



# Toronto Transit Commission

## **Staff Recommended 2020 Operating Budget 2020 – 2029 Capital Budget & Plan**

**Budget Briefing to Budget Committee  
January 17, 2020**

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Overview and Highlights

2020 Staff Recommended Operating Budget and Plan

2020 – 2029 Staff Recommended Capital Budget and Plan

# Overview and Highlights

- The TTC keeps people moving by providing friendly, safe and effective transit services to those who live, work and visit Toronto.
- The TTC plays a critical role in support of the City's social, economic and environmental objectives by connecting people to employment, leisure, social and economic opportunities and improving mobility.



# What We Do

- The TTC provides reliable, transit service that draws its high standards of customer care from our rich traditions of safety, service and courtesy.
- **TTC Conventional Service**, provides **9.6 million** service hours and **254 million** service kilometers annually.
- **Wheel-Trans Service** provides door-to-door accessible transit service for passengers with any disability that prevents them from using conventional transit services, including physical, sensory, cognitive and/or mental health disabilities.
- We manage and maintain supporting infrastructure and vehicle fleet to operate both services **24 hours** per day, **7 days** per week to **533.5 million** riders.



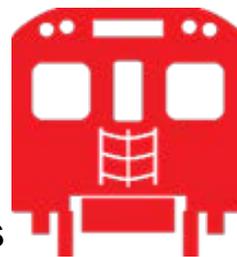
**204**  
**Streetcars**

**3 Streetcar**  
**Carhouses**



**2,096**  
**Buses**

**8 Bus**  
**Garages**



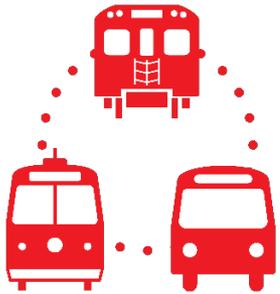
**876 Subway**  
**Cars**

**75 Stations**



**248 Wheel-Trans**  
**Buses**

**1 Wheel-Trans**  
**Bus Garage**



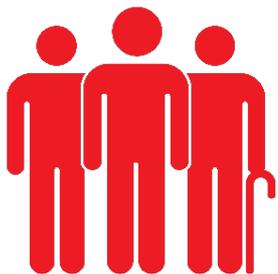
## Customer Satisfaction

Seamless and reliable transit service



## Financial sustainability

Transform to solidify fiscal foundation



## Inclusion and Accessibility

Inclusive & accessible service provider



## System resiliency

Prepare for future demand



## **Congestion and overcrowding impacting service reliability**

- Traffic congestion combined with service demand leading to reliability expectations not being met.



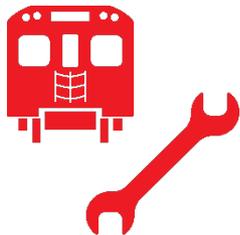
## **Preserving service levels and preparing for future demand**

- Cost of service increasing at faster rate than passenger revenue growth.



## **Revenue Protection**

- Protecting revenue responsibly and respectfully



## **Infrastructure and funding keeping pace with service needs**

- Ensuring the system can maintain existing service levels, accommodate ridership growth and integrate expansion.



✓ **TYSSE**

✓ **Expanded**   
Blue Night Network

✓  **10 minute**  
network

✓  **All-day everyday**  
Bus service restored

✓ **Expanded**   
Express Bus Network

✓ **Early**   
Sunday opening

✓ **Capacity**   
Improvement initiatives

✓ **Bus**   
Reliability initiatives

✓ **Subway**   
resiliency

✓ **Delivery**   
of scheduled capacity

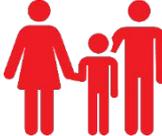


✓ **2-hour**  
transfer 

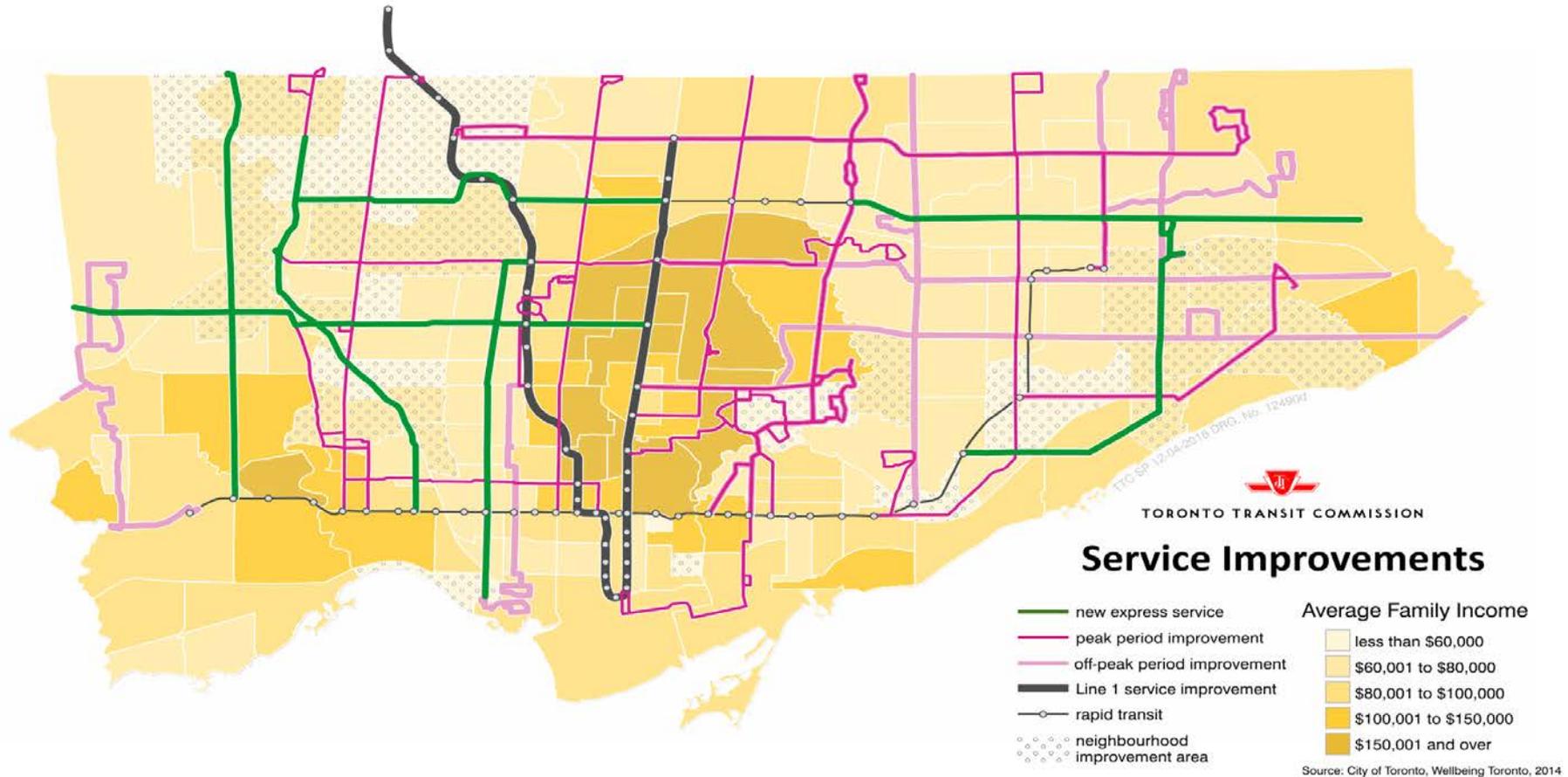
✓ **Fair Pass**  
Discounted fare 

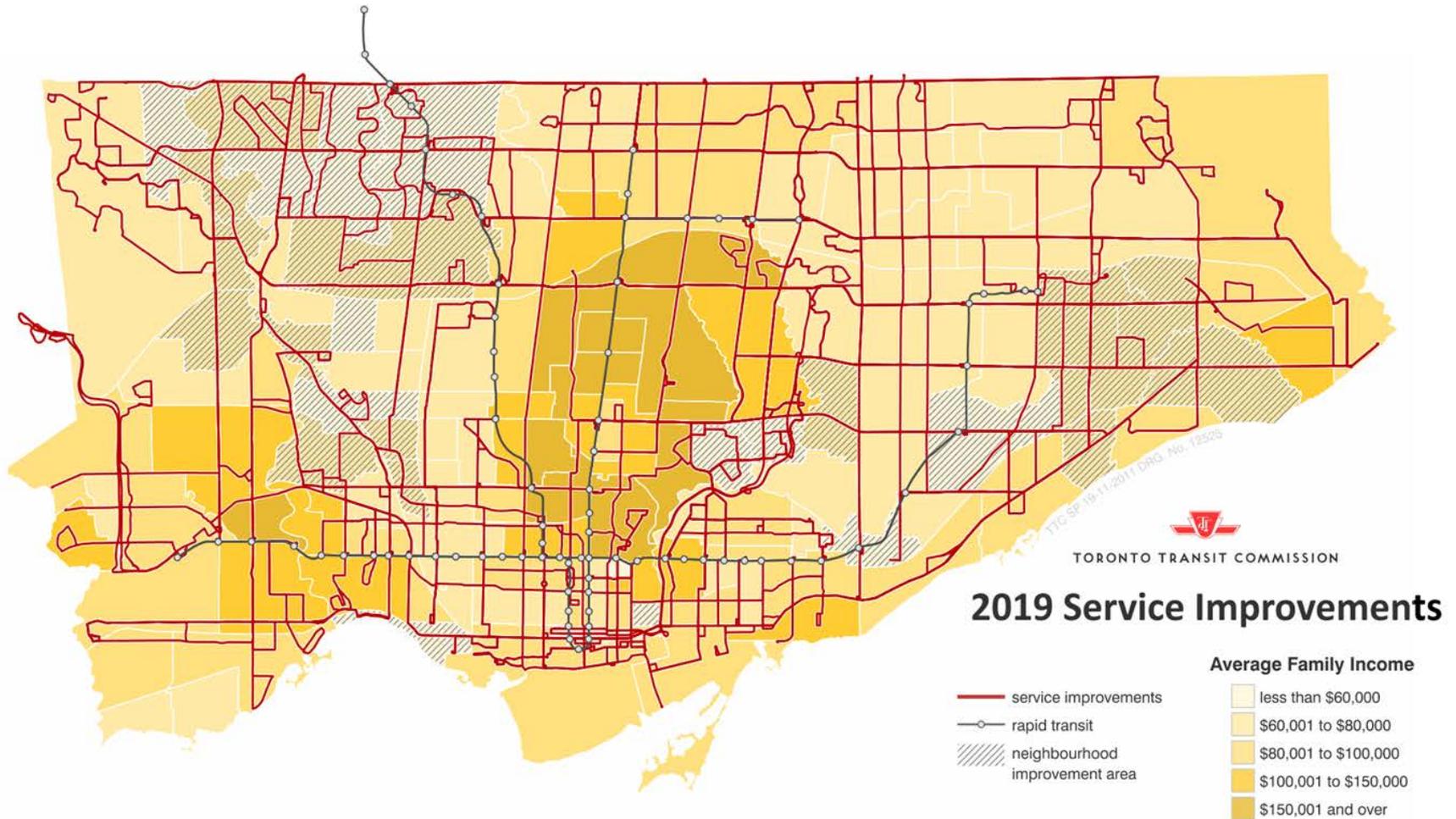
✓ **PRESTO**  
implementation 

✓ **Easier**  
**Access** 

✓ **Kids ride**  
**FREE** 

✓ **Station**  
management model 





TORONTO TRANSIT COMMISSION

## 2019 Service Improvements

- service improvements
- rapid transit
- neighbourhood improvement area

### Average Family Income

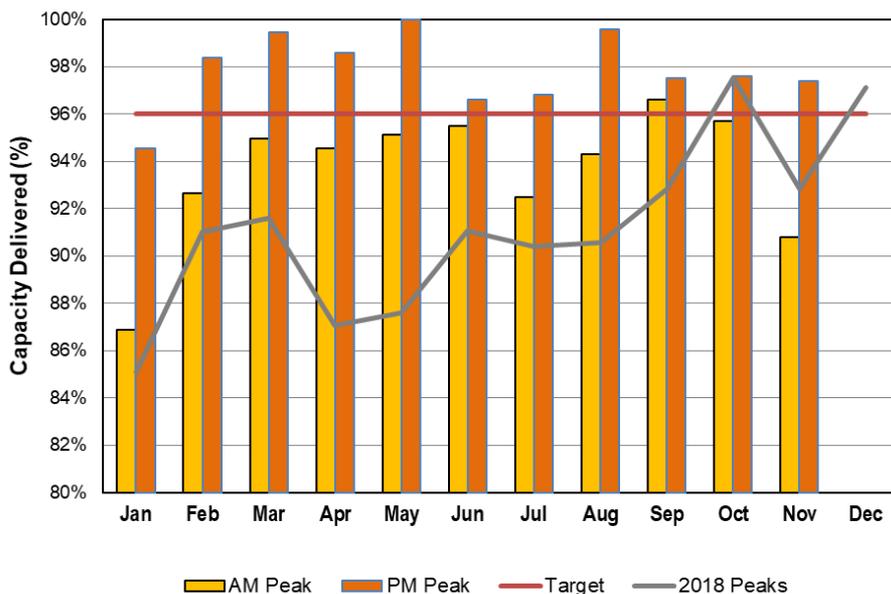
- less than \$60,000
- \$60,001 to \$80,000
- \$80,001 to \$100,000
- \$100,001 to \$150,000
- \$150,001 and over

Source: City of Toronto, Wellbeing Toronto

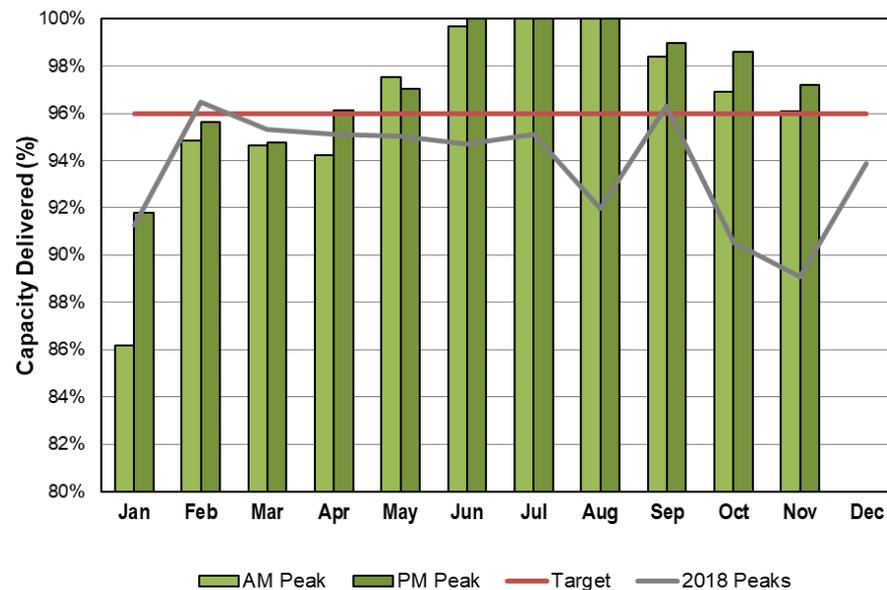
# Key Service Performance Measures

- Surface Vehicles in Service
  - ✓ 100% of Scheduled Capacity Delivered
- Subway Capacity Delivery 2019 Actual Performance (bars)
  - ✓ Exceeds 2018 performance (gray line)
  - ✓ Increasingly achieving 2019 target (red line)

1 Yonge-University Line - Capacity Delivered (2019)

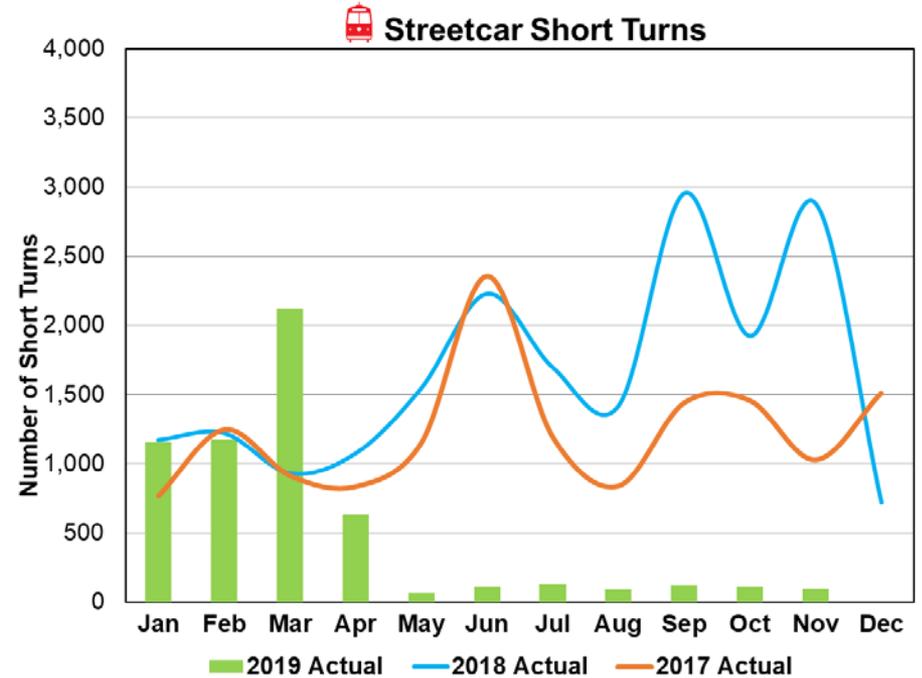
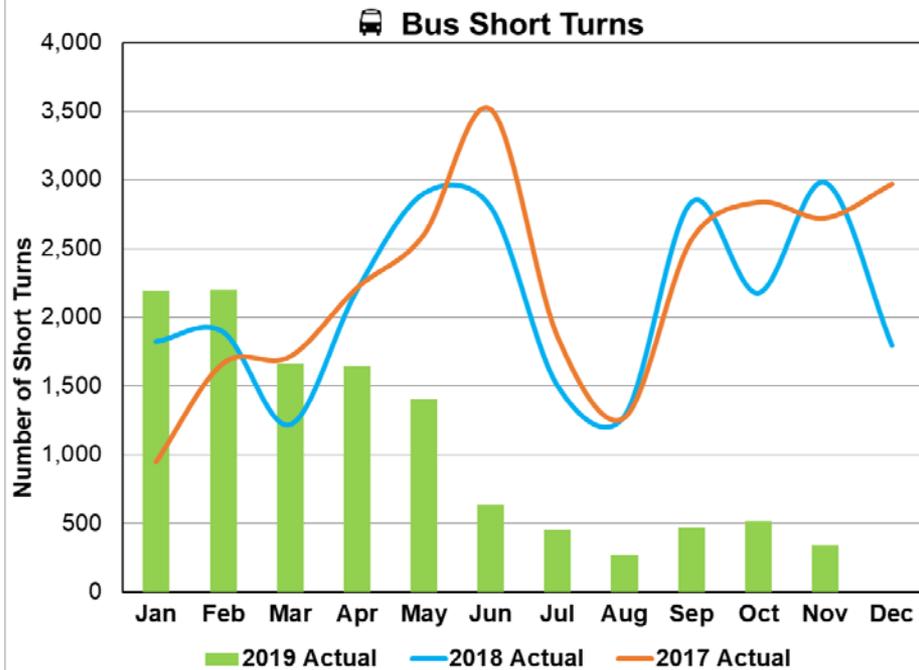


2 Bloor-Danforth Line - Capacity Delivered (2019)



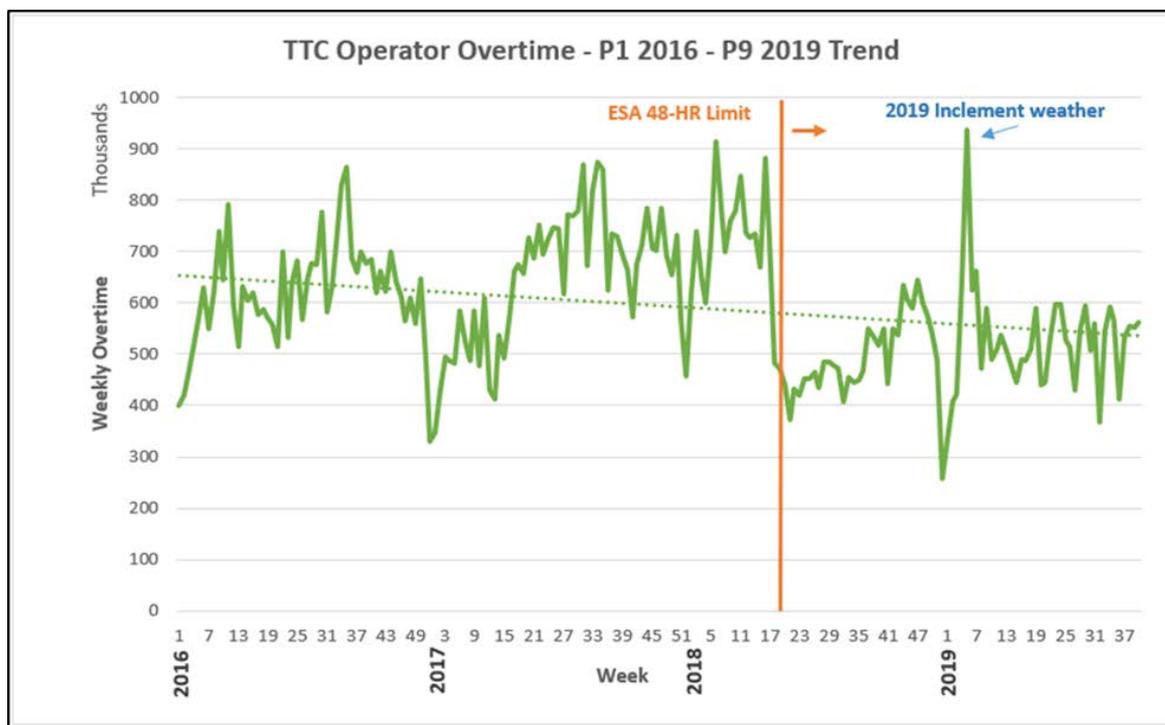
# Key Service Performance Measures

- Significant Reduction in Surface Vehicle Short Turns
  - ✓ Bus 48% Reduction
  - ✓ Streetcar 65% Reduction



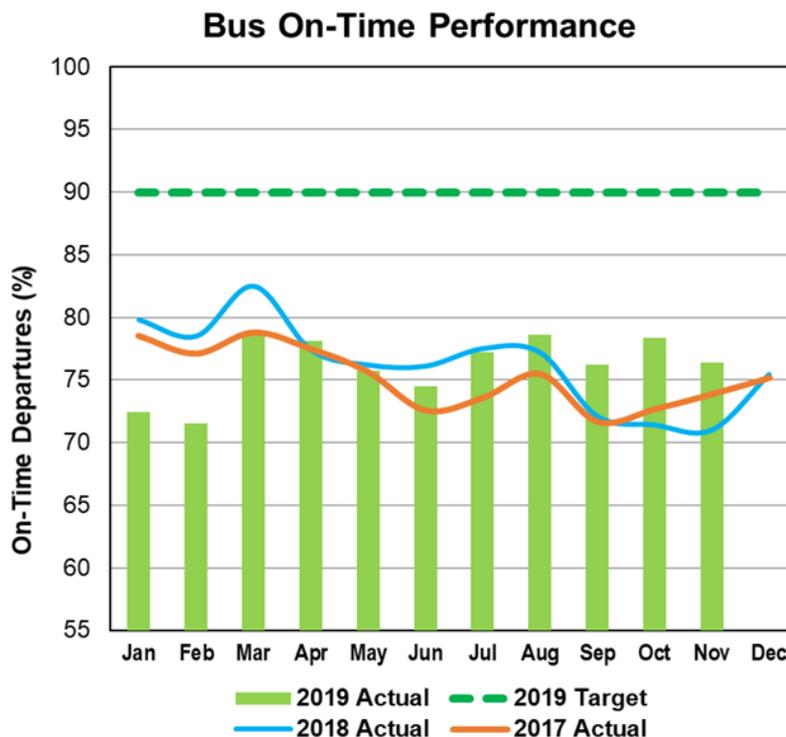
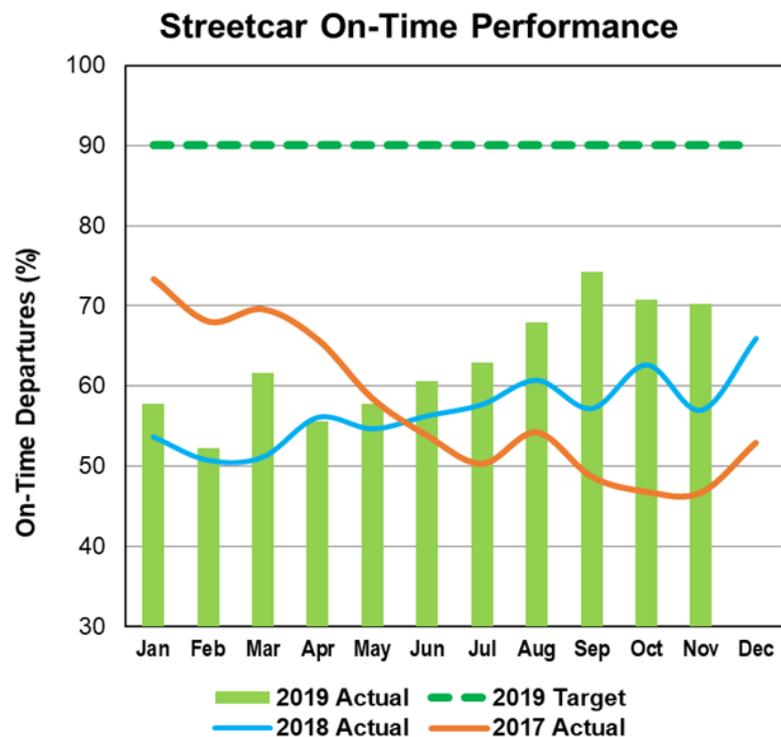
# Key Service Performance Measures

- Hiring of additional operators has:
  - ✓ Provided advertised levels of service
  - ✓ Eliminated service cancellations
  - ✓ Reduced overtime spending



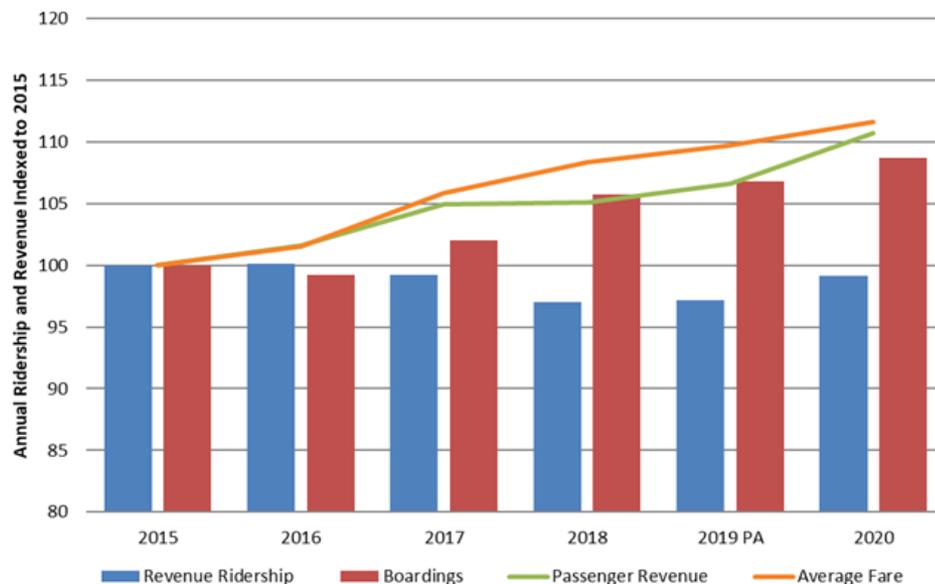
Time Period	Average Weekly Operator Overtime
January 2016 to April 2018	\$646,000
May 2018 to September 2019	\$511,000
Average weekly change	\$135,000
Percent reduction	21%
Annualized Overtime Reduction	\$7 million

- On-time Performance
  - Surface Vehicle on time performance is improving but remains below 90% target.
  - 2020 Budget includes Year 1 Commitment from 5 Year Service Plan to improve surface transit schedules.
    - Improvements will be made on 29/929 Dufferin, 35/935 Jane, 39/939 Finch East, 37/937 Islington and 86/986 Scarborough to start.



### Ridership and Revenue Trends 2015-2020

(Baselined to 100)



Year	Revenue Ridership (in millions)	Boardings (in millions)	Passenger Revenue (in millions)	Average Fare
2015	537.6	923.6	\$1,107.9	\$2.061
2016	538.1	916.3	\$1,125.9	\$2.092
2017	533.2	942.6	\$1,162.9	\$2.181
2018	521.4	976.5	\$1,162.1	\$2.229
2019 PA	525.3	986.3	\$1,181.4	\$2.249
2020 Budget	533.5	996.1	\$1,246.2	\$2.336

## Vehicle Boardings

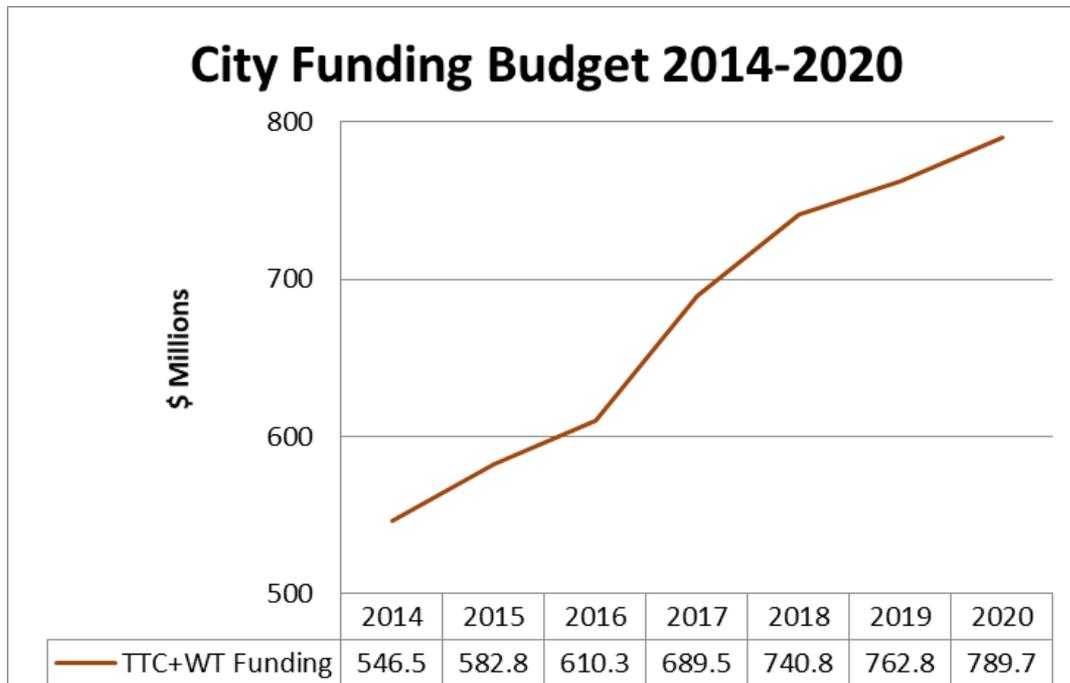
- Gradual & Consistent increase

## Change in Measured Ridership due to:

- Transition to PRESTO  
e.g. metropass to E-Purse
- Fare policy changes  
e.g. Two Hour Transfer & Volume Incentive Program

Ridership revenue not keeping pace with combined effect of service demands and cost escalation.

- Substantial Investment in Transit by City of Toronto.



#### 2014 - 2019:

- \$216M (40%) increase
- \$43M (7%) Average Annual Increase

#### 2020:

- \$26.9M (3.5%) Staff recommended.



## Congestion and overcrowding impacting service reliability

- Adding 89,000 hours and 90 operators to add flexible service hours and maintain service standards
- Improving surface transit schedules (year 1 of 5 year service plan)
- Centralizing supervisory response across all modes, to enhance responsiveness to incidents
- 204 new LRVs in service, enhancing reliability of streetcar service



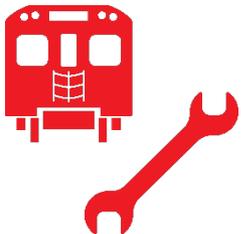
## Preserving service levels and preparing for future demand

- Business Transformation Program
- Material Management, Procurement and Finance Transformation
- Shared Services
- Eglinton LRT operating agreements and preparatory activities
- 5 Year Fare Policy and 10 Year Fare Collection Strategy
- Continued Rollout of Family of Services



## Revenue Protection Initiatives

- Data Driven, Risk Based Enforcement Strategy
- Closed Fare Line
- 50 Additional Transit Enforcement Officers



## Infrastructure and funding keeping pace with service needs

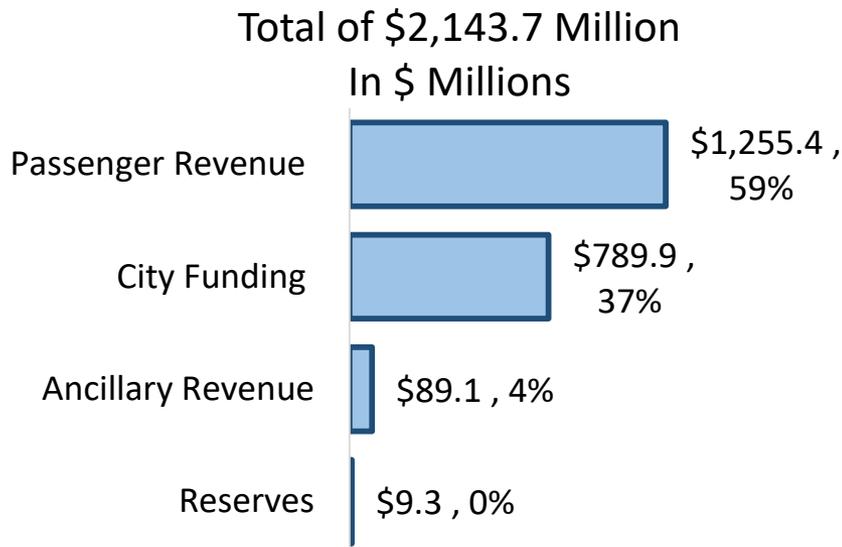
- Leveraging City Building Fund for subway capacity improvements and vehicle purchases
- Recalibrating to establish steady state capital program
- Ensure effective delivery of capital program to maximize benefits from funding
  - Project Management Maturity and Stage-gating
  - Enterprise Asset Management integration with CIP and capital budgeting
  - Commercial Management

# 2020 Staff Recommended Operating Budget and Plan

# 2020 Staff Recommended Operating Budget

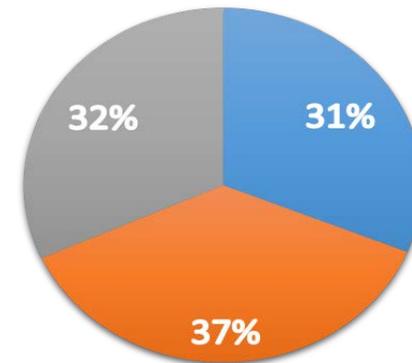
(In \$000s)	2017 Actual	2018 Actual	2019	2019	2020 Staff	Change v. 2019	
			Approved Budget	Projected Actual	Rec'd Budget	Projected Actual	
By Service			\$		\$	\$	%
<b>Revenues</b>							
TTC Conventional	1,234,469.4	1,226,190.0	1,288,582.6	1,267,382.6	1,344,589.0	77,206.4	6.1%
Wheel-Trans	7,646.5	7,435.8	8,110.7	8,991.3	9,236.5	245.2	2.7%
<b>Total Revenues</b>	<b>1,242,115.9</b>	<b>1,233,625.8</b>	<b>1,296,693.3</b>	<b>1,276,373.9</b>	<b>1,353,825.5</b>	<b>77,451.6</b>	<b>6.1%</b>
<b>Expenses</b>							
TTC Conventional	1,709,647.4	1,809,446.6	1,910,540.4	1,887,664.8	1,987,170.8	99,506.0	5.3%
Wheel-Trans	133,297.2	140,135.1	149,018.9	151,600.4	156,482.9	4,882.5	3.2%
<b>Total Gross Expenditures</b>	<b>1,842,944.6</b>	<b>1,949,581.7</b>	<b>2,059,559.3</b>	<b>2,039,265.2</b>	<b>2,143,653.7</b>	<b>104,388.5</b>	<b>5.1%</b>
<b>Net Expenditures</b>	<b>600,828.7</b>	<b>715,955.9</b>	<b>762,866.0</b>	<b>762,891.3</b>	<b>789,828.2</b>	<b>26,936.9</b>	<b>3.5%</b>
<b>Approved Positions</b>	<b>14,382.0</b>	<b>15,033.0</b>	<b>15,951.0</b>	<b>15,951.0</b>	<b>16,167.0</b>	<b>216.0</b>	<b>1.4%</b>

## Where the Money Comes From



## Key Points

Total Key Funding Source Increase: \$84.7M



- Revenue Protection & Cost Recovery
- Fare Increase
- City Funding

Funding Sources	
Revenue Protection & Cost Recovery	26.4
10 cent Fare Increase March 1, 2020	31.4
City Funding Increase	26.9
<b>Total Funding Sources</b>	<b>84.7</b>

# Key Cost Drivers – Base Budget

Key Cost Drivers (\$000)	2018 Actuals	2019 Proj. Actuals	2020 Staff Rec'd Base Budget	YoY Changes		Key Drivers to Preserve Service Levels and Address Issues
				\$	%	
<b>Expenditures</b>						
1 Salaries and Benefits	1,355,092.7	1,454,584.7	1,515,498.0	60,913.3	4.2%	<ul style="list-style-type: none"> <li>● CBA and Benefit Cost Escalation.</li> <li>● Energy Prices</li> <li>● PRESTO transition, IT services Operating Impact of Capital</li> <li>● Maintain funding for one time 2019 underspending to support key initiatives (Warehouse, PRESTO adoption)</li> </ul>
2 Materials & Supplies	318,565.3	298,348.8	313,244.4	14,895.6	5.0%	
3 Equipment	24,887.6	24,954.2	24,326.9	(627.3)	-2.5%	
4 Service and Rent	195,225.0	221,745.8	240,464.8	18,719.0	8.4%	
5 Contribution To Reserves	41,608.7	25,200.0	25,200.0			
6 Other Expenditures (Inc. IDC's)	14,202.4	14,431.7	15,412.1	980.4	6.8%	
<b>Total Expenditures</b>	<b>1,949,581.7</b>	<b>2,039,265.2</b>	<b>2,134,146.2</b>	<b>94,881.0</b>	<b>4.7%</b>	
<b>Revenues</b>						
1 Provincial Subsidies						<ul style="list-style-type: none"> <li>● Includes 2019 &amp; 2020 fare increase, revenue protection initiative and an anticipated \$19.4 million recovery from Metrolinx</li> <li>● Reversal of one-time funding from stabilization reserve.</li> </ul>
2 User Fees	1,233,625.8	1,254,882.9	1,340,925.5	86,042.6	6.9%	
3 Transfers From Capital		1,800.0	3,600.0	1,800.0	100.0%	
4 Other Revenues (Inc. IDR's)		19,691.0	9,300.0	(10,391.0)	-52.8%	
<b>Total Revenues</b>	<b>1,233,625.8</b>	<b>1,276,373.9</b>	<b>1,353,825.5</b>	<b>77,451.6</b>	<b>6.1%</b>	
<b>Net Expenditures</b>	<b>715,955.9</b>	<b>762,891.3</b>	<b>780,320.7</b>	<b>17,429.4</b>	<b>2.3%</b>	
<b>Positions</b>	<b>15,033.0</b>	<b>15,951.0</b>	<b>16,109.0</b>	<b>158.0</b>	<b>1.0%</b>	

# Efficiencies & Other Measures

(\$000s)									
Recommendations	Type	2020				2021		2022	
		Revenue	Gross	Net	Positions	Gross	Net	Gross	Net
Reduce materials and equipment to experience	Line by Line		(4,613.0)	(4,613.0)					
Implement Bus Maintenance Efficiencies	AG Recs		(3,791.0)	(3,791.0)	10.0	1,300.0	1,300.0	-	-
Continued Roll-out of Family of Service initiative	AG Recs		(2,008.5)	(2,008.5)		(1,489.0)	(1,489.0)	-	-
Shared Services	Efficiencies		(7,087.0)	(7,087.0)		(680.0)	(680.0)	(230.0)	(230.0)
Service Delivery	Efficiencies		(555.1)	(555.1)	(78.0)	(1,430.2)	(1,430.2)	(300.0)	(300.0)
Transit Control Service Accountability	Efficiencies		(708.6)	(708.6)	(7.0)	(719.0)	(719.0)	-	-
Subway Step Backs & Average Hours per Crew	Efficiencies		(894.0)	(894.0)	(17.0)	-	-	-	-
Procedural Updates for WT Dispatchers	Efficiencies		(1,239.4)	(1,239.4)		-	-	-	-
Gasoline Fueling at Lakeshore	Efficiencies		(590.2)	(590.2)		-	-	-	-
Vehicle Renewal	Other		(7,529.0)	(7,529.0)	(29.0)	4,602.3	4,602.3	2,859.0	2,859.0
Unspecified	Other		(2,600.0)	(2,600.0)		2,600.0	2,600.0	-	-
<b>Budget Increase/(Decrease)</b>		<b>-</b>	<b>(31,615.8)</b>	<b>(31,615.8)</b>	<b>(121.0)</b>	<b>4,184.1</b>	<b>4,184.1</b>	<b>2,329.0</b>	<b>2,329.0</b>

- The 2020 Budget includes \$31.6 million in efficiency measures and cost savings which have no service impact.

# New / Enhanced Priorities

New / Enhanced	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
<b>In \$ Thousands</b>						
1 Improvement to Surface Transit Schedules		3,655.0	3,655.0	36.0	1,261.0	Medium
2 Wheel-Trans Call Centre: Reduce Peak Wait Time		230.0	230.0			High
3 Anti-Racism Initiative (Ombudsman recommendation)		1,786.2	1,786.2	4.0	471.2	High
4 TEO Independent Complaints Office (Ombudsman recommendation)		1,077.3	1,077.3	7.0	325.0	High
5 Business Transformation		1,569.0	1,569.0	4.0	(1,569.0)	Low
6 5 year fare policy and 10 year collection strategy		1,000.0	1,000.0		(1,000.0)	High
7 Eglinton LRT Operations start-up - (5 pos. funded by Metrolinx)		190.0	190.0	7.0		Medium
<b>Total New / Enhanced</b>		<b>9,507.5</b>	<b>9,507.5</b>	<b>58.0</b>	<b>(511.8)</b>	

# 2021 & 2022 Outlooks

(In \$000s)	2019 Projected Actual	2020 Staff Rec'd Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	1,276,373.9	1,353,825.5	1,369,662.8	1,383,223.8
Gross Expenditures	2,039,265.2	2,143,653.7	2,261,332.4	2,344,263.7
<b>Net Expenditures</b>	<b>762,891.3</b>	<b>789,828.2</b>	<b>891,669.6</b>	<b>961,039.9</b>
<b>Change</b>			<b>101,841.4</b>	<b>69,370.3</b>
<b>Approved Positions</b>	<b>15,951.0</b>	<b>16,167.0</b>	<b>16,575.0</b>	<b>16,541.0</b>

	2021 Drivers	2022 Drivers
<b>Inflation Impact:</b>	<ul style="list-style-type: none"> <li>\$44 million for energy cost escalation and contractual inflationary increases for materials and services</li> <li>\$8 million for annualization of the 2020 wage increase to March 31, 2021</li> </ul>	<ul style="list-style-type: none"> <li>\$25 million for energy cost escalation and contractual inflationary increases for materials and services</li> </ul>
<b>Line 5 Eglinton LRT:</b>	<ul style="list-style-type: none"> <li>\$30 million for the Eglinton LRT for the preparation, testing and 3 months of operations</li> </ul>	<ul style="list-style-type: none"> <li>\$34 million incremental cost for the Eglinton LRT first full year of operation</li> </ul>
<b>5-Year Service Plan:</b>	<ul style="list-style-type: none"> <li>\$10 million for Year 2 of the 5-year service plan and service reliability improvements</li> </ul>	<ul style="list-style-type: none"> <li>\$18 million for Year 3 of the 5-year service plan and service reliability improvements</li> </ul>
<b>Other:</b>	<ul style="list-style-type: none"> <li>\$9.8M</li> </ul>	<ul style="list-style-type: none"> <li>(\$7.6M)</li> </ul>

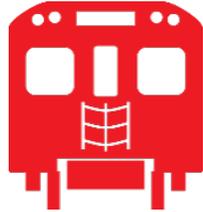
Note: 2021 & 2022 Outlooks do not include a provision for wage or benefit increases past March 31, 2021, due to CBA contract expiry.

# 2020 – 2029 Staff Recommended Capital Budget and Plan

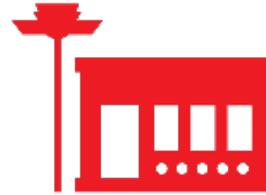
# Capital Assets to Deliver Services: Asset Inventory of \$18.8B



Tunnels & Structures  
\$6.382 billion



Rolling Stock  
\$4.069 billion



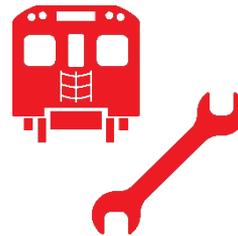
Buildings & Structures  
\$3.939 billion



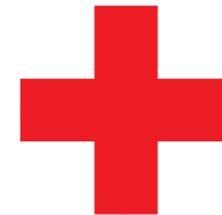
Surface Track System  
\$2.623 billion



Buses  
\$1.519 billion



Rail Service Equipment  
\$0.149 billion

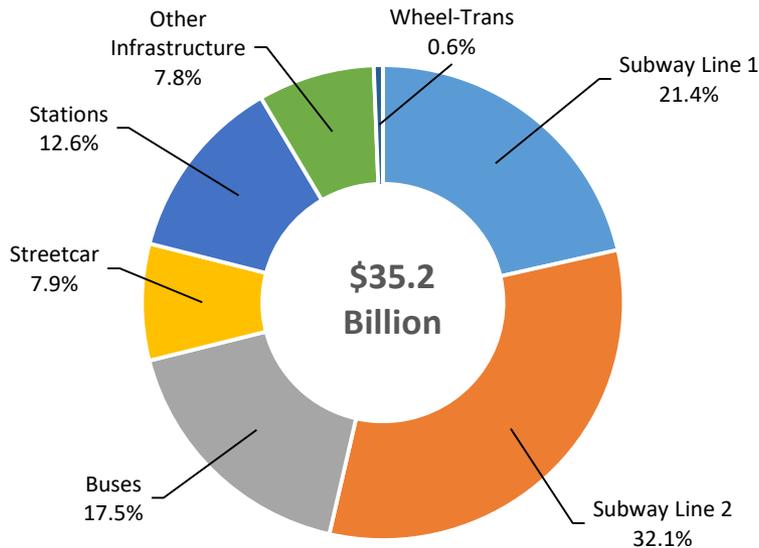


Other  
\$0.082 billion

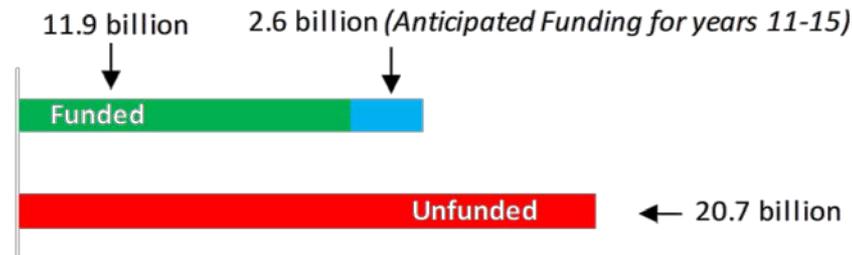
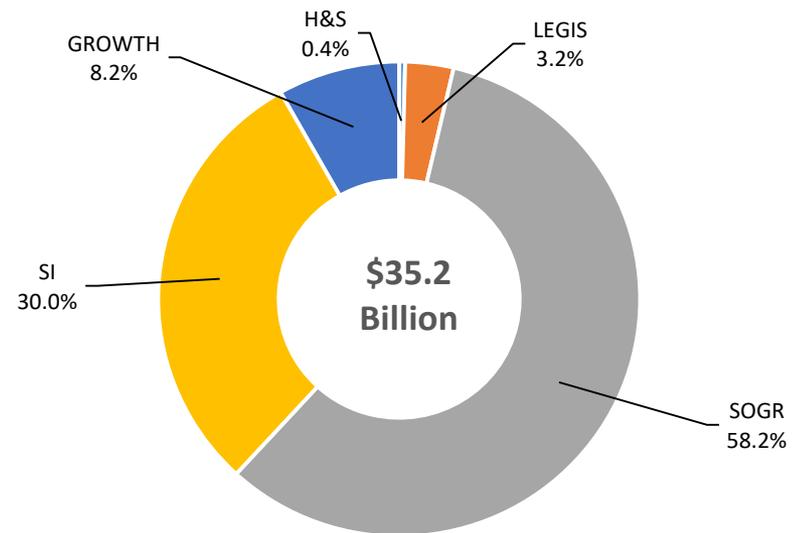
The Capital Investment Plan provides:

- A clear view of required capital investments over the next 15 years
- Increased focus on (base) state of good repair and growth projects
- A distinction between what capital requirements are funded vs. unfunded
- The value of investing and the risks of failing to invest
- A multi-year planning tool

## By Mode



## By Category



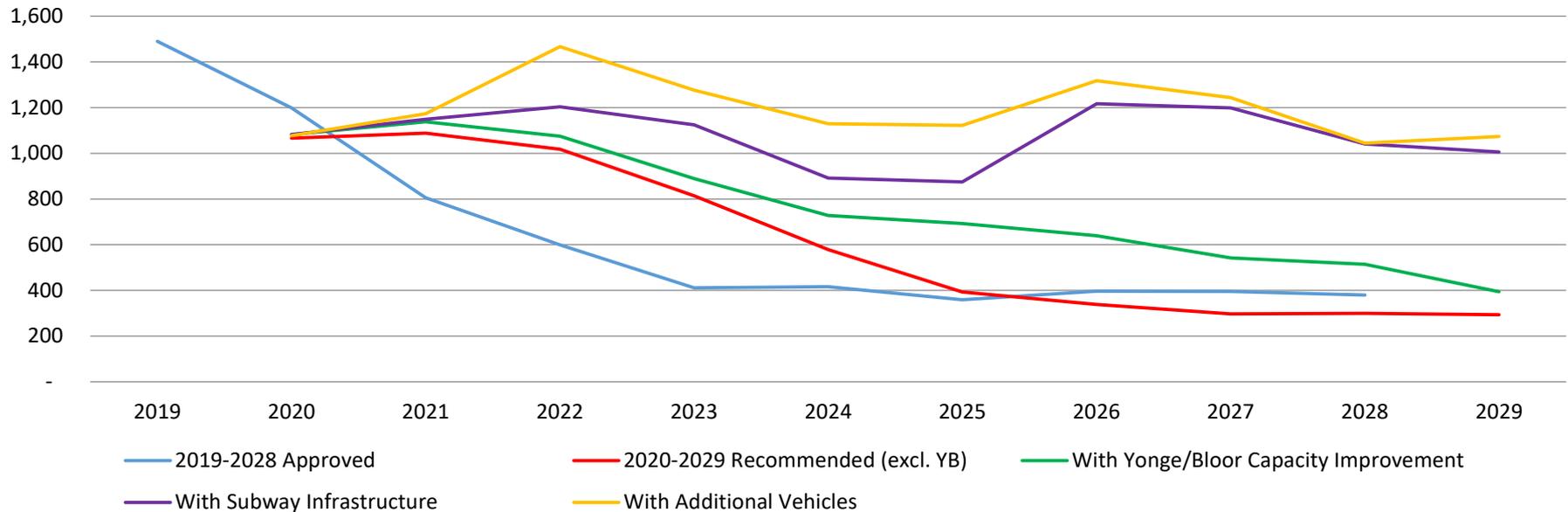
## Highlights:

- Establishes a steady state of good repair maintenance program
- Ensures in-flight projects are fully funded for their completion
- Has nearly doubled from the 2019-2028 Capital Budget and Plan of \$6.453B
  - Adds \$1.5B for the Yonge-Bloor Capacity Improvement Project as a priority project
  - Incorporates \$4.2 billion in additional funding through the City Building Fund (CBF)
- Allows TTC to make significant progress on previously unfunded requirements



- Through the addition \$4.2 billion of recoverable debt from the CBF, TTC has added:
  - \$3.1 billion for subway infrastructure and capacity improvement projects;
  - \$1.1 billion for the refurbishment and procurement of additional vehicles.
- Incremental funding also includes the \$167 million one-time top up of Federal Gas Tax Funds.
- CBF will also fund the City's share of \$500 M for the Yonge-Bloor Capacity Improvement project.
- Total CBF funding: \$4.728 billion

## 2020-2029 Recommended Capital Plan Compared to 2019-2028 Approved Capital Plan

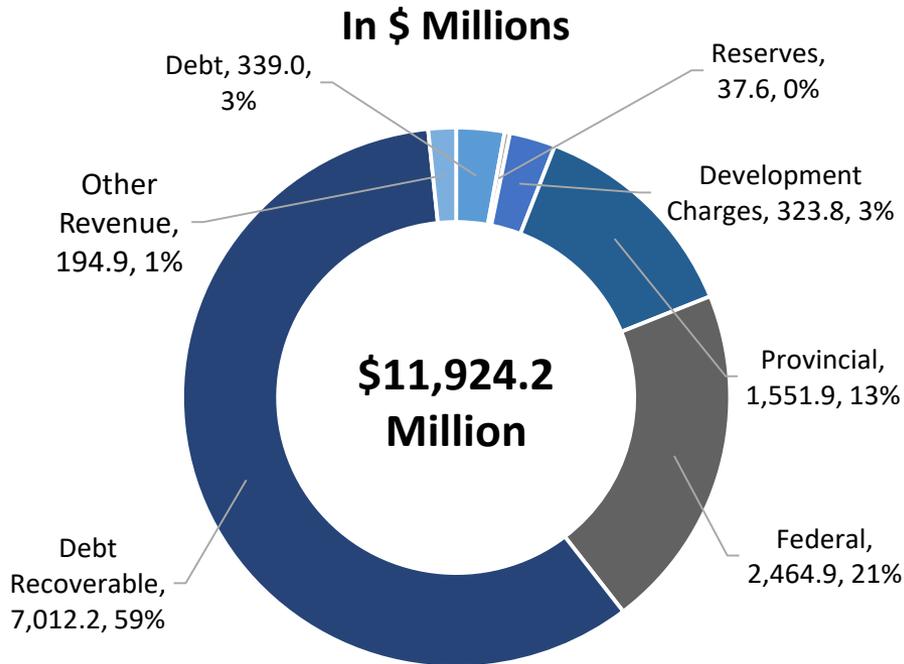


2020 - 2029 Capital Budget and Plan												
(\$ Millions)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
2019-2028 Approved	1,490	1,199	805	599	411	416	360	397	396	380		6,453
2020-2029 Recommended (excl. YB)		980	999	921	810	574	389	336	298	299	294	5,901
2020-2029 Expansion Projects		86	89	97	5	4	3	3	-	-	-	287
Yonge/Bloor Capacity Improvement		16	50	57	75	150	300	300	245	215	100	1,508
<b>Total 2020-2029 Recommended</b>		<b>1,083</b>	<b>1,138</b>	<b>1,075</b>	<b>889</b>	<b>728</b>	<b>692</b>	<b>639</b>	<b>543</b>	<b>514</b>	<b>394</b>	<b>7,696</b>
Additional CBF Funding:												
Subway Infrastructure		-	11	129	235	163	183	578	656	526	612	3,094
Additional Vehicles		(6)	23	263	152	238	247	101	44	4	69	1,135
<b>Total</b>		<b>1,077</b>	<b>1,173</b>	<b>1,467</b>	<b>1,276</b>	<b>1,129</b>	<b>1,122</b>	<b>1,318</b>	<b>1,243</b>	<b>1,044</b>	<b>1,074</b>	<b>11,924</b>
<b>Change from 2019-2028 Approved</b>		<b>(122)</b>	<b>368</b>	<b>868</b>	<b>865</b>	<b>713</b>	<b>762</b>	<b>921</b>	<b>848</b>	<b>664</b>	<b>1,074</b>	<b>5,471</b>

## 2020-2029 Capital Budget & Plan

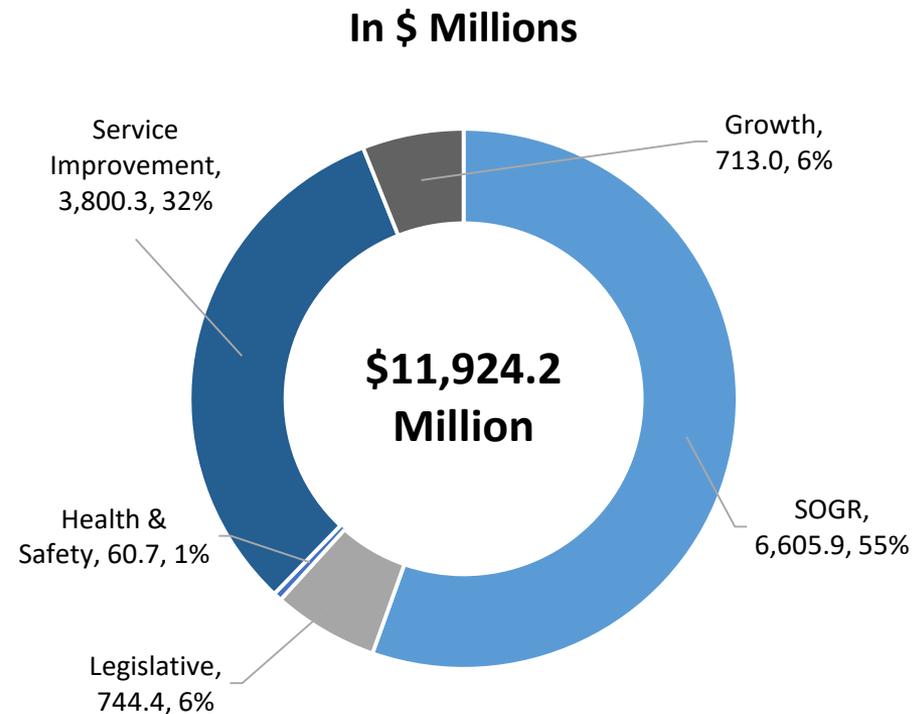
### Where the Money Comes From

By Funding Source



### What This Buys

By Category



## \$11,924.2 M



### Buildings & Structures

\$2,740.5 M  
22.98%

Fire Ventilation Upgrade  
Easier Access Phase III  
Toronto Rocket/T1 Rail Yard Accommodation  
McNicoll Bus Garage  
Bridges & Tunnels



### Signal systems

\$975.8 M  
8.18%

Signal Systems  
Line 1 and 2 Automatic Train Control Resignalling



### Track work

\$634.1 M  
5.32%

Subway Track  
Surface Track  
Subway Rail Grinding



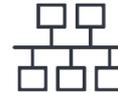
### Electrical systems

\$552.0 M  
4.63%

Traction Power  
Power Distribution / Electric Systems  
Communications

\*Please see Appendix 1 for full details

## \$11,924.2 M



### Capacity Improvements

### Vehicles

### Information Technology

### Equipment

\$4,250.0 M  
35.64%

\$2,181.1 M  
18.29%

\$416.9 M  
3.50%

\$173.9 M  
1.46%

Yonge-Bloor Capacity Improvements  
Line 1 & 2 Capacity Enhancements  
Service & Transit Expansion Planning

T1 25-Year Overhaul  
Bus Overhaul  
Streetcar Overhaul  
Purchase of additional vehicles

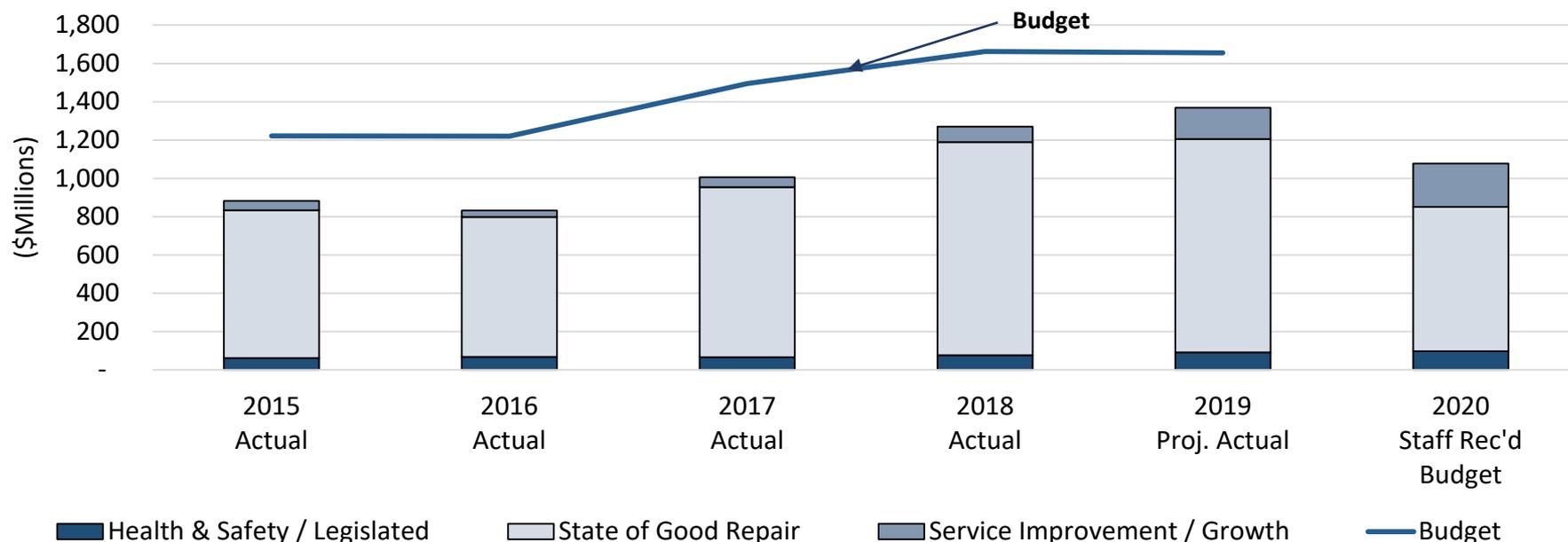
SAP ERP Implementation  
VISION – Computer Aided Dispatch / Auto. Vehicle Location System  
MAXIMO – Asset management system

Shop & Maintenance Equipment  
Revenue & Fare Handling Equipment  
Fare System

\*Please see Appendix 1 for full details

# Capacity to Spend

Spending by Category  
(In \$ Millions)



Category In \$ Millions	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Proj. Actual	2020 Staff Rec'd Budget
Health & Safety / Legislated	62	68	67	77	92	97
State of Good Repair	772	730	888	1,113	1,114	755
Service Improvement / Growth	48	34	51	81	163	226
<b>Total</b>	<b>882</b>	<b>832</b>	<b>1,005</b>	<b>1,271</b>	<b>1,368</b>	<b>1,077</b>
<b>% Spent</b>	<b>72%</b>	<b>68%</b>	<b>67%</b>	<b>76%</b>	<b>83%</b>	

## Capacity to Deliver

\$ Millions

Status/Category	2020 Budget	%	2021 Plan	2022 Plan	2023 Plan	2024 Plan
<i>Awarded and/or On-Going</i>	839,788	78.0%	755,696	595,760	393,890	224,290
<i>In Procurement</i>	40,075	3.7%	103,535	79,124	111,184	185,299
<i>Payment To Third Party</i>	-	0.0%	-	-	-	-
<i>Ready to Proceed</i>	157,420	14.6%	250,039	586,546	395,467	442,903
<i>Projects based on high level estimates/placeholders</i>	39,815	3.7%	63,682	205,190	375,507	276,918
<b>Total Expenditures</b>	<b>1,077,098</b>	<b>100%</b>	<b>1,172,952</b>	<b>1,466,620</b>	<b>1,276,048</b>	<b>1,129,410</b>

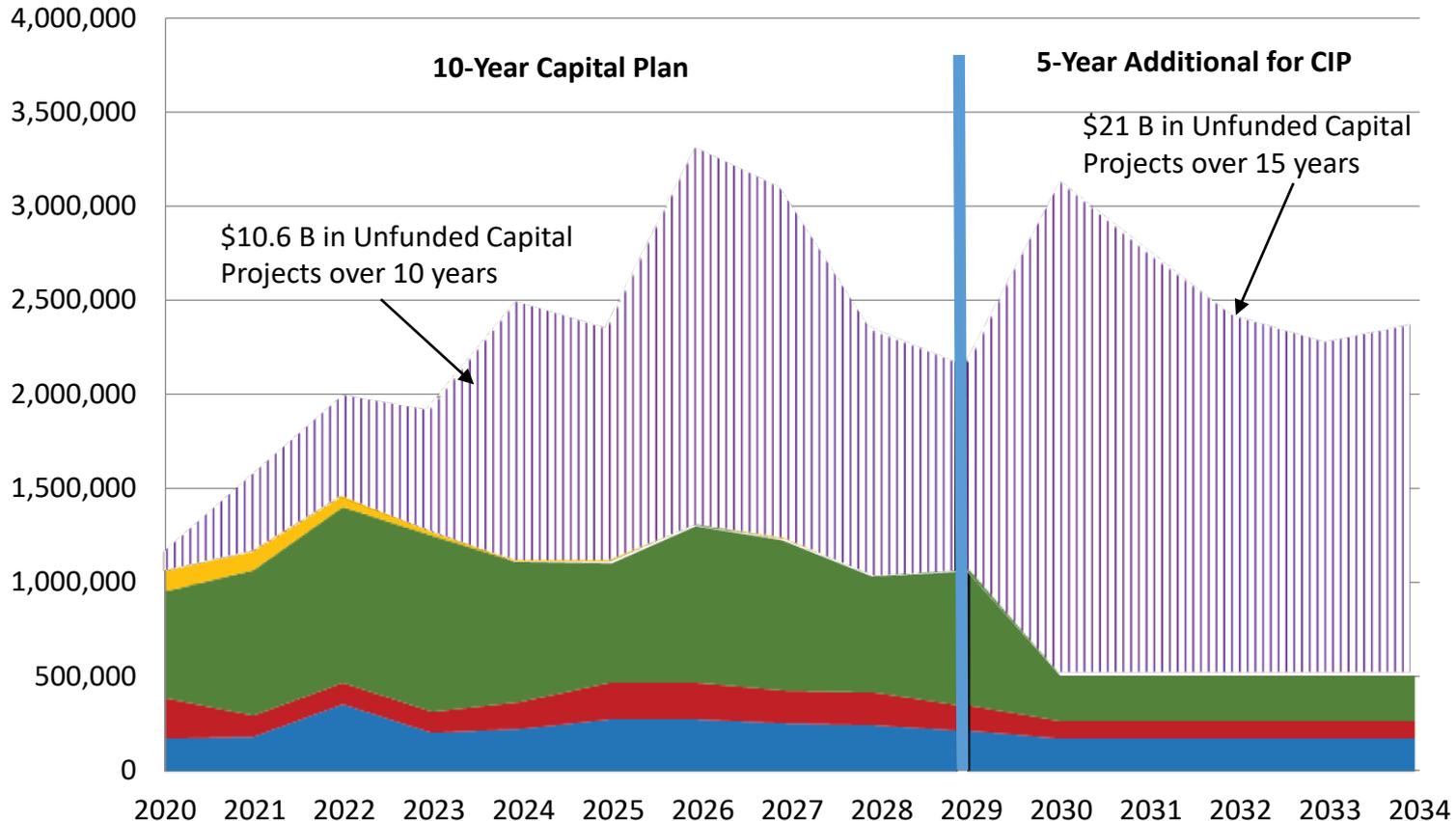
### Included in the 2020-2029 Capital Budget and Plan:

- **On-going and awarded contracts: \$2.959 billion**
  - Fire Ventilation, Easier Access, McNicoll Bus Garage and Streetcar Purchases
- **Contracts in procurement: \$1.693 billion**
  - Line 1 ATC Resignalling and Yonge Bloor Capacity Improvement
- **Projects that are ready to proceed based on realistic cash-flows: \$3.489 billion**
  - Refurbishment and procurement of additional vehicles and Information Technology Infrastructure
- **Projects that are based on high level estimates/place holders: \$3.784 billion**
  - Line 1 and 2 Capacity Enhancements and Line 2/4 ATC Resignalling

## \$11,924.2 M

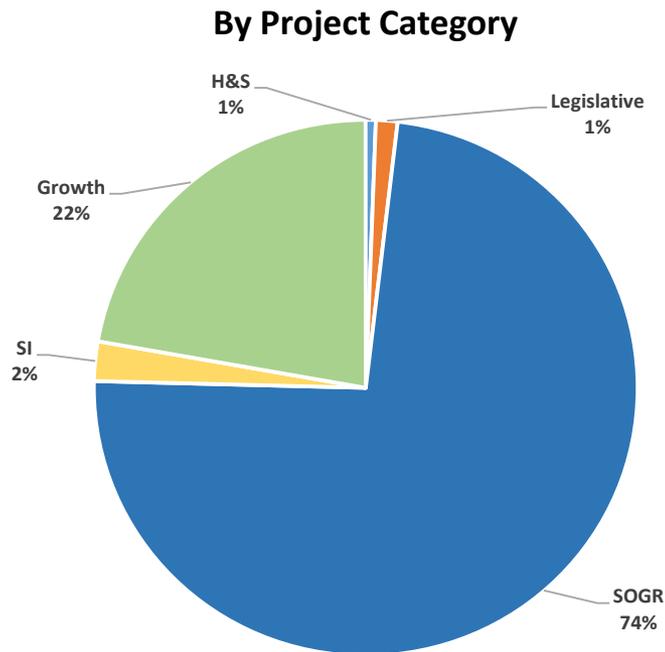
City of Toronto		Provincial Funding		Federal Funding	
\$7,907.5 M 66%		\$1,551.9 M 13%		\$2,464.9 M 21%	
Debt	\$ 339.0 M	PGT	\$ 956.6 M	FGT	\$ 1,953.8 M
Recoverable Debt	\$ 7,012.2 M	PTIF 2	\$ 500.0 M	PTIF 1	\$ 8.6 M
Reserve Draws	\$ 37.6 M	204 LRV	\$ 22.0 M	PTIF 2	\$ 500.0 M
Development Charges	\$ 323.8 M	Other	\$ 73.3 M	Other	\$ 2.5 M
Other	\$ 194.9 M				

# 2020-2034 Capital Investment Plan: Funded vs Unfunded



■ Federal Funding   
 ■ Provincial Funding   
 ■ City Funding   
 ■ Development Charges (via City)

## \$10.6 Billion

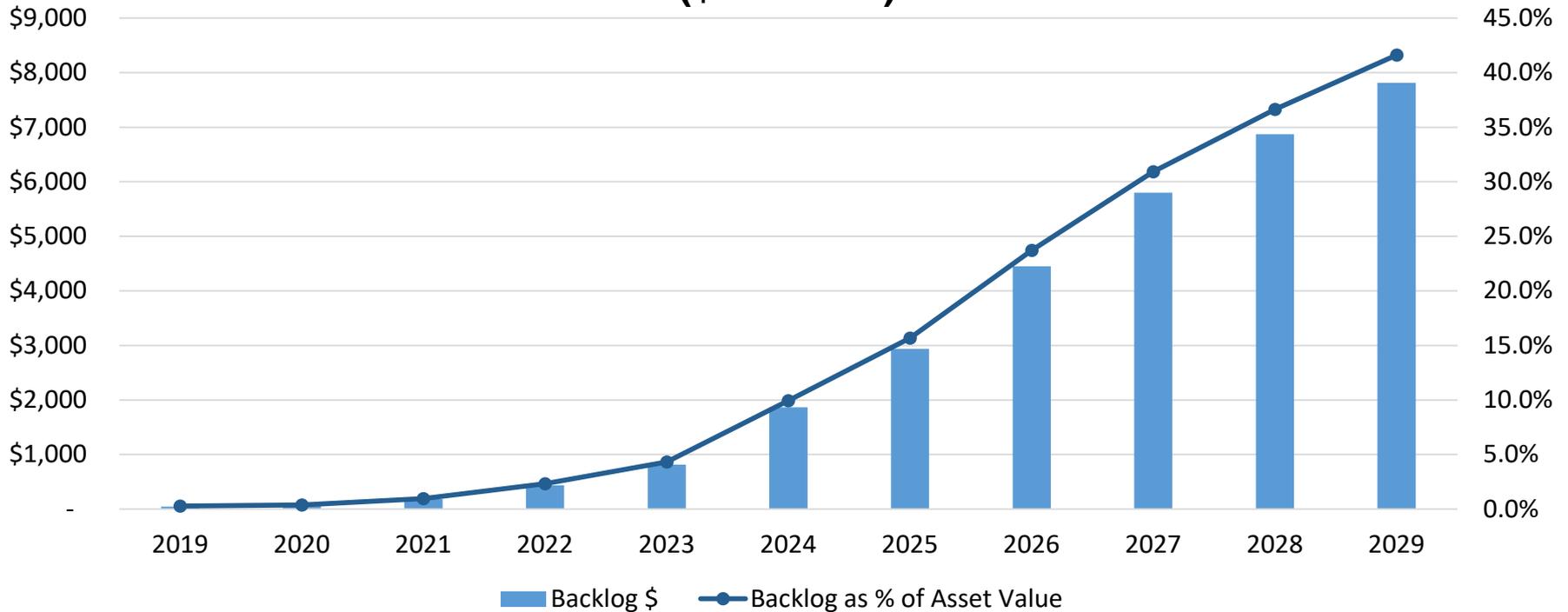


### Key Projects:

- Purchase of Additional Vehicles \$2,932.0 M
- New Subway Maintenance & Storage Facility - Western Yard \$2,233.1 M
- New Streetcar Maintenance & Storage Facility \$866.8 M
- Subway Car & Bus Overhaul \$515 M
- Platform Edge Doors – YUS Line \$355.8 M
- Service Planning projects \$252.1 M
- Hillcrest Track Replacement Expansion \$79.9 M

\*Please see Appendix 3 for full details

## Accumulated Backlog as a % of Asset Value (\$ Millions)



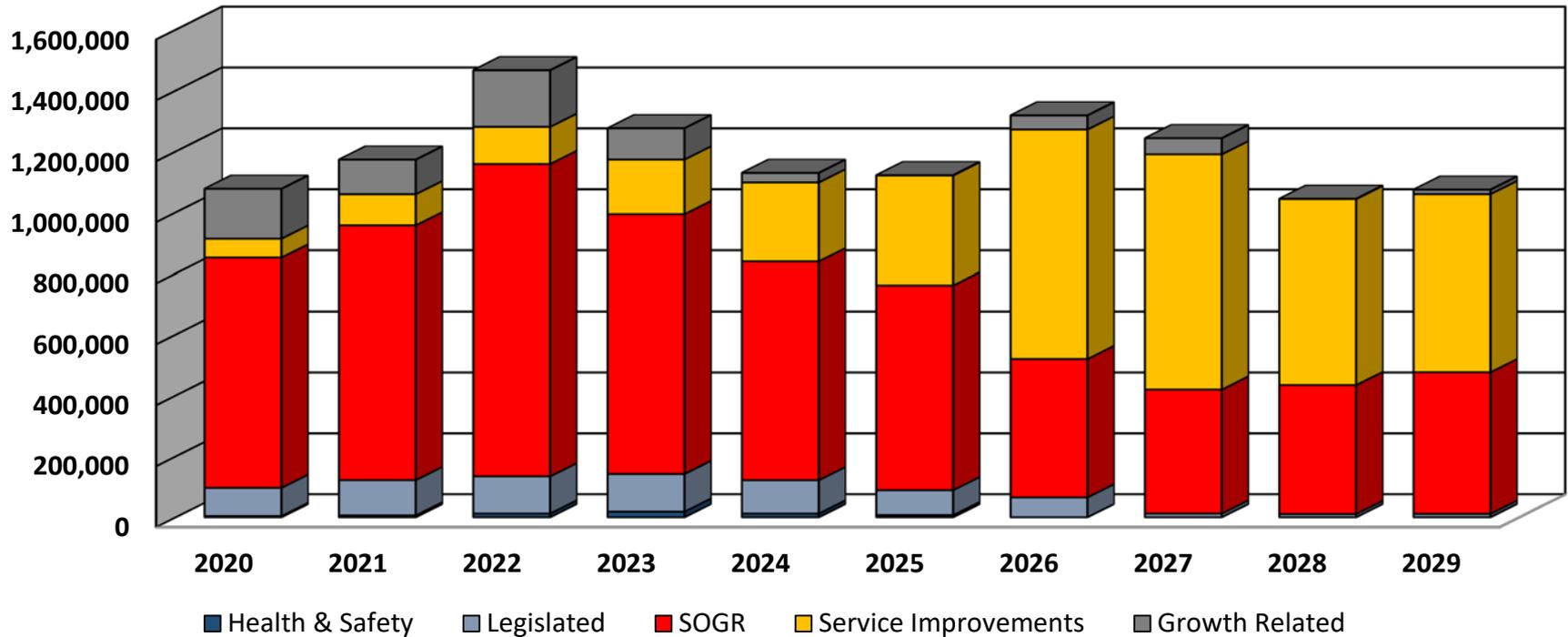
\$Millions	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Backlog \$	\$48	\$71	\$182	\$437	\$814	\$1,864	\$2,940	\$4,450	\$5,800	\$6,872	\$7,810
Backlog as % of Asset Value	0.3%	0.4%	1.0%	2.3%	4.3%	9.9%	15.7%	23.7%	30.9%	36.6%	41.6%

Thank You

# Appendix 1: 10-year Capital Plan

Project Code	(In \$000s)	Total App'd Cash Flows to Date*	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service	
TTC907743	ATC Resignalling	445,907	65,000	62,000	79,723	99,289	65,000	100,000	100,000	100,000	100,000	100,000	871,012	-	871,012	-	
TTC000340	Bridges & Tunnels		34,852	37,562	43,958	45,845	46,476	48,043	46,284	48,395	49,220	59,279	459,914	-	459,914	-	
TTC000432	Bus Overhaul		51,247	36,977	51,619	83,045	-	-	-	-	-	-	222,888	-	222,888	-	
TTC000230	Communications		17,306	16,585	15,699	13,859	9,819	9,845	11,301	11,954	12,582	12,729	131,679	5,285	126,355	39	
TTC000710	Computer Equipment & Software		106,477	118,877	77,869	39,983	23,930	17,123	8,725	7,546	7,772	8,600	416,902	-	409,469	7,433	
TTC908762	Corporate Initiatives		10,780	10,780	10,780	10,780	10,780	10,780	10,780	10,780	10,780	10,780	107,800	-	107,800	-	
TTC000383	Easier Access Phase III		59,357	76,444	85,467	99,369	87,386	66,775	53,313	-	-	-	528,111	528,111	-	-	
TTC000610	Environmental Programs		6,986	9,947	7,397	4,795	4,000	8,618	8,853	9,093	9,490	9,710	78,889	78,889	-	-	
TTC000320	Equipment		33,395	79,596	68,174	17,228	53,270	18,039	15,700	17,708	17,340	17,340	337,790	15,321	322,469	-	
TTC907744	Fare System	65,296	15,975	7,785	-	-	-	-	-	-	-	-	23,760	-	400	23,360	
TTC000310	Finishes		17,755	52,535	45,865	9,597	7,900	900	900	900	900	900	138,152	3,781	130,693	3,678	
TTC000379	Fire Ventilation Upgrade		16,844	41,790	48,879	52,587	56,682	-	-	-	-	-	216,782	-	216,782	-	
TTC000910	Furniture & Office Equipment		444	276	154	320	141	305	157	149	302	35	2,283	-	2,283	-	
TTC907198	Kipling Station Improvements	13,165	113	-	-	-	-	-	-	-	-	-	113	-	-	113	
TTC907749	Leslie Barns		3,232	9,312	5,000	-	-	-	-	-	-	-	17,544	-	17,544	-	
TTC908032	McNicoll New Bus Garage	59,319	37,820	27,190	-	-	-	-	-	-	-	-	65,010	-	-	65,010	
TTC000333	On-Grade Paving Rehabilitation Program		9,466	14,941	20,054	11,711	11,317	9,890	10,038	10,189	10,342	13,121	121,069	-	121,069	-	
TTC000390	Other Buildings and Structures		121,897	113,088	229,771	290,494	189,449	74,592	451,130	527,269	393,221	481,702	2,872,612	127,558	313,394	2,431,660	
TTC000530	Other Maintenance Equipment		3,118	1,541	1,233	1,191	1,206	1,221	1,237	1,264	1,293	1,356	14,660	-	14,660	-	
TTC000220	Power Distribution/Electric Systems		7,590	8,628	13,978	17,108	20,682	26,049	26,551	19,842	8,345	8,828	157,601	2,145	152,711	2,745	
TTC000470	Purchase Automotive Non-Revenue Vehicles		5,885	10,748	6,297	6,297	-	-	-	-	-	-	29,227	-	17,979	11,248	
	Purchase of Additional Vehicles		87,512	27,839	281,920	202,841	227,353	271,298	126,347	134,323	83,687	99,043	1,542,163	-	1,396,045	146,117	
TTC000415	Purchase of Buses - Wheel Trans Buses		17,462	11,591	-	-	-	-	-	-	-	-	29,053	-	29,053	-	
TTC000480	Purchase Rail Non-Revenue Vehicles		5,584	6,407	4,300	5,792	4,855	4,482	1,913	-	-	-	33,333	-	33,333	-	
TTC906365	Rail Non-Revenue Vehicle Overhaul		7,453	2,553	12,113	6,484	-	-	-	-	-	-	28,603	-	15,125	13,478	
TTC000520	Revenue & Fare Handling Equipment		5,450	3,750	3,250	2,250	1,800	1,200	400	400	1,300	300	20,100	-	20,100	-	
SSE908034	Scarborough Subway Extension		18,176	19,644	13,248	4,050	4,062	3,347	2,837	-	-	-	65,364	-	65,364	-	
TTC000920	Service Planning		19,116	19,368	16,735	15,518	8,149	5,609	2,800	2,800	2,800	2,800	95,695	18,096	17,206	60,393	
TTS000392	Sheppard Subway		3,705	-	-	-	-	-	-	-	-	-	3,705	-	-	3,705	
TTC000510	Shop Equipment		7,973	4,612	2,457	2,462	1,862	3,488	2,145	2,660	3,222	3,359	34,240	-	34,240	-	
TTC000240	Signal Systems		13,451	14,160	14,384	15,057	13,050	11,908	8,220	4,675	4,833	5,024	104,762	-	104,762	-	
TTC000330	Streetcar Network Upgrades & BRT		3,063	5,394	7,996	-	-	-	-	-	-	-	16,453	13,372	-	3,081	
TTC000450	Streetcar Overhaul		500	-	961	1,531	1,257	16,224	15,916	-	-	-	36,389	-	36,389	-	
TTC000460	Subway Car Overhaul		37,545	32,411	24,796	16,168	24,667	24,667	24,667	1,500	25,733	47,242	259,395	12,538	246,857	-	
TTC000110	Subway Track		27,774	28,161	28,131	28,380	28,947	37,472	39,821	41,507	42,437	45,775	348,404	-	345,459	2,945	
TTC000120	Surface Track		43,120	53,386	38,665	35,967	34,958	19,411	18,854	14,972	13,051	13,335	285,719	-	277,235	8,484	
TTC907750	Toronto Rocket/T1 Rail Yard Accommodation		45,118	61,472	44,746	39,081	17,470	1,375	-	-	-	-	209,262	-	209,262	-	
TTE907319	Toronto York Spadina Subway Extension		63,172	56,656	47,492	500	-	-	-	-	-	-	167,820	-	-	167,820	
TTC000210	Traction Power		23,832	25,764	19,764	20,924	22,397	28,556	28,843	29,967	30,088	32,540	262,675	-	262,675	-	
TTC000921	Transit Shelters & Loops		455	545	545	545	545	545	545	545	545	565	5,380	-	5,380	-	
TTC908576	Waterfront Toronto		5,100	12,637	36,200	-	-	-	-	-	-	-	53,937	-	-	53,937	
TTC908765	Yonge-Bloor Capacity Improvement	4,361	16,000	50,000	57,000	75,000	150,000	300,000	300,000	245,000	215,000	100,000	1,508,000	-	-	1,508,000	
<b>Total Expenditures by Category (including carry forward from 2019)</b>			<b>588,048</b>	<b>1,077,099</b>	<b>1,172,952</b>	<b>1,466,620</b>	<b>1,276,048</b>	<b>1,129,409</b>	<b>1,121,762</b>	<b>1,318,276</b>	<b>1,243,437</b>	<b>1,044,283</b>	<b>1,074,363</b>	<b>11,924,249</b>	<b>805,096</b>	<b>6,605,906</b>	<b>4,513,246</b>

# Appendix 2: 2020 - 2029 Staff Recommended Capital Budget & Plan by Project Category



2020 - 2029 Staff Recommended Capital Budget and Plan by Category											
\$ Millions	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Health & Safety	3.9	6.1	12.3	18.3	12.1	7.0	0.2	0.2	0.2	0.4	<b>60.7</b>
Legislated	92.7	116.0	122.0	123.9	109.6	81.9	65.1	12.0	10.4	10.8	<b>744.4</b>
SOGR	754.9	835.1	1,024.4	851.6	717.3	672.0	454.5	407.3	423.7	465.1	<b>6,605.9</b>
Service Improvements	61.9	102.2	122.0	179.4	259.0	360.0	752.2	771.1	609.2	583.3	<b>3,800.3</b>
Growth Related	163.7	113.5	186.0	102.9	31.3	0.8	46.3	52.9	0.8	14.7	<b>713.0</b>
<b>Total</b>	<b>1,077.1</b>	<b>1,173.0</b>	<b>1,466.6</b>	<b>1,276.0</b>	<b>1,129.4</b>	<b>1,121.8</b>	<b>1,318.3</b>	<b>1,243.4</b>	<b>1,044.3</b>	<b>1,074.4</b>	<b>11,924.2</b>

# Appendix 3: Capital Needs Constraints

Project Description	Total Project Cost	Non-Debt	Debt Required	Cash Flow (In \$ Millions)										
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
<b>NOT INCLUDED</b>														
<i>Bridges &amp; Tunnels</i>	19,650		19,650	-	-	-	9,669	7,881	2,100	-	-	-	-	-
<i>Bus Overhaul</i>	393,600		393,600	1,350	1,423	877	-	83,106	74,946	58,475	56,562	54,898	61,963	
<i>Communications</i>	54,072		54,072	3,000	3,070	3,515	4,059	5,075	6,505	6,211	5,940	6,154	10,543	
<i>Computer Equipment &amp; Software</i>	87,819		87,819	1,000	7,351	3,339	8,150	7,814	9,760	27,058	10,257	9,440	3,650	
<i>Easier Access Phase III</i>	100,000		100,000	-	-	-	-	-	-	-	50,000	50,000	-	
<i>Environmental Programs</i>	1,000		1,000	200	800	-	-	-	-	-	-	-	-	
<i>Equipment</i>	137,951		137,951	1,579	7,142	11,560	13,736	3,441	4,039	39,529	3,737	45,724	7,464	
<i>Fare System</i>	49,000		49,000	2,000	47,000	-	-	-	-	-	-	-	-	
<i>Finishes</i>	111,832		111,832	-	-	5,721	13,037	24,271	24,446	12,050	9,809	10,073	12,425	
<i>Fire Ventilation Upgrade</i>	143,457		143,457	-	-	11,800	11,900	11,800	46,382	25,186	18,229	9,080	9,080	
<i>Furniture &amp; Office Equipment</i>	1,546		1,546	239	149	83	172	94	203	104	100	201	201	
<i>Streetcar Facility Upgrade</i>	293,000		293,000	-	-	600	7,700	8,700	10,200	72,700	93,200	71,500	28,400	
<i>On-Grade Paving Rehabilitation Program</i>	23,661		23,661	-	-	9,235	1,875	2,436	2,473	2,510	2,547	2,585	-	
<i>Other Buildings and Structures</i>	5,391,892		5,391,892	56,902	292,044	223,986	306,176	892,142	949,272	1,030,239	854,632	435,665	350,834	
<i>Other Maintenance Equipment</i>	3,117		3,117	25	1,600	330	-	-	500	-	331	331	-	
<i>Power Distribution/Electric Systems</i>	650		650	-	-	-	360	290	-	-	-	-	-	
<i>Purchase Automotive Non-Revenue Vehicles</i>	35,364		35,364	-	-	-	-	8,739	7,863	4,494	3,949	4,424	5,895	
<i>Purchase of Additional Vehicles</i>	2,931,998		2,931,998	550	2,444	163,039	169,716	233,967	20,133	658,164	635,645	500,159	548,181	
<i>Purchase of Buses - Wheel Trans Buses</i>	85,406		85,406	-	-	5,781	15,903	13,515	2,013	3,403	20,260	15,340	9,191	
<i>Purchase Rail Non-Revenue Vehicles</i>	2,200		2,200	-	-	-	-	-	-	-	716	733	751	
<i>Queensway Garage Expansion</i>	10,800		10,800	650	2,600	7,550	-	-	-	-	-	-	-	
<i>Rail Non-Revenue Vehicle Overhaul</i>	22,602		22,602	-	-	-	-	8,449	3,369	10,784	-	-	-	
<i>Revenue &amp; Fare Handling Equipment</i>	1,000		1,000	-	-	-	-	-	-	-	-	-	1,000	
<i>Safety and Reliability</i>	40,000		40,000	20,000	20,000	-	-	-	-	-	-	-	-	
<i>Service Planning</i>	252,103		252,103	6,260	19,521	30,954	34,866	34,783	35,031	23,696	23,696	23,696	19,600	
<i>Shop Equipment</i>	21,705		21,705	5,612	8,838	3,883	445	614	290	363	777	528	355	
<i>Signal Systems</i>	1,612		1,612	1,191	344	77	-	-	-	-	-	-	-	
<i>Streetcar Network Upgrades &amp; BRT</i>	13,051		13,051	-	-	3,437	9,614	-	-	-	-	-	-	
<i>Streetcar Overhaul</i>	32,496		32,496	-	-	-	-	-	-	-	16,772	15,724	-	
<i>Subway Car Overhaul</i>	121,415		121,415	-	-	-	-	13,976	23,819	24,295	34,781	22,544	2,000	
<i>Surface Track</i>	208,156		208,156	3,500	7,796	51,509	46,027	16,621	12,725	12,941	15,961	18,328	22,748	
<i>Traction Power</i>	20,952		20,952	448	497	4,407	1,808	1,895	1,800	2,237	2,434	2,612	2,814	
<i>Transit Shelters &amp; Loops</i>	9,991		9,991	1,157	3,523	5,311	-	-	-	-	-	-	-	
<b>Total Unmet Needs (Not Included)</b>	<b>10,623,098</b>	<b>-</b>	<b>10,623,098</b>	<b>105,663</b>	<b>426,142</b>	<b>546,994</b>	<b>655,213</b>	<b>1,379,609</b>	<b>1,237,869</b>	<b>2,014,439</b>	<b>1,860,335</b>	<b>1,299,739</b>	<b>1,097,095</b>	