on new vehicle **(\$3.7M Impact)**
- Reduced Accident Claims budget **(\$3M Impact)**



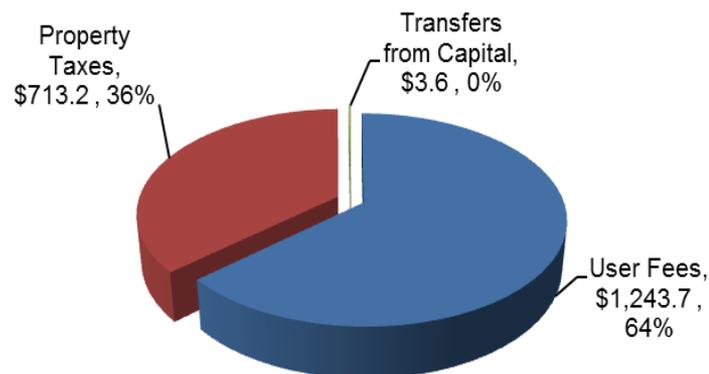
**2018 - 2020 Preliminary
Operating Budget & Plan**

2018 Preliminary Operating Budget Gross Expenditures by Service & Funding Source

Where the
Money Goes
\$1,974.5 Million



Where the Money
Comes From
\$1,974.5 Million



2018 Preliminary Operating Budget Summary

(In \$000s)	2017	2018 Preliminary Operating Budget			2018 Preliminary vs. 2017 Budget Change		Incremental Change			
	Budget	Base	New/Enhanced	Total Budget			2019 Plan		2020 Plan	
By Service	\$	\$	\$	\$	\$	%	\$	%	\$	%
TTC										
Gross Expenditures	1,804,282.3	1,822,421.4		1,822,421.4	18,139.1	1.0%	76,186.6	4.2%	41,531.7	2.2%
Revenue	1,257,436.4	1,252,679.6		1,252,679.6	(4,756.8)	(0.4%)	17,600.0	1.4%	36,200.0	2.8%
Net Expenditures	546,845.9	569,741.8		569,741.8	22,895.9	4.2%	58,586.6	10.3%	5,331.7	0.8%
Wheel-Trans										
Gross Expenditures	151,169.3	152,055.2		152,055.2	885.9	0.6%	11,207.2	7.4%	8,982.7	5.5%
Revenue	8,491.5	8,631.1		8,631.1	139.6	1.6%	1,006.0	11.7%	980.0	10.2%
Net Expenditures	142,677.8	143,424.1		143,424.1	746.3	0.5%	10,201.2	7.1%	8,002.7	5.2%
Total										
Gross Expenditures	1,955,451.6	1,974,476.6		1,974,476.6	19,025.0	1.0%	87,393.8	4.4%	50,514.4	2.4%
Revenue	1,265,927.9	1,261,310.7		1,261,310.7	(4,617.2)	(0.4%)	18,606.0	1.5%	37,180.0	2.9%
Total Net Expenditures	689,523.7	713,165.9		713,165.9	23,642.2	3.4%	68,787.8	9.6%	13,334.4	1.7%
Approved Positions	14,996.0	14,984.0		14,984.0	(12.0)	(0.1%)	151.0	1.0%	(78.0)	(0.5%)

- \$37.5 million in 2018 pressures result from key prior year decisions and legislative changes:
 - TYSSE \$25.3M
 - PRESTO \$8.2M
 - Bill 148 \$4M
- All other items result in a net reduction of \$14M without impacting service levels and with no fare increase

Key Cost Drivers

TTC and Wheel-Trans (In \$000s)	Total Base Changes	
	\$	Position
Gross Expenditure Changes		
Impacts of Major Customer Initiatives		
TYSSE	29,500.0	26.0
PRESTO	13,000.0	(48.0)
Prior Year Impacts		
CBA to March 31, 2018	6,700.0	
Benefits Inflation and Utilization	9,000.0	
Diesel Price Change	1,500.0	
Reversal of Stabilization Reserve	14,000.0	
Annualization of faregate contract	1,800.0	
Annualization of 2017 workforce and service changes	1,600.0	
Material Price Increase (2%)	2,800.0	
Utility Price Change	2,300.0	
Legislative Change		
Bill 148 - Emergency Leave (Minimal costs)	4,100.0	
Operating Impacts of Capital		
SAP: Managed Services, Licenses & Operational Support	2,100.0	5.0
Vision: Equipment Maintenance and Training Backfill Impacts	1,600.0	(5.0)
Vehicles Off Warranty & Pantograph Maintenance	3,700.0	6.0
Orion VII diesel retirements	(11,000.0)	(19.0)
Operation of additional LFLRVs	(1,600.0)	(16.0)
Lease savings - New Markham Road Facility	(1,000.0)	
Other Base Changes		
Service commensurate with 539M rides	(2,400.0)	(40.0)
Vehicle Maintenance	2,000.0	
Plant & Facility Maintenance	1,000.0	
IT Licenses & Contracts	2,000.0	
Employee Benefit Budget Reductions	(4,000.0)	
Wheel-Trans Service Requirements	6,400.0	17.0
All other Changes (Net)	1,921.2	(48.0)
Total Gross Expenditure Changes	87,021.2	(122.0)
Revenue Changes		
Passenger Revenue: Average Fare offsetting ridership decrease	(3,500.0)	
Commuter Parking Revenue (excluding TYSSE lots)	2,500.0	
Total Revenue Changes	(1,000.0)	
Net Expenditure Changes	86,021.2	(122.0)

- Key Cost drivers essentially comprised of impact of prior year decisions and legislative change.
- \$18.5M in reductions were included in original submission.

Actions to Achieve Budget Target Included in 2018 Preliminary Service Change Summary

TTC and Wheel-Trans Description (\$000s)	Total Service Changes		
	\$	\$	#
	Gross	Net	Position
Base Changes:			
Revised Forecast/Cost Estimate			
PRESTO	(4,700.0)	(4,700.0)	
TYSSE	(4,189.0)	(4,189.0)	
Impact of vehicles coming off warranty	(2,100.0)	(2,100.0)	
WT Ridership	(4,100.0)	(4,100.0)	
Other Adjustments	(800.0)	(800.0)	
Expenditure Reductions - Identified Following Original Submission			
Benefits	(6,200.0)	(6,200.0)	
Diesel - Consumption Rate	(3,800.0)	(3,800.0)	
Diesel (Hedging)	(2,100.0)	(2,100.0)	
Streetcar Way Design Changes	(500.0)	(500.0)	
T1 Speed Control System	(800.0)	(800.0)	
Line-By-Line:			
Hybrid Batteries - Reduced replacement requirement	(4,500.0)	(4,500.0)	
Departmental Non-Labour Reductions	(5,400.0)	(5,400.0)	
Natural Gas price adjustment	(1,000.0)	(1,000.0)	
WT Functional Assessments & Appeals	(300.0)	(300.0)	
Accident Claims	(3,000.0)	(3,000.0)	
Streetcar Leslie Barns gapping - LRV delay	(1,400.0)	(1,400.0)	
Base Expenditure Change	(44,889.0)	(44,889.0)	
Base Revenue Changes			
Stabilization Reserve		(14,000.0)	
VIP Program: Transfer to MDP		(500.0)	
Base Revenue Change		(14,500.0)	
Sub-Total	(44,889.0)	(59,389.0)	
Service Efficiencies			
Increased Use of Blanket Orders	(1,000.0)	(1,000.0)	
Core Management Process Improvements	(500.0)	(500.0)	
Aftermarket Warranty Program	(690.0)	(690.0)	1.0
Accounts Payable/Diesel Purchases	(800.0)	(800.0)	1.0
Sub-Total	(2,990.0)	(2,990.0)	2.0
Total Changes Following Original Submission	(47,879.0)	(62,379.0)	2.0

- Identified a further \$62.4M in reductions, efficiencies and bridging strategies to reduce base incremental subsidy requirement to \$23.6M.
- Other than the operating impact of YYSSE, this effectively represents absorption of all base cost pressures, without a fare increase.

Remaining Key Cost Drivers

Description (\$Millions)	Gross	Revenue	Net	Pos.
2017 Approved Budget	1,955.5	1,265.9	689.5	14,996
TYSSE	21.3	-4.0	25.3	26
Presto Fees	8.2		8.2	
Bill 148 - Min. Emergency Leave Impact	4.1		4.1	
Total Key Prior Year & Legislative Changes Impacts	33.6	-4.0	37.6	26
% Change from 2017	1.7%	-0.3%	5.5%	0.2%

Net Other 2018 TTC Budget Changes	36.0	-1.1	37.1	-5
2018 Operating Budget Reductions	-50.6	0.5	-51.1	-33
2018 TTC Budget Changes (Excluding Key Prior Years & Legislative Change Impacts)	-14.6	-0.6	-14.0	-38
% Change from 2017	-0.7%	0.0%	-2.0%	-0.3%

Total TTC 2018 Operating Budget	1,974.5	1,261.3	713.1	14,984
Change from 2017	19.0	-4.6	23.6	-12
	1.0%	-0.4%	3.4%	-0.1%

*Provisional funding for the upcoming CBA is included in the City's Non-Program Budget

- **\$37.6 million** in 2018 pressures result from key prior year decisions:
 - TYSSE - \$25.3M
 - Presto - \$8.2M
 - Bill 148 (Prov.) - \$4.1M
- **\$51.1 million in net reductions**, equivalent to a 7.4% reduction to the 2017 Budget.
 - Consistent with Board direction **not to increase fares**; and objective to **maintain service levels**
- **Overall reduction of \$14.0M or 2.0% and 38 positions** excluding the impacts of key prior year decisions.
- Net reduction of 12 positions reflecting **a decrease of 120 operating position** offset by an increase of 108 temporary positions supporting capital delivery.

2018 User Fee Changes



Fee Description	2017 Fee	2018 Fee	% Increase	Incremental Revenue (\$000's)
TTC				
NO FARE INCREASE				
Subtotal				-
Wheel-Trans				
NO FARE INCREASE				
Subtotal				-
Total Incremental Revenue				

2018 Complement Changes

TTC and Wheel-Trans	2017 Approved Staff Complement	2018 Complement Changes									
		Prior Year Impact	Operating Impacts of Capital	Capital Project Delivery Changes	Base Changes	Efficiencies	Service Changes Included	Total Base Change	New/Enh Service Priorities Included	Total 2018 Preliminary Budget	Change from 2017 Approved
Operating	12,212.0		(51.0)		(88.0)	2.0		(137.0)		12,075.0	(137.0)
Wheel-Trans	571.0				17.0			17.0		588.0	17.0
Capital	2,213.0			108.0				108.0		2,321.0	108.0
Total Complement	14,996.0		(51.0)	108.0	(71.0)	2.0		(12.0)		14,984.0	(12.0)

- Net Reduction of 12 positions primarily related to:
 - Collectors – Reduced requirements PRESTO (51)
 - Lower construction service augmentation (48)
 - Alignment to 2017 service levels (40)
 - TYSSE 26
 - Temporary positions required to support capital program delivery 108
 - Other changes (net) (7)

Description (\$000s)	2019 - Incremental Increase					2020 - Incremental Increase				
	Gross	Revenue	Net	% Change	Position	Gross	Revenue	Net	% Change	Position
Known Impacts:										
Prior Year Bridging Approval Impacts										
Reversal of Stabilization Reserve Draw		(14,000.0)	14,000.0	2.0%						
Prior Year Impact										
PRESTO Fees	31,300.0		31,300.0	4.4%		1,700.0		1,700.0	0.2%	
One Person Train Operation	200.0		200.0	0.0%	3.0	(12,400.0)		(12,400.0)	(1.6%)	(170.0)
New Bus Garage/Maintenance Facilities	3,600.0		3,600.0	0.5%	51.0	11,300.0		11,300.0	1.4%	30.0
Other Base Changes										
Economic Factors (Energy, Benefits, Material Price Increase)	34,600.0		34,600.0	4.9%		27,700.0		27,700.0	3.5%	
Legacy Fare Media Elimination	(13,000.0)		(13,000.0)	(1.8%)	(32.0)	(3,000.0)		(3,000.0)	(0.4%)	(5.0)
New Station Model	(4,100.0)		(4,100.0)	(0.6%)	(9.0)	(100.0)		(100.0)	(0.0%)	
Deferral reversal (re LRV & TYSSE)	4,700.0		4,700.0	0.7%	43.0	300.0		300.0	0.0%	
WT Ridership Increase	11,100.0		11,100.0	1.6%		10,700.0		10,700.0	1.4%	
Family of Services Efficiencies	(2,200.0)		(2,200.0)	(0.3%)		(2,200.0)		(2,200.0)	(0.3%)	
All other changes (net)	21,183.0	2,495.2	18,687.8	2.6%	95.0	16,467.0	2,165.0	14,302.0	1.8%	67.0
Revenue										
VIP Program: Transition to MDP		1,000.0	(1,000.0)	(0.1%)						
Sub-Total	87,383.0	(10,504.8)	97,887.8	13.7%	151.0	50,467.0	2,165.0	48,302.0	6.2%	(78.0)
Anticipated Impacts:										
Other										
Passenger Revenue - TTC Ridership Growth		9,100.0	(9,100.0)	(1.3%)			15,000.0	(15,000.0)	(1.9%)	
Inflationary Fare Increase		20,000.0	(20,000.0)	(2.8%)			20,000.0	(20,000.0)	(2.6%)	
Sub-Total		29,100.0	(29,100.0)	(4.1%)			35,000.0	(35,000.0)	(4.5%)	
Total Incremental Impact	87,383.0	18,595.2	68,787.8	9.6%	151.0	50,467.0	37,165.0	13,302.0	1.7%	(78.0)

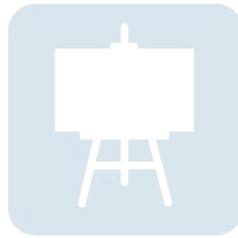
New/Enhanced Services Not Included in 2018 Preliminary Operating Budget

Description (\$000s)	2018			Incremental Impact			
	Gross	Net	Positions	2019 Plan		2020 Plan	
				Net	Positions	Net	Positions
Board Approved:							
Time Based Transfers	6,000.0	11,100.0		9,400.0	10.0	400.0	10.0
Sub-Total Board Approved	6,000.0	11,100.0	0.0	9,400.0	10.0	400.0	10.0
Total	6,000.0	11,100.0	0.0	9,400.0	10.0	400.0	10.0

Time Based Transfers

- Approved by TTC Board on November 28, 2017, but not currently included in City’s 2018 Preliminary Operating Budget.
- \$11.1 million net impact in 2018, with \$20.9 million net full year cost upon maturity in 2020.
- Allows backtracking and stopovers within a 2 hours window without the need for an additional fare.
- Expected to attract 5 million additional rides per year upon maturity.
- Aligns transfer policy will all other GTHA municipal transit agencies.

Capital Budget Overview



Summary of Key Projects Completed in 2017



Service Area	Key Projects
TYSSE	<ul style="list-style-type: none"> ▪ The Line 1 extension with six new and fully accessible modern stations will open for revenue service on December 17th.
Streetcars	<ul style="list-style-type: none"> • As of December 1, 2017, a total of 51 new LFLRVs are available for revenue service on the 510 Spadina, 509 Harbourfront, 514 Cherry St. 511 Bathurst and 512 St. Clair lines • It is anticipated that a total of 35 cars will be delivered by the end of 2017
Buses	<ul style="list-style-type: none"> • At its meeting on September 5, 2017 the Board approved the award to Nova for the supply and delivery of 325 buses. • As of October 2017, 231 buses have been delivered from the total order of 342 buses and 187 buses have been commissioned;
Purchase of Wheel Trans Buses	<ul style="list-style-type: none"> • At its meeting on September 5, 2017 the Board approved the procurement of an additional 60 Promaster Mini Buses to be delivered in 2018; • As of December 4, 2017, a total of 8 mini buses have been delivered with 3 vehicles in service. It is anticipated that a total of between 13 and 15 mini buses will be received by the end of the year.
PRESTO	<ul style="list-style-type: none"> ▪ 69 subway stations are PRESTO enabled; ▪ 25 stations and 79 entrances now have the new paddle-style fare gates ▪ Faregate construction will continue until April 2018 ▪ In total, 25 stations and more than 50 entrances will have the new PRESTO enabled fare gates installed during this final wave of construction ▪ Software upgrades continue to be deployed to card readers and fare gates to improve their performance.

Summary of Key Projects Completed in 2017



Service Area	Key Projects
Surface Track	<ul style="list-style-type: none"> ▪ The following locations were completed ahead of schedule: Wellington St. West – Yonge to York; Dundas & Victoria & Dundas Square ▪ Projects completed on schedule or as per revised completion date: Dundas & Paliament; CNE Loop; Russell Yard South End Modification Improvements; ▪ Executed the replacement of worn rail at 16 car stop and curve locations
Bicycle Parking at Stations	<ul style="list-style-type: none"> ▪ It is anticipated that 25 stations will receive the new infrastructure by the end of 2017 and another 15 will be upgraded by March 2018.
Subway	<ul style="list-style-type: none"> • Final acceptance and availability of 82 train sets for operational service was completed on April 28, 2017 (including the 10 train sets for TYSSE) • AODA requirement for electronic pre-boarding announcements, both audible and visual (electronically) completed on 79 train sets
Information Technology	<ul style="list-style-type: none"> • Install 200 passenger information displays in shelters to provide real time information on vehicle arrivals • Launch a safety and security app as another tool for customers to report related incidents • SAP – Pension went live on November 27, 2017
ATC Resignalling	<ul style="list-style-type: none"> • Continued progress on Line 1 ATC Resignalling project; • Phase 1 and 2 – all installation and testing is complete • Training – 673 trained to meet P1 training requirements (operators, SYOs, supervisors, etc) • Safety certification complete • Passenger service commenced on October 22, 2017 • TYSSE SW testing • Significant construction progress at Wilson Yard

Capital Budget Variance as of August 26, 2017

City Agency \$ Millions	2017 Approved Cash Flow	2017 Expenditure			Trending	Alert (Benchmark 70% spending rate)
		YTD Spending	Year-End Projection	% at Year End		
Toronto Transit Commission	1,488.04	497.95	1,189.42	79.9%	↓	Ⓢ
Ⓢ > 70% Ⓜ between 50% and 70% Ⓡ < 50% or > 100%						

Key Points:

- TTC spent \$497.95 million or 33.5% of its 2017 Base Capital Budget of \$1.488 billion (including \$223.5 million additional carry forward) for the period ended August 26, 2017 with a projection to year end estimated at \$1.189 Billion or 79.9% of the approved budget.
- 2017 underspending is primarily driven by the following projects:
 - Purchase of Streetcars (\$53.6 million underspending) - The variance is primarily from slippage of vehicle delivery and the Contract Change Allowance not being exercised in 2017. The plan was 40 cars for 2017, however, based on the current production circumstances, there are only 35 cars projected to be delivered in 2017.
 - Service Planning (\$48.7 million underspending) - The variance is mainly due to three projects: Platform Modification to Accommodate Artic buses, Bus Stop Improvements for Accessibility and Opportunities to Improve Transit – Transit Priority Measures. For each of these projects the majority of work has slipped from 2017 to 2018 and 2019 due to delays in hiring Strategy and Service Planning staff; receiving required approvals, and issuing tender packages for the current construction season.

Capital Budget Variance (Historical Spend Rates)

TTC Capital Spend Rates

Description (\$Millions)	2013	2014	2015	2016	2017 (P*)
TTC Base Capital Budget	878.8	1,084.0	1,075.1	1,118.7	1,264.5
Carryforward Funding from Prior Year	131.3	197.7	145.8	101.7	223.5
Total TTC Base Capital Budget + Carryforward	1,010.1	1,281.7	1,220.9	1,220.4	1,488.0
Total TTC Actuals	644.4	852.9	881.7	831.5	1,189.4
Variance	365.7	428.8	339.2	388.9	298.6
Spend Rate (%)	63.8%	66.5%	72.2%	68.1%	79.9%

TTC Capital Spend Rates Excluding 3rd Party Fleet Acquisitions

Description (\$Millions)	2013	2014	2015	2016	2017 (P*)
TTC Base Capital Budget	878.8	1,084.0	1,075.1	1,118.7	1,264.5
Carryforward Funding from Prior Year	131.3	197.7	145.8	101.7	223.5
Excluding 3 rd party fleet acquisitions (Budget)	135.4	197.4	172.8	193.9	109.7
Total TTC Base Capital Budget + CFwd - 3rd party fleet acquisitions	874.7	1,084.2	1,048.1	1,026.5	1,378.3
Total TTC Actuals	644.4	852.9	881.7	831.5	1,189.4
Excluding 3rd party fleet acquisitions Actuals	65.3	27.5	41.7	43.2	109.7
Variance (Excluding 3rd party fleet acquisitions)	579.1	825.4	840.0	788.3	1,079.7
Spend Rate (%) (Excluding 3rd party fleet acquisitions)	66.2%	76.1%	80.1%	76.8%	78.3%

* P - Projection

Key Issues & Challenges for 2018 and Beyond

<p>TTC Capital Program</p>	<p>Issues:</p> <ul style="list-style-type: none"> • \$2.7 billion funding shortfall for TTC base capital requirements for 2018 – 2027 • AODA Compliance by 2025 – Warden and Islington Stations (currently not funded) • PTIF – utilizing all allocated funding (up to \$856 million) within Agreement timelines • Support transit expansion initiatives
	<p>Priority Actions:</p> <ul style="list-style-type: none"> • Continued development of PfMO, including prioritization of funded and unfunded projects and implementation of Stage Gate approach • Support the City in the development of a financing strategy to address unfunded base capital requirements as well as key projects for future consideration to avoid potential service impact of not proceeding • Monthly PTIF project spending and risk reviews • AODA legislation compliance by 2025 (including Easier Access, AODA communications upgrade, fleet, bus stops) • The 10-Year Capital Program includes funding for TYSSE, SSE and design funding for Relief Line and Waterfront Transit (Exhibition to Dufferin Gate Loop)



2018 – 2027 Preliminary Capital Budget & Plan

Key Projects Included in 2018 - 2027 Preliminary Capital Budget & Plan

TTC BOARD APPROVED 2018-2027 CAPITAL BUDGET & PLAN

BASE CAPITAL PROGRAM - FUNDED *(includes \$248.2 m c/f)*

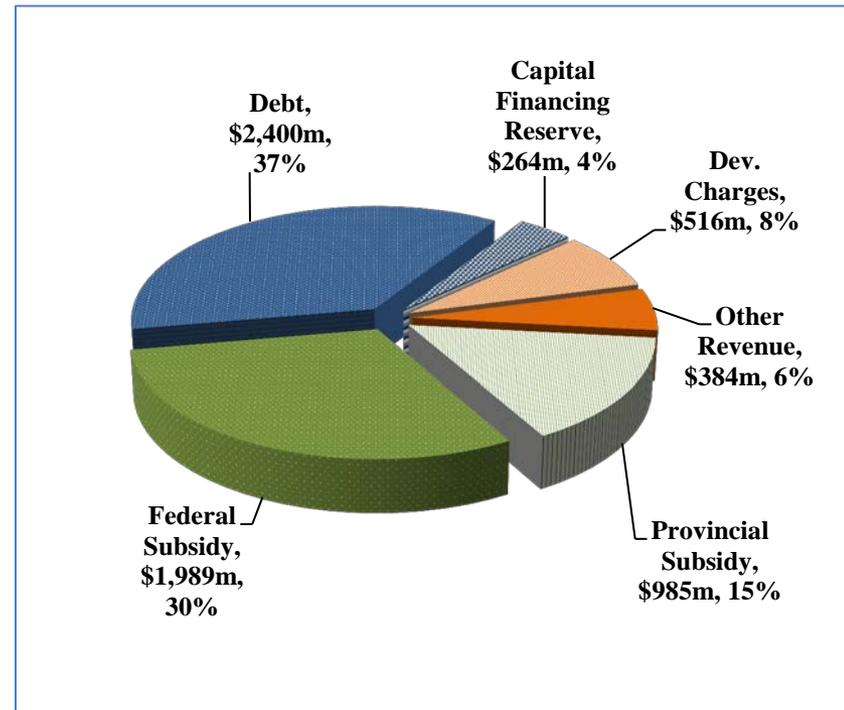
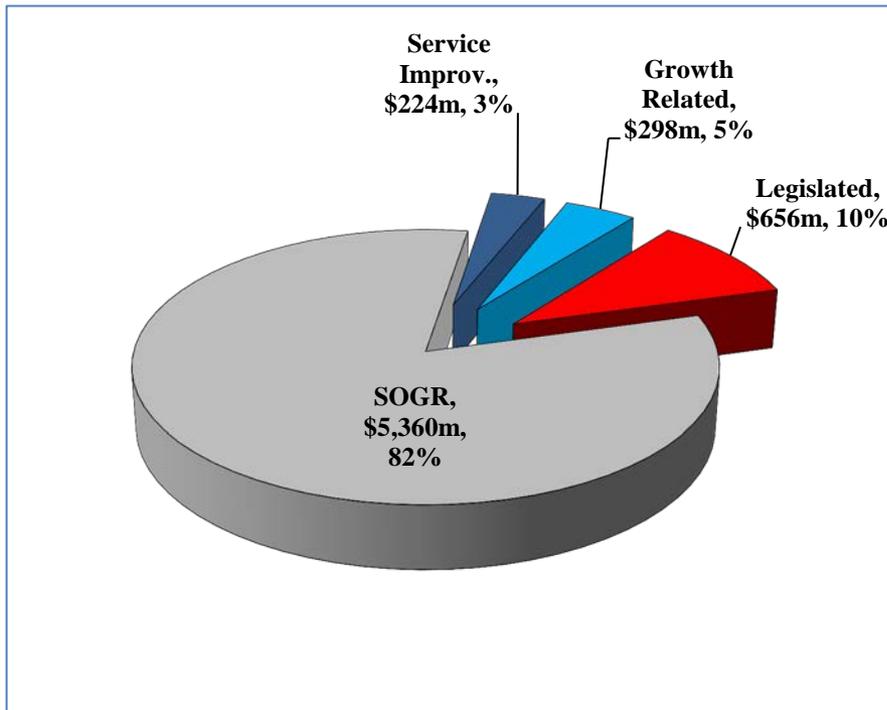
<u>Vehicles:</u>	(\$Millions)		
Purchase of Buses - SOGR	452		
Purchase of Buses - Service Improvements	82		
Purchase of 360 Future Wheel Trans Buses	81		
Purchase of Subway Cars - SOGR	32	\$1,984	30%
Purchase of Streetcars (204) - SOGR	502		
Vehicle Overhaul Programs (Bus, WT, Subway, Streetcar)	732		
Other (Non-Revenue Vehicle Purchase & Overhaul)	103		
 <u>Infrastructure Projects:</u>			
Track Programs	656		
Electrical Systems	369		
Signal Systems (Incl. Line 1 (YUS - \$180) and Line 2 (BD - \$300))	560		
Finishes	131		
Equipment	201		
Yards & Roads	158		
Bridges & Tunnels	360		
<u>Building & Structures:</u>			
- Fire Ventilation Upgrade	112		
- Easier Access Phase III	473		
- TR/T1 Rail Yard Accommodation	277		
- McNicoll Bus Garage	157		
- New Subway Maintenance & Storage Facility	120		
- Leslie Barns	24	\$4,554	70%
- Wheel-Trans 10 Yr Transformation Program	39		
- Stations Transformation	40		
- LRV Carhouse Facility	42		
- Subway Facility Renewal	57		
- Wilson Garage Ventilation Upgrade	49		
- Wilson Backup Centre (ITS/TC)	26		
- Duncan Shop Ventilation Upgrade	31		
- Surface Way Buildings Replacement	27		
- Backflow Preventers	24		
- Other Building & Structure Projects	<u>116</u>	<u>1,614</u>	
Environmental Projects	58		
Information Technology	298		
Other Projects	149		
 Total - Base Funded Program	 <u><u>\$6,538</u></u>		

2018 - 2027 Preliminary Capital Budget & Plan Spending & Funding Sources

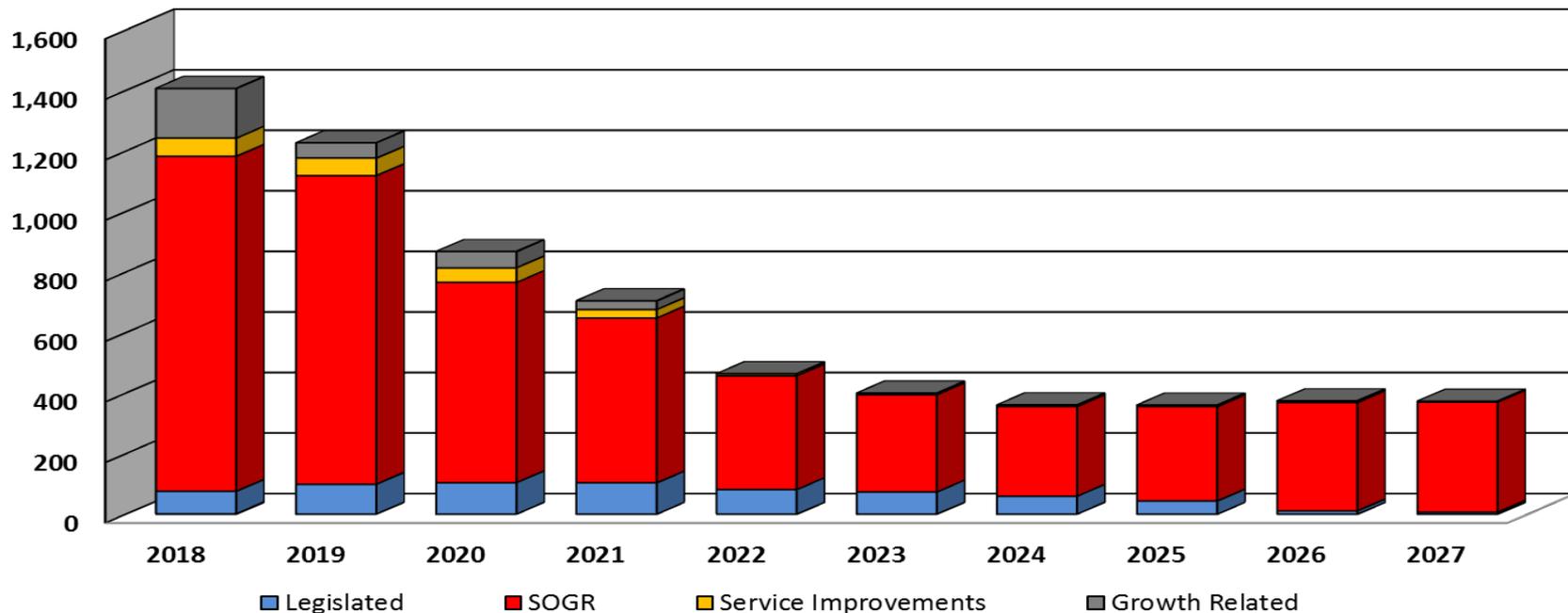
(Funded)

Where the
Money Goes
\$6,538 Million

Where the Money
Comes From
\$6,538 Million



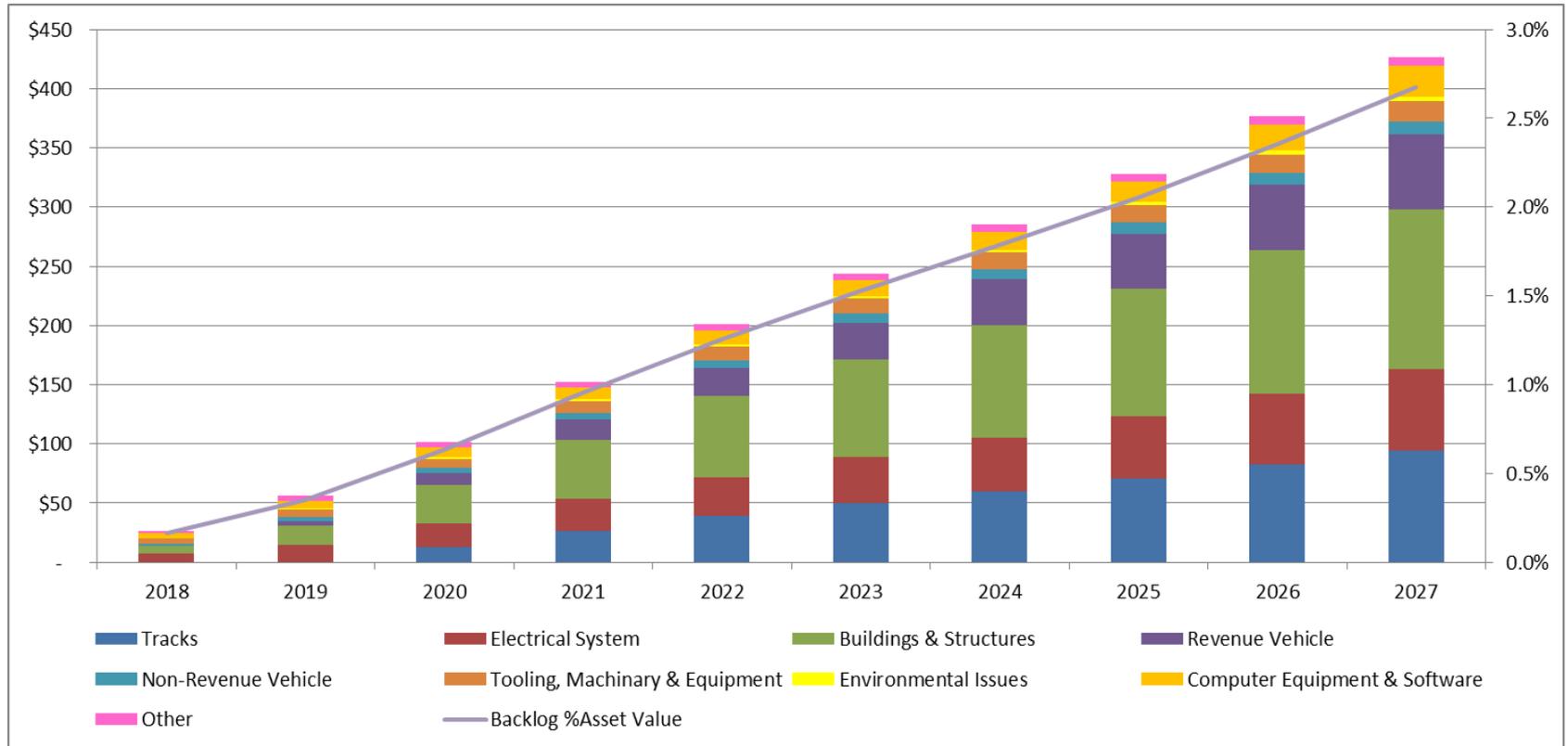
2018 - 2027 Preliminary Capital Budget & Plan by Project Category



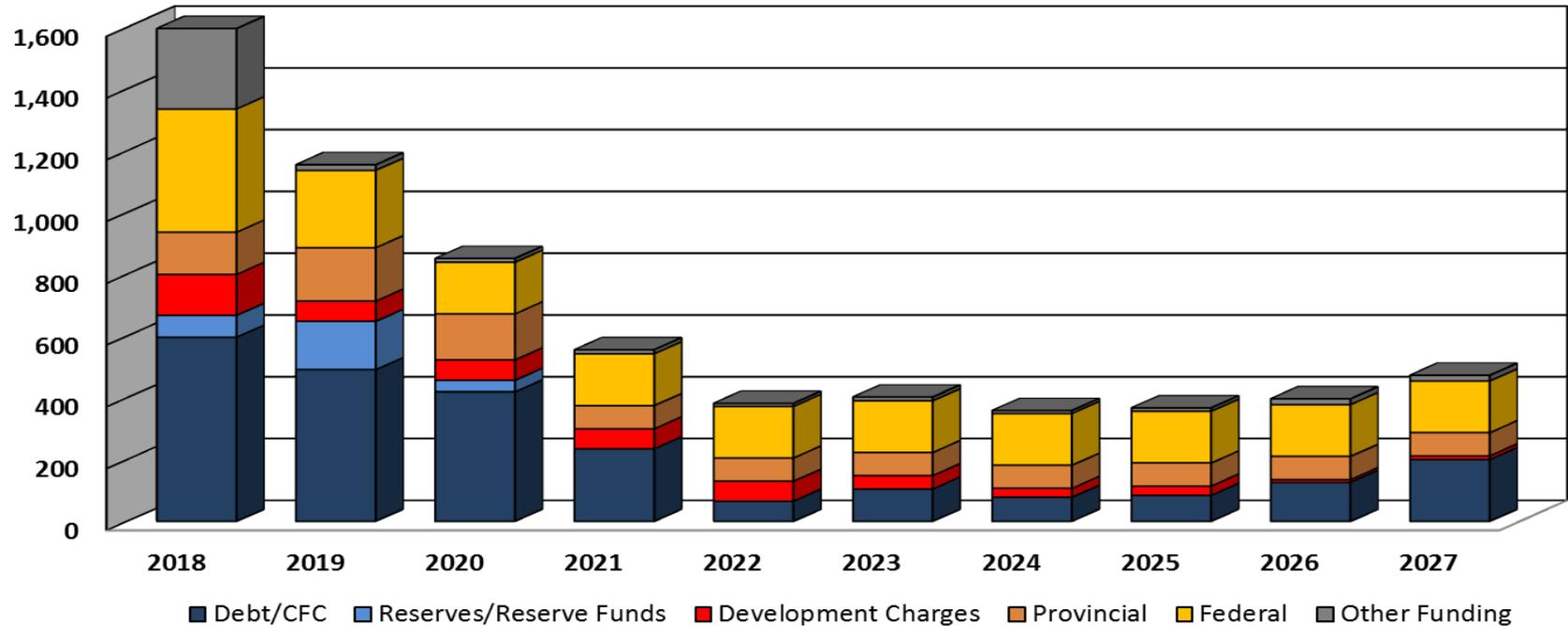
\$ Million	2018 - 2027 Preliminary Capital Budget and Plan by Category									
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Legislated	74.4	98.7	104.1	103.5	81.3	73.4	59.3	44.0	10.9	6.8
SOGR	1,107.3	1,019.7	661.6	544.4	376.0	321.3	296.4	311.7	358.3	363.5
Service Improvements	59.8	58.0	48.3	28.1	6.6	5.4	5.2	4.6	5.0	2.7
Growth Related	164.2	50.7	53.7	28.9	0.1	0.1	0.1	0.1	0.1	0.1

State of Good Repair Backlog

Accumulated Backlog as a % of Asset Value



2018 - 2027 Preliminary Capital Budget and Plan by Funding Source



\$ Million	2018 - 2027 Preliminary Capital Budget and Plan by Funding Source									
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Debt/CFC	596.4	491.4	419.6	234.6	65.1	104.8	77.9	84.2	126.2	200.0
Reserves/Reserve Funds	70.3	156.5	37.6							
Development Charges	132.8	65.0	65.9	65.2	64.7	43.1	28.9	29.8	9.1	12.0
Provincial	136.7	173.0	148.8	75.2	75.2	75.2	75.2	75.2	75.2	75.2
Federal	399.0	250.9	167.4	167.4	167.4	167.4	167.4	167.4	167.4	167.4
Other Funding	260.7	18.1	11.9	13.5	9.7	12.0	9.4	10.7	18.9	18.4

2018 - 2027 Preliminary Capital Budget and Plan by Funding Source

TTC Capital Funding included in the City's 2018 – 2027 Preliminary Capital Budget and Plan

- The 2018 – 2027 Capital Budget and Plan approved by the TTC Board is consistent with the City's 2018 – 2027 Preliminary Capital Budget and Plan with the exception of an adjustment to capital funding sources.
- The Preliminary 10-Year Plan proposed by City staff includes \$585.1 million in added Provincial Gas Tax (PGT) funding offset by an equivalent reduction in debt funding.
- This change will allow the City to allocate this debt funding to other critical unfunded City capital projects such as investments in social housing and the George Street Revitalization project.
- City staff have provided assurance to the TTC that their capital program will be protected against any risks associated with PGT funding (i.e. decline in gas consumption or City share of PGT).

Incremental Operating Impact of Capital

Projects	2018 Budget		2019 Plan		2020 Plan		2021 Plan		2022 Plan		2018 - 2022		2018 - 2027	
	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position
Previously Approved														
<i>PRESTO Fees</i>	8,200.0		31,300.0		1,700.0	-	-		-		41,200.0	-	41,200.0	-
<i>TYSSE</i>	25,311.0	26.0	3,334.1	69.0	295.0	-	(5,530.0)		(426.0)		22,984.1	95.0	20,714.1	95.0
<i>PRESTO Related Changes</i>	(560.0)	3.0	(12,918.4)	(29.0)	(2,998.0)	(5.0)	155.0		52.0		(16,269.4)	(31.0)	(15,943.4)	(31.0)
<i>Operating Impacts of Capital Projects</i>	5,475.0	4.0	3,627.0	60.0	(1,157.3)	(119.0)	-		-		7,944.7	(55.0)	7,944.7	(55.0)
<i>Operating Impacts of capital projects</i>	89.8		250.0		60.0	-	-		-		399.8	-	399.8	-
<i>Transition to New Station Model</i>	(409.0)	(51.0)	(4,078.1)	(60.0)	(132.0)	-	8.0		-		(4,611.1)	(111.0)	(4,595.1)	(111.0)
<i>Streetcar Overhaul Program</i>									(1.2)		(1.2)		-	(1.2)
<i>Information Technology System-Infrastructure</i>							462.2	1.0	1,480.1	7.5	1,942.3	8.5	3,676.8	7.5
<i>McNicoll Bus Garage Facility</i>							4,882.5	34.4	-		4,882.5	34.4	4,882.5	34.4
<i>Other Bldgs & Structures Projects</i>							232.0	2.0	602.0	5.0	834.0	7.0	2,100.0	15.0
<i>Other Service Planning</i>							35.0		35.0		70.0	-	245.0	-
<i>Purchase of Rail Non-Revenue Vehicle</i>							(800.0)		-		(800.0)	-	(800.0)	-
<i>Signal Systems - Various</i>							22.0		122.0		144.0	-	274.0	-
Total (Net)	38,106.8	(18.0)	21,514.6	40.0	(2,232.3)	(124.0)	(533.3)	37.4	1,865.1	11.3	58,720.9	(53.3)	60,098.4	(46.3)

Key Points:

- *Communication Various* – Cost savings will result from upgrades to support the One Train Operator initiative (OPTO). OPTO was implemented on October 9, 2016 on Line 4. With OPTO technology, subway operators drive the train and operate its doors from the lead cab. A Subway Guard will no longer be onboard resulting in savings.
- *Information Tech. Systems-Infrastructure* – Cost increase related to systems maintenance, licensing and fees. The project will provide for a variety of IT projects including work to reengineer business processes and implement SAP; an Enterprise Resource Planning (ERP) system; and upgrade and improve the CAD (Computer Aided Dispatch)/AVL (Automatic Vehicle Location) System to provide operational improvement for surface vehicles and upgrade customer service.
- *TYSSE* – The \$25.3 million expenditure increase includes funds required for an additional 96,000 hours of service to operate the YYSSE; operating of an additional 10 trains to service the extension; the operation and maintenance of 6 new subway stations; the maintenance of 17.2 kilometers of revenue service track; and required traction power & utilities to operate the extension.

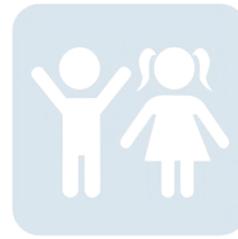
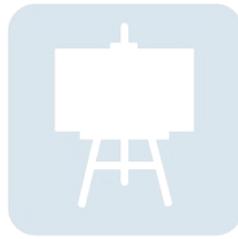
Unfunded Capital Projects

Project Description	Total Project Expenditure	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
<i>Capacity to Spend Projects</i>											
Subway Track	52,731	0	243	7,401	8,779	6,623	5,718	5,828	5,939	6,040	6,160
Surface Track	41,519	0	242	4,743	5,306	5,746	4,865	4,203	4,808	5,746	5,860
Traction power	30,110	2,115	2,823	2,817	2,812	2,779	2,917	3,098	3,227	3,439	4,084
Power Dist./Electric Systems	10,630	1,110	953	957	968	980	1,068	1,060	1,063	1,197	1,275
Communications	23,148	3,827	1,799	2,021	2,200	2,046	2,033	1,887	1,996	2,381	2,959
Signal Systems	5,242	626	533	469	537	485	489	501	515	545	541
Finishes	15,617	0	0	2,137	2,798	3,702	1,898	1,326	1,148	1,399	1,209
Equipment	18,548	914	1,387	1,925	1,893	1,629	2,028	2,003	2,023	1,849	2,897
On-Grade Paving Rehabilitation	17,572	0	0	2,204	3,093	2,927	1,875	1,827	1,854	1,881	1,910
Transit Shelters & Loops	540	51	70	70	56	40	59	45	42	53	54
Bridges and Tunnels	61,207	3,703	5,226	5,927	6,010	6,085	6,478	6,568	6,966	7,069	7,175
Other Bldgs & Structures Projects	21,474	1,743	3,435	4,166	3,572	3,463	1,268	1,157	1,063	778	831
Bus Overhaul	63,376	0	4,006	5,333	7,153	7,292	7,410	7,530	7,652	8,706	8,294
Automotive Non-Revenue Vehicles	9,659	1,856	1,260	1,083	930	990	1,020	630	630	630	630
Rail Non-Revenue Vehicle Overhaul	1,290	70	55	198	200	128	131	134	138	89	148
Tools and Shop Equipment	10,251	2,105	1,290	881	2,046	782	600	603	584	645	716
Other Maintenance Equipment	6,740	1,752	1,614	395	395	416	397	397	449	457	470
Environmental Programs	3,850	340	350	360	370	380	390	400	410	420	430
Information Technology System	26,216	4,148	2,277	1,617	1,644	1,417	2,217	1,683	2,026	4,677	4,508
Furniture & Office Equipment	742	72	52	137	85	47	98	47	102	52	50
Transit Priorities Project	6,488	1,724	2,564	275	275	275	275	275	275	275	275
<i>Sub-Total Capacity-to-Spend Projects</i>	426,949	26,155	30,179	45,113	51,122	48,233	43,233	41,202	42,909	48,328	50,475
<i>Unfunded Projects</i>											
Fire Ventilation Upgrade	162,142	0	0	0	1,945	50,191	46,840	29,129	20,897	13,140	0
Purchase of Buses	270,624	0	0	5,100	90,356	85,517	53,165	21,877	0	14,609	0
Purchase 372 New Subway Cars	1,411,247	0	0	0	0	315,492	171,722	170,147	319,361	290,246	144,279
Ridership Growth for YUS and BD	69,784	0	0	0	0	0	0	0	0	0	69,784
Purchase of Streetcars	360,885	49,582	0	222,059	89,244	0	0	0	0	0	0
<i>Sub-Total Unfunded Projects</i>	2,274,682	49,582	0	227,159	181,545	451,200	271,727	221,153	340,258	317,995	214,063
<i>Total Capacity To Spend & Unfunded Projects</i>	2,701,631	75,737	30,179	272,272	232,667	499,433	314,960	262,355	383,167	366,323	264,538

Unfunded Capital Projects

- TTC Base Capital needs exceed current affordability levels:
 - Results in \$2.7 billion in unfunded TTC capital requirements.
 - List was first established as part of the 2014 Budget process.
- Limited opportunities in future years to continue to delay consideration of critical capital work. Potential impacts beginning in 2021 include:
 - Vehicle Replacement - Service delivery limitations and added maintenance costs arising from failure to replace revenue fleet
 - Aging Infrastructure – Potential service disruption and added operating maintenance cost resulting from an increase in SOGR backlog
- The City’s Preliminary Capital Plan includes a recommendation that a financing strategy be developed to address unfunded base capital requirements as well as key projects for future consideration to avoid potential service impact of not proceeding.

TTC Transit Expansion Projects



2018 - 2027 Preliminary Capital Budget and Plan TTC Transit Expansion Projects

Toronto York Spadina Subway Extension (EFC \$3.2B)

- The Toronto-York Spadina Subway Extension project is jointly funded by the Government of Canada, the Province of Ontario, the City of Toronto and the Regional Municipality of York;
- The in service date is targeted for December 17, 2017.

Description (\$000)	Prior Years		10-Yr Capital Budget & Plan			EFC
	2016 and Prior	2017	2018	2019 - 2027	2018 - 2027	
Toronto York Spadina Subway Extension						
2017 - 2026 Approved Budget	2,478,859	545,057	160,255	0.0	160,255	3,184,171
2018 - 2027 Proposed Budget	2,415,328	568,449	200,394	0.0	200,394	3,184,171
Change	-63,531	23,392	40,139	0.0	40,139	0.0

2018 - 2027 Preliminary Capital Budget and Plan TTC Transit Expansion Projects

Scarborough Subway Extension (EFC\$3.6B)

- Replace aging Scarborough RT with a Scarborough Subway Extension;
- Scarborough Subway also includes:
 - SRT Life Extension – Facilities, Equipment & Vehicles
 - SRT Decommissioning & Demolition

Scarborough Subway Extension (\$000)	Prior Years		10-Yr Capital Budget & Plan											Post 2027	EFC	
	2016 and Prior	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2018 - 2027			
2017 - 2026 Approved Budget																
Scarborough Subway	39,830	86,820	539,710	400,327	478,896	474,982	555,511	456,710	247,581	24,633			3,178,350		3,305,000	
SRT Life Extension - Facilities, Equipment & Vehicles	19,933	38,374	38,253	16,833	6,278	3,484	6,873	1,971					73,693		132,000	
SRT Decommissioning & Demolition										123,000			123,000		123,000	
Total 2017 - 2026 Approved Budget	59,763	125,194	577,963	417,160	485,174	478,466	562,384	458,681	247,581	147,633	0	0	3,375,043	0	3,560,000	
2018 - 2027 Proposed Budget																
Scarborough Subway	30,480	59,320	85,390	86,310	162,830	248,860	459,670	1,019,480	631,310	300,960	115,660	85,270	3,195,740	19,460	3,305,000	
SRT Life Extension - Facilities, Equipment & Vehicles	12,061	18,929	27,861	33,458	16,772	3,984	12,160	2,870	2,315	950	640	0	101,010	0	132,000	
SRT Decommissioning & Demolition											24,600	98,400	123,000		123,000	
Total 2018 - 2027 Proposed Budget	42,541	78,249	113,251	119,768	179,602	252,844	471,830	1,022,350	633,625	301,910	140,900	183,670	3,419,750	19,460	3,560,000	
Change																
Scarborough Subway	-9,350	-27,500	-454,320	-314,017	-316,066	-226,122	-95,841	562,770	383,729	276,327	115,660	85,270	17,390	19,460	0	
SRT Life Extension - Facilities, Equipment & Vehicles	-7,872	-19,445	-10,392	16,625	10,494	500	5,287	899	2,315	950	640	0	27,317	0	0	
SRT Decommissioning & Demolition	0	0	0	0	0	0	0	0	0	-123,000	24,600	98,400	0	0	0	
Total Change	-17,222	-46,945	-464,712	-297,392	-305,572	-225,622	-90,554	563,669	386,044	154,277	140,900	183,670	44,707	19,460	0	

2018 - 2027 Preliminary Capital Budget and Plan TTC Transit Expansion Projects

Relief Line & Waterfront Capital Budget and Plan

Description (\$000)	10-Yr Capital Budget & Plan				EFC
	2017	2018	2019 - 2027	2018 - 2027	
Relief Line					
Class 3 Estimate Development *	7,500	40,000	52,500	92,500	100,000
Waterfront Transit					
Exhibition to Dufferin Gate Loop	2,900	700		700	3,600
Total Relief Line and Waterfront Transit Expansion	10,400	40,700	52,500	93,200	103,600

* Note: Funding of \$55 million will be sourced through a 50%/50% split between City's contribution and the Federal PTIF Phase I program and the remaining \$44.5 million will be sourced through the June 2016 Province/Metrolinx \$150 million funding allocation to advance Relief Line planning and design.

- As per Council direction, transferred to the TTC Budget on November 7, 2017
- Include PTIF funding, requiring substantial completion no later than March 31, 2019
- Unspent 2017 Cash Flow will be carried forward to 2018



Key Projects Included in 2018 - 2027 Preliminary Capital Budget & Plan

TORONTO TRANSIT COMMISSION 2018-2027 CAPITAL BUDGET SUMMARY NET OF CAPACITY-TO-SPEND ADJUSTMENT AND UNFUNDED PROJECTS

\$Millions

Programs	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2018 to 2027
Infrastructure Related Programs:											
Tracks:	79,175	72,288	60,952	74,687	56,757	59,965	56,847	60,901	66,790	68,127	656,489
1.1 Subway Track	38,671	34,642	35,370	43,079	30,865	32,400	33,027	33,653	34,229	34,914	350,850
1.2 Surface Track	40,504	37,646	25,582	31,608	25,892	27,565	23,820	27,248	32,561	33,213	305,639
Signals, Electrical, Communications:	139,304	126,530	105,001	77,806	65,616	76,411	78,080	79,120	85,812	94,890	928,570
2.1 Traction Power	21,045	19,007	18,094	15,932	15,745	16,528	17,556	18,287	19,485	23,140	184,819
2.2 Power Distribution	7,367	6,750	11,216	6,543	6,945	6,050	6,008	6,023	6,780	7,226	70,908
2.3 Communications	27,384	13,719	12,049	12,169	8,077	7,969	5,838	5,987	8,620	11,126	112,938
2.4 Signal Systems	18,134	15,744	14,822	14,154	4,009	3,582	3,412	2,062	2,179	2,163	80,261
2.4 YUS/BD Resignalling	65,374	71,310	48,820	29,008	30,840	42,282	45,266	46,761	48,748	51,235	479,644
Buildings and Structures:	448,605	394,714	428,540	383,450	230,235	157,247	132,416	116,601	83,664	88,040	2,463,512
3.1 Finishes	20,203	21,083	12,607	16,157	21,277	10,755	7,515	6,504	7,926	6,854	130,881
3.2 Equipment	24,255	27,578	35,358	27,187	15,512	14,410	12,029	11,463	11,279	22,413	201,484
3.3 Yards & Roads	13,080	20,129	27,321	26,064	16,747	10,860	10,532	10,675	11,214	11,042	157,664
3.4 Bridges & Tunnels	30,455	33,169	33,588	34,054	34,482	36,710	37,216	39,473	40,059	40,657	359,863
3.9 Fire Ventilation Upgrade	15,760	18,110	33,221	45,092	-	-	-	-	-	-	112,183
3.9 Easier Access Phase III	44,824	56,114	62,164	71,822	71,263	66,151	54,960	39,637	6,000	-	472,935
3.9 Leslie Barns	16,829	7,048	-	-	-	-	-	-	-	-	23,877
3.9 Toronto Rocket Yard & Storage Track Accommodation	33,851	49,480	75,497	69,273	43,890	4,425	125	-	-	-	276,541
3.9 McNicoll Bus Garage	30,000	45,000	52,974	28,807	-	-	-	-	-	-	156,781
3.9 Other Buildings & Structures	219,348	117,003	95,810	64,994	27,064	13,936	10,039	8,849	7,186	7,074	571,303
Tooling, Machinery and Equipment	26,313	6,306	3,038	5,758	2,845	2,386	2,445	2,497	2,655	2,843	57,086
5.1 Shop Equipment	4,910	3,010	2,055	4,774	1,823	1,400	1,407	1,363	1,506	1,670	23,918
5.2 Revenue & Fare Handling Equipment	12,457	175	250	250	250	250	300	300	300	300	14,832
5.3 Other Maintenance Equipment	3,253	2,996	733	734	772	736	738	834	849	873	12,518
5.4 Fare System	5,693	125	-	-	-	-	-	-	-	-	5,818
Environmental Programs	7,838	9,067	8,017	10,371	4,210	3,805	3,600	3,690	3,780	3,870	58,248
6.1 Environmental Program	7,838	9,067	8,017	10,371	4,210	3,805	3,600	3,690	3,780	3,870	58,248
Computer Equipment & Software	100,791	52,287	40,778	10,659	8,031	12,566	9,536	11,482	26,502	25,547	298,179
7.1 & 7.2 IT Systems/Infrastructure	100,791	52,287	40,778	10,659	8,031	12,566	9,536	11,482	26,502	25,547	298,179
Other:	23,257	24,103	23,190	8,350	3,040	2,154	1,948	2,166	1,969	1,959	92,136
9.1 Furniture & Office Equipment	288	210	546	340	190	394	188	406	209	199	2,970
9.2 Service Planning	22,969	23,893	22,644	8,010	2,850	1,760	1,760	1,760	1,760	1,760	89,166
Subtotal - Infrastructure Related Programs	825,283	685,295	669,516	571,081	370,734	314,534	284,872	276,457	271,172	285,276	4,554,220

Key Projects Included in 2018 - 2027 Preliminary Capital Budget & Plan

Programs	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2018 to 2027
Vehicle Related Programs:											
4.11 Purchase of Buses	229,425	137,298	108,783	38,000	11,626	9,300	-	-	-	-	534,432
4.11 Purchase of Wheel Trans Buses	10,380	7,629	2,003	8,411	8,831	6,955	7,303	7,668	10,735	11,271	81,186
4.12 Purchase of Subway Cars	26,949	524	584	1,523	2,120	-	-	-	-	-	31,700
4.13 Bus Overhaul	45,885	35,863	33,231	42,162	42,604	43,095	42,872	43,363	49,337	47,002	425,414
4.15 Streetcar Overhaul	12,473	2,864	1,866	1,704	617	3,424	5,019	12,647	24,224	18,602	83,440
4.16 Subway Car Overhaul	45,560	30,057	22,133	24,913	19,103	18,142	19,058	18,390	17,153	9,015	223,524
4.18 Purchase of Streetcars	184,961	304,553	12,117	-	-	-	-	-	-	-	501,631
4.21 Purchase Non Revenue Vehicles	4,331	2,940	2,528	2,170	2,310	2,380	1,470	1,470	1,470	1,470	22,539
4.22 Rail Non-Revenue Vehicle Overhauls	4,415	3,275	3,219	5,385	1,200	392	400	412	266	443	19,407
4.23 Purchase Rail Non-Revenue Vehicle	15,993	16,834	11,692	9,543	4,830	1,992	-	-	-	-	60,884
Subtotal - Vehicle Related Programs	580,372	541,837	198,156	133,811	93,241	85,680	76,122	83,950	103,185	87,803	1,984,157
TOTAL - BASE PROGRAM	1,405,655	1,227,132	867,672	704,892	463,975	400,214	360,994	360,407	374,357	373,079	6,538,377
Toronto York Spadina Subway Extension (TYSSE)	200,394			-	-	-	-	-	-	-	200,394
Scarborough Subway Extension (SSE)	113,251	119,768	179,602	252,844	471,830	1,022,350	633,625	301,910	140,900	183,670	3,419,750
Downtown Relief Line	40,000	52,500									92,500
Waterfront Transit	720										720
TOTAL - BASE & TRANSIT EXPANSION PROGRAMS	1,760,020	1,399,400	1,047,274	957,736	935,805	1,422,564	994,619	662,317	515,257	556,749	10,251,741

Key Projects Included in 2018 - 2027 Preliminary Capital Budget & Plan

TTC BASE CAPITAL PROGRAM
Total Ask Vs Total Funded Program
By Category
(\$Millions)

Appendix 2

TTC Base Capital Program - Gross Request

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2018-2027	%
Legislated	74.7	99.1	104.5	103.8	81.7	73.8	59.7	44.4	11.3	7.3	660.2	7.1%
SOGR	1,131.4	1,047.0	711.2	687.2	874.8	635.6	558.1	694.2	723.9	557.5	7,620.8	82.5%
Service Improvement	61.5	60.6	48.6	28.3	6.9	5.7	5.5	4.9	5.3	2.9	230.2	2.5%
Growth	213.8	50.7	275.7	118.2	0.1	0.1	0.1	0.1	0.1	69.9	728.7	7.9%
Total Ask - Base Capital Program	1,481.4	1,257.3	1,139.9	937.6	963.4	715.2	623.3	743.6	740.7	637.6	9,240.0	100.0%

TTC Base Capital Program - Funded

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2018-2027	%
Legislated	74.4	98.7	104.1	103.5	81.3	73.4	59.3	44.0	10.9	6.8	656.4	10.0%
SOGR	1,107.3	1,019.7	661.6	544.5	376.0	321.3	296.4	311.7	358.3	363.5	5,360.2	82.0%
Service Improvement	59.8	58.0	48.3	28.1	6.6	5.4	5.2	4.7	5.0	2.7	223.7	3.4%
Growth	164.2	50.7	53.7	28.9	0.1	0.1	0.1	0.1	0.1	0.1	298.1	4.6%
Total Funded - Base Capital Program	1,405.7	1,227.1	867.7	704.9	464.0	400.2	361.0	360.4	374.4	373.1	6,538.4	100.0%

Net Change - Total Ask vs Funded Program

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2018-2027	%
Legislated	(0.3)	(0.3)	(0.4)	(0.4)	(0.4)	(0.4)	(0.4)	(0.4)	(0.4)	(0.4)	(3.9)	0.1%
SOGR	(24.1)	(27.3)	(49.6)	(142.8)	(498.8)	(314.3)	(261.7)	(382.5)	(365.6)	(194.0)	(2,260.6)	83.7%
Service Improvement	(1.7)	(2.6)	(0.3)	(0.3)	(0.3)	(0.3)	(0.3)	(0.3)	(0.3)	(0.3)	(6.5)	0.2%
Growth	(49.6)	0.0	(222.1)	(89.2)	0.0	0.0	0.0	0.0	0.0	(69.8)	(430.7)	15.9%
Total Unfunded - Base Capital Program	(75.7)	(30.2)	(272.3)	(232.7)	(499.4)	(315.0)	(262.4)	(383.2)	(366.3)	(264.5)	(2,701.6)	100.0%

Appendix 2