

BUDGET **TC**



Toronto Transit Commission

2021 Operating Budget and
2021-2030 Capital Budget & Plan

Briefing to Budget Committee

January 21, 2020

 TORONTO

Toronto Transit Commission Services

TTC Conventional Service



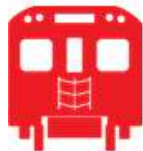
159 Bus
Routes



10 Streetcar
Routes



3 Subway
Lines



1 Rapid
Transit Line

Wheel-Trans Service

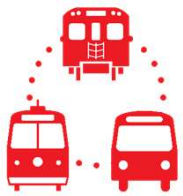


Door-to-Door
Service



All Service Provided
24 hours per day,
7 days per week

TTC Key Outcomes



Provide Safe, Seamless & Reliable Transit Service

Customer Satisfaction



Transform to Solidify Fiscal Foundation

Financial sustainability



Inclusive & Accessible Service Provider

Inclusion and Accessibility



Innovate for Future Demand

System Resiliency

TTC 2020 Results

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



- ✓ Established Priority Actions in Safety Strategic Plan
- ✓ Completed Fleet Procurement Strategy & Plan
- ✓ Received and rolled out final delivery of 204 LRVs & 60 E-Buses
- ✓ Installed Automatic Train Control From Vaughan to Rosedale stations



- ✓ Advanced on business transformation priorities and efficiency initiatives
- ✓ Anticipated agreement on Metrolinx settlement terms to form basis for proceeds, open payments.



- ✓ Implemented equity-based consultation in 2021 service planning process
- ✓ Expanded diversity outreach with 2 online forums for female bus operators (4,000+ participants)
- ✓ Awarded Wheel-Trans reservations overflow contract to reduce wait times
- ✓ Completed construction at 4 stations, bringing the total number of accessible stations to 50



- ✓ Installed Eglinton East Bus Priority Lane
- ✓ Advanced service integration with regional partners

▪ Agile and effective response to COVID-19:

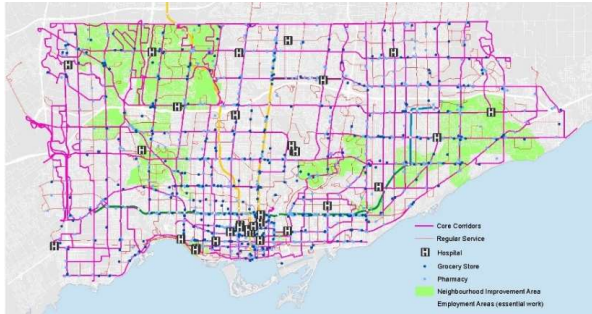


- ✓ Delivered demand responsive transit service throughout the pandemic.
- ✓ Partnered with City of Toronto to meet needs of most vulnerable during the pandemic (SSHA, EMS)
- ✓ Implemented proactive safety measures: disinfection; mandatory masks
- ✓ Expected to achieve \$151 million in savings to mitigate COVID-19's financial impact
- ✓ Completed accelerated capital works to leverage low ridership, culminating with first ever 10-day closure.

How Well We Are Doing

Service	Service Measure	2018 Actual	2019 Actual	2020 Target	2020 Projection	2021 Target	2022 Target	Status
Outcome Measures								
TTC Conventional	Revenue Ridership	521.4M	525.5M	533.5M	224.9M	214.4M	386.8M	●
TTC Conventional	Regular Service Hours	9.3M	9.5M	9.6M	9.0M	9.4M	9.6M	●
TTC Conventional	Customer Satisfaction	79%	79%	80%	78%	80%	80%	●
Service Level Measures								
TTC Conventional	Deliver 100% Schedule	101%	100%	100%	94%	100%	100%	●
TTC Conventional - Subway	Achieve 90% On-time	92%	94%	90%	94%	90%	90%	●
TTC Conventional - Streetcar	Achieve 90% On-time	57%	64%	90%	78%	90%	90%	●
TTC Conventional - Bus	Achieve 90% On-time	77%	76%	90%	85%	90%	90%	●
Wheel-Trans	Accommodate 99.5%	99.8%	99.9%	99.5%	99.9%	99.5%	99.5%	●

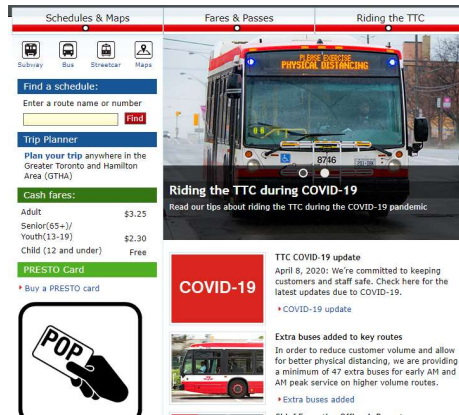
COVID-19: TTC's Service Response



Additional messaging and social media

Designated seats to support physical distancing

Demand-responsive service plan



Keeping our customers informed



Physical changes to vehicles to support physical distancing



Physical changes to vehicles to support physical distancing

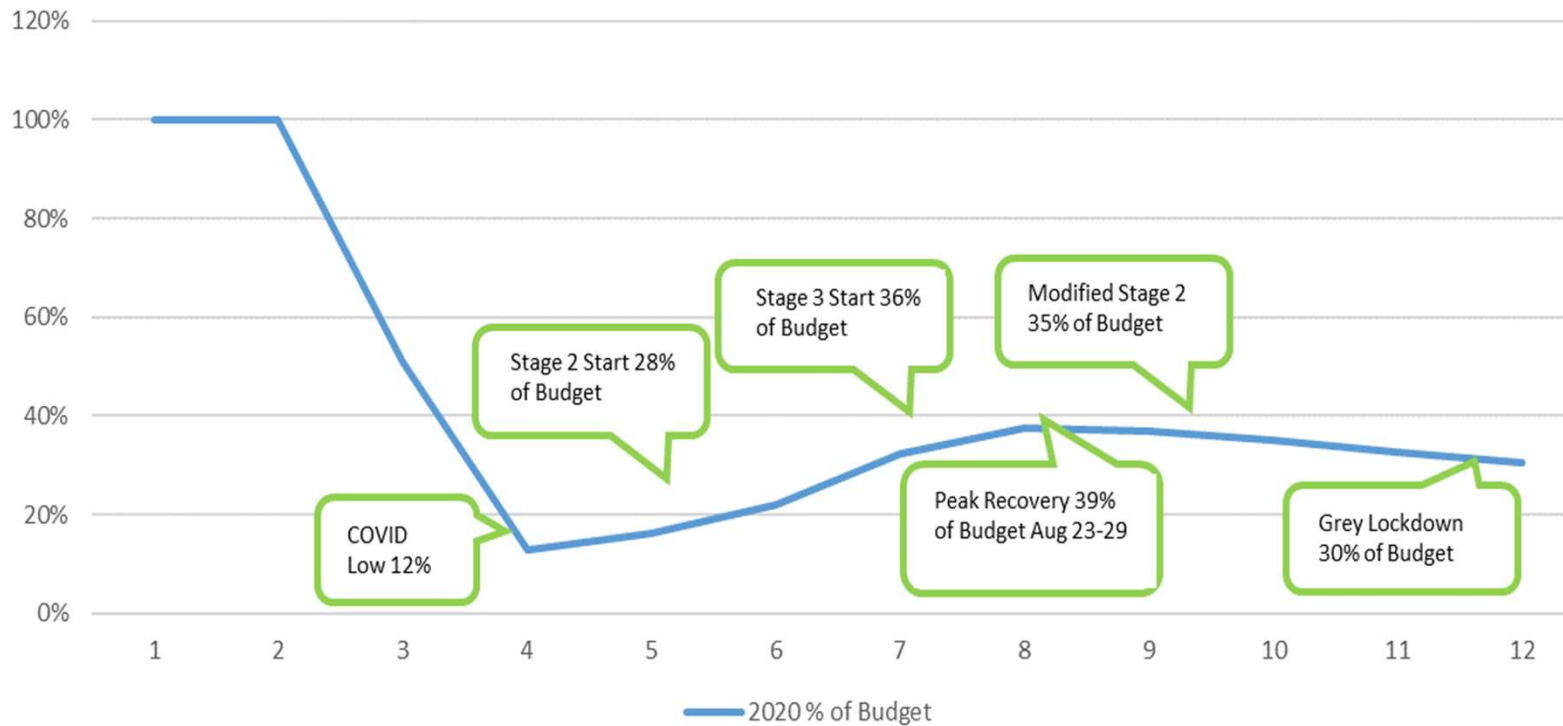
COVID-19: Partnering to Help the Most Vulnerable

- Retrofitted TTC buses for Toronto Paramedic Services
- Assisted the homeless with Streets to Home
- Distributed 1 million masks with Poverty Reduction Office
- Moved clients with Shelter, Support and Housing Administration (SSHA)



COVID-19: Impact on 2020 Revenue Ridership

TTC 2020 Ridership % Budget by Financial Period (Excluding WT)



2020 Ridership	
Budget	533.5M
Actual / Projected	224.9M
Variance	(308.5M)
% of Budget	(-57.8%)

COVID-19: TTC's Cost Management Response



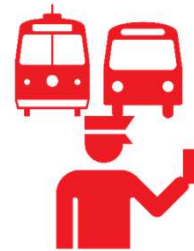
▪ Contained Costs

- Realigned workforce to critical need
- Paused staff salary increases
- Deferred non-essential hiring



▪ Matched Service Capacity to Demand

- Operated service at approx. 85% of normal service levels
- Adjusted for overcrowding



▪ Deferred Implementation of New Service Priorities

- Surface Transit Improvements
- Transit Fare Inspectors



▪ Revisited Capital Program

- Deferred projects based on COVID-19 impacts
- Leveraged Opportunities to Accelerate Work

COVID-19 2020 Financial Impact - Operating

COVID-19 Gross Financial Impact

Passenger Revenue Loss (net of PRESTO commissions)

Incremental Expenses

\$31.5M

\$704.3M

**Total:
\$760M**

Ancillary Revenue Loss

\$24.2M

Gross Impact by Time Period (before TTC Cost Containment)

March

April-September

October-December

\$50.9M

\$483.4M

\$225.7M

**Total:
\$760M**

Funding Sources

MTEC Funding

\$7.4M

Safe Restart Phase 1

Safe Restart Phase 2

\$50.9M

\$437.4M

\$99.9M

\$164.4M

**Total:
\$760M**

TTC Cost Containment

\$150.8M

2021 Key Risks and Challenges

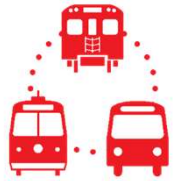
Operating

- Engendering public confidence in transit
- Financial impact of COVID-19 for TTC and City
- What does Recovery look like? By When?
- Advancing workforce diversity and inclusion
- Collective Bargaining negotiations
- Preparing for Eglinton Crosstown in Q1, 2022

Capital

- Funding for critical capital needs
- Changes in intergovernmental funding
- Impact of Provincial transit expansion projects
- Need long term real estate investment plan given TTC and City building objectives
- Asset management legislative compliance
- Outdated information technology

2021 Priority Actions



Safe, Seamless & Reliable Transit Service

Priority Initiatives

- Enhance Safety Response to address COVID-19
- Match Service to Demand

New:

- Invest in vehicle maintenance given warranty expirations.
- Head of Night Operations

Capital:

- Fleet Procurement
- Subway & Surface Track SOGR
- RapidTO planning & analysis
- Queue Jump Lanes & Transit Signal Priority



Transform to Solidify Fiscal Foundation

Priority Initiatives

- Continue Business Transformation
- Implement Service Efficiencies and Auditor General recommendations
- Prepare for Collective Bargaining
- Manage Overtime

New:

- ModernTO

Capital:

- Capital Investment Plan Update
- Real Estate Investment Plan
- SAP; Maximo Implementation



Inclusive & Accessible Service Provider

Priority Initiatives

- Freeze TTC Fares
- Gender Recruitment Outreach
- Apply equity lens to Service Planning
- Family of Services model

New:

- Improve Wheel-Trans call wait time
- Anti-Racism Strategy
- Embracing Diversity: 10 Point Action Plan

Capital:

- Fully Fund Easier Access
- Add accessible bus and streetcar stops



Innovate for Future Demand

Priority Initiatives

- Continue 5 Year Fare Policy & 10 Year Fare Collection Strategy
- Advance Service Integration
- Open McNicoll Bus Garage

New:

- Line 5 Eglinton LRT Startup
- Cybersecurity
- Business Continuity & Emergency Management

Capital:

- Automated Shuttle Trial
- Continued Roll-Out of E-Buses
- Expand bike parking and bike share

2021 Operating and Capital Budget Summary

Operating Budget									
\$ Millions	2020 Budget	2020 Projection	2021 Budget	2021 Vs. 2020 Projection		2021 Vs. 2020 Budget		OUTLOOKS	
				\$'s	%	\$'s	%	2022	2023
Revenues	\$1,353.8	\$579.0	\$566.8	(\$12.2)	-2.1%	(\$787.0)	-58.1%	\$977.2	\$1,206.1
Gross Expenditures	\$2,143.7	\$1,978.0	\$2,153.0	\$175.1	8.9%	\$9.4	0.4%	\$2,306.6	\$2,344.0
Net Expenditures	\$789.8	\$1,399.0	\$1,586.2	\$187.2	13.4%	\$796.4	100.8%	\$1,329.4	\$1,137.9
COVID-19 Impact		\$760.0	\$796.4	\$36.4	4.8%	\$796.4	N/A	\$386.7	\$136.3
TTC Cost Containment		(\$150.8)		\$150.8	-100.0%		N/A		
Net Expenditures ex COVID	\$789.8	\$789.8	\$789.8	(\$0.0)	0.0%	(\$0.0)	0.0%	\$942.7	\$1,001.6
Approved Positions	16,167	16,167	16,313	146	0.9%	146	0.9%	16,315.0	16,576.0

10 Year Capital Budget & Plan			
\$ Millions	2021	2022-2030	Total
Gross Expenditures	\$1,314.6	\$10,592.3	\$11,906.9
Debt Recoverable	\$678.1	\$6,006.0	\$6,684.1
Debt	\$134.6	\$410.0	\$544.6

Note: Includes 2020 carry forward funding to 2021

2021 Budget Highlights



- **Demand Responsive Service**
Preserves priority service; 101% bus service; More buses on key routes



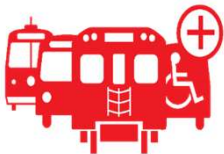
- **Keeps the TTC affordable**
No fare increase



- **Maintains City's operating funding at 2020 level**
- **\$13M net savings in base, reinvested in new & enhanced priorities.**



- **Includes 2021 COVID-19 impact of \$796.4M**
Partially offset by Federal/Provincial Safe Restart Agreement

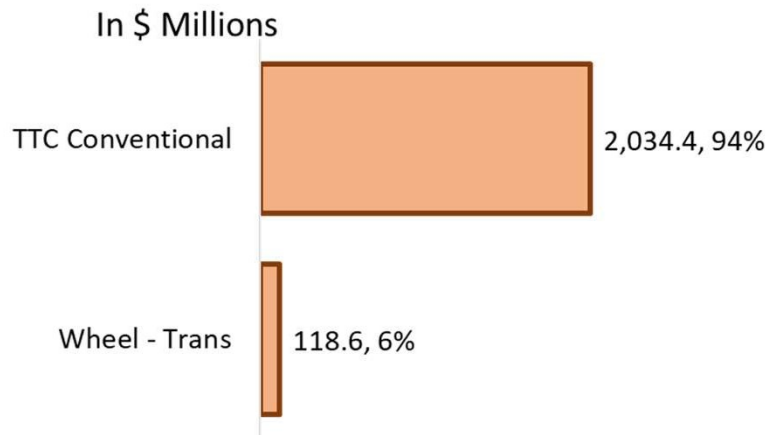


- **Adds \$1.1 Billion in unfunded capital works**
95% for critical state of good repair work
- **Enables purchase of:** 300 buses, 181 Wheel-Trans buses, 13 streetcars

2021 Operating Budget Submission

2021 Operating Budget

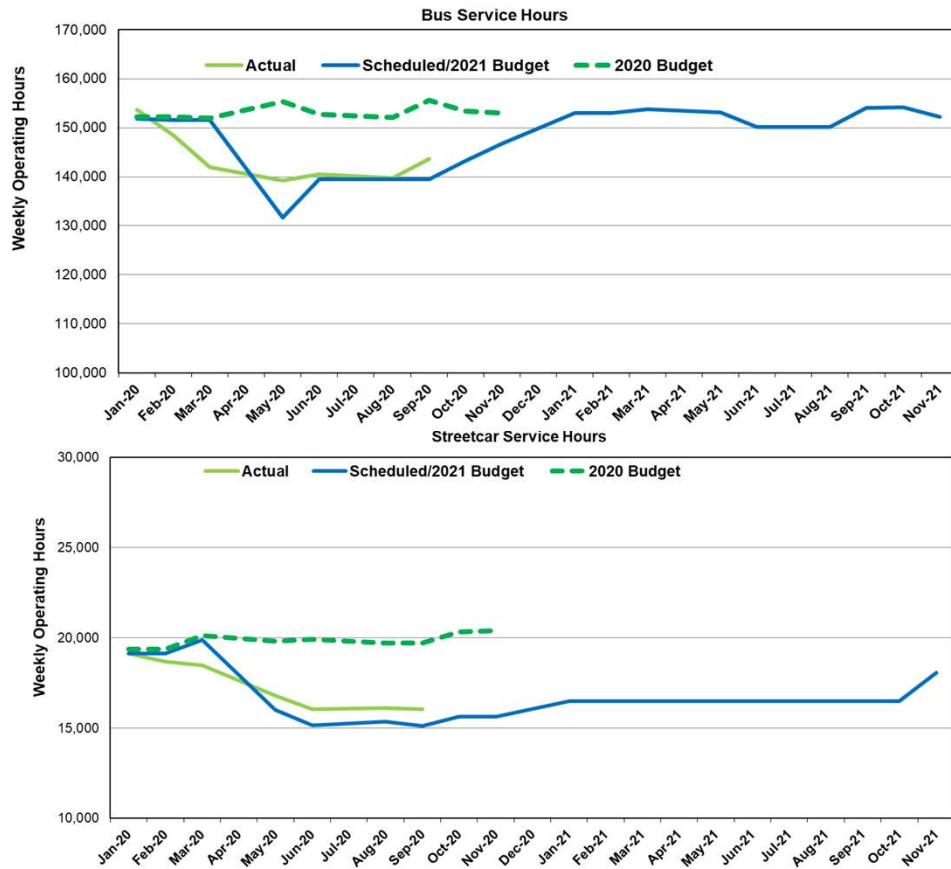
2021 Gross Operating Expenditures



Key Points

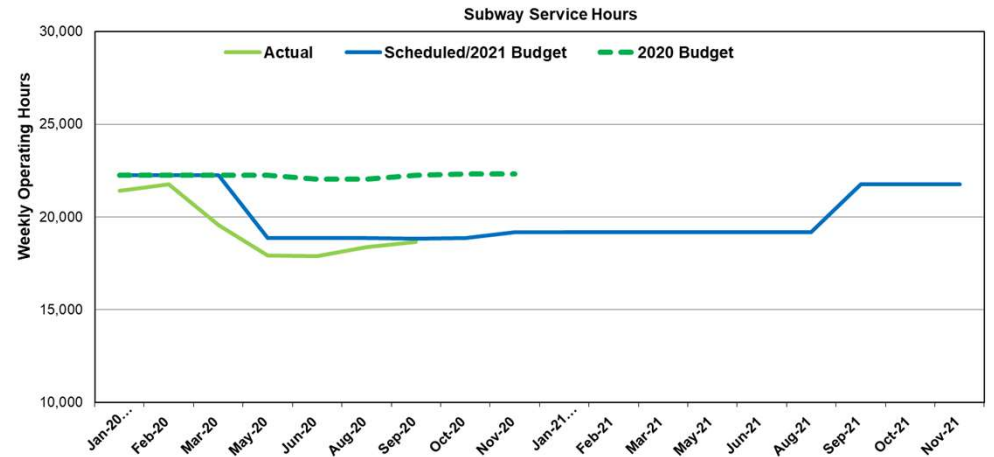
- **Enhances Safety and Reliability**
 - Bus & LRV maintenance investments
- **Strengthens Fiscal Sustainability**
 - Reverses 2020 reserve draws.
 - \$69.5M in efficiencies and balancing actions, with no impact to service.
 - No change to City Funding
- **Includes \$55M COVID incremental costs**
- **Protects Bus Service:**
 - 101% of pre-pandemic service

Weekly Service Hours by Mode



- **Demand Responsive Service Plan**

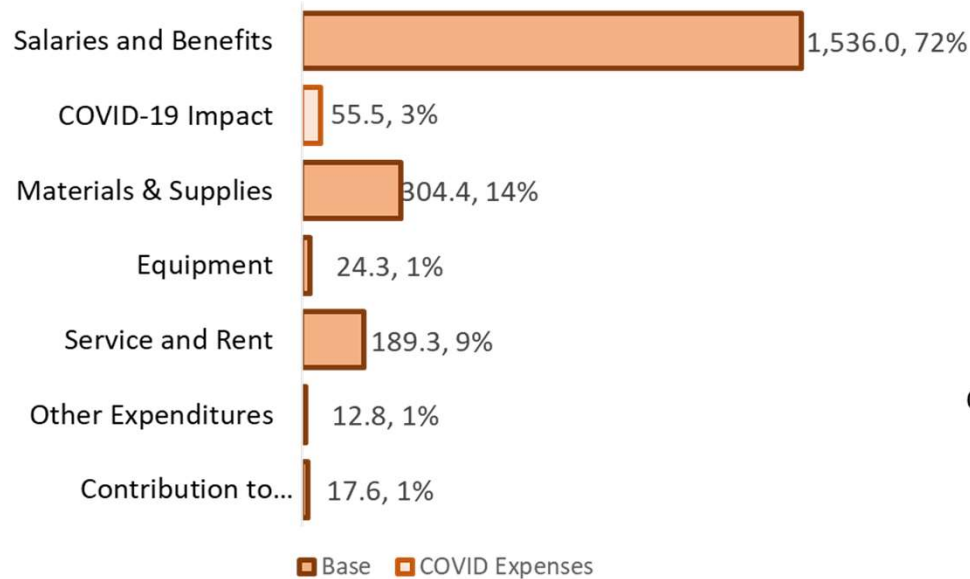
- Bus returning to pre-COVID service levels
 - Optimization to address greatest needs.
- Streetcar and Subway to remain at current levels until Fall 2021.
 - Agility to restore service if required.



Where the Money Goes and How the Budget is Funded

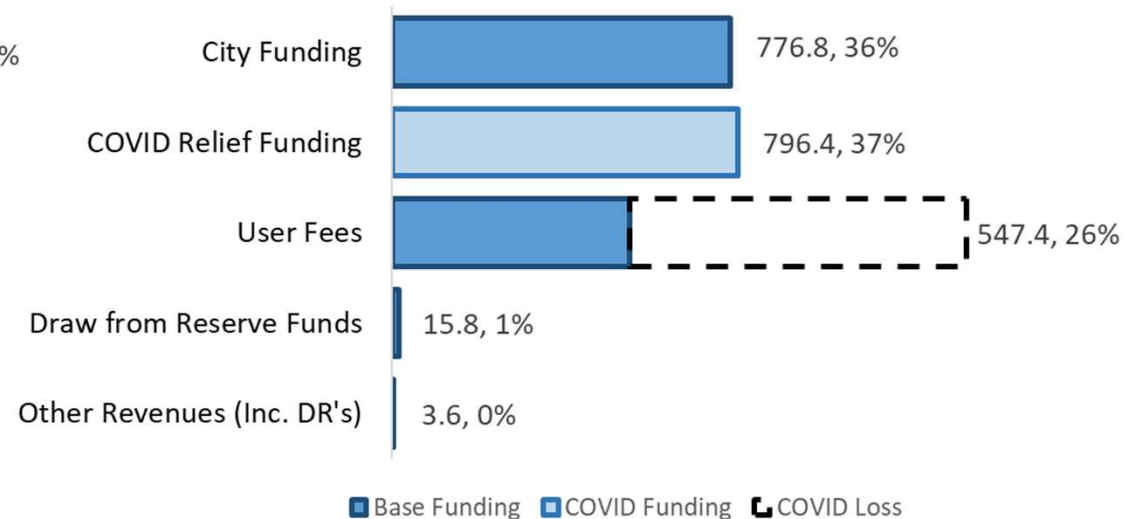
Where the Money Goes

In \$ Millions



Where the Money Comes From

In \$ Millions



COVID-19 2021 Financial Impact - Operating

COVID-19 Gross Financial Impact

Passenger Revenue Loss (net of PRESTO commissions)

Incremental Expenses

\$55.5M



Gross Impact by Time Period

Q1

Q2-Q4



Funding Sources

Safe Restart (SRA) Phase 2 – Q1

TBD - SRA Phase 2 Beyond March 31

TBD



← SRA Phase 2 - \$611.7M →

New / Enhanced

Building a Prosperous Toronto
~ \$9.6 MILLION in new investments



**ANTI-RACISM
& DIVERSITY**
\$1.1 M



EGLINTON LRT
\$3.9 M



**WHEEL-TRANS
WAIT-TIME**
\$1.7 M



**SAFETY &
RELIABILITY**
\$2.9 M

Other New Investments
~ \$3.4 MILLION in additional new investments



**BUSINESS CONTINUITY &
EMERGENCY MANAGEMENT**
\$0.9 M



MODERNT0
\$0.7 M



CYBERSECURITY
\$1.8 M

\$13M

NEW INVESTMENTS TO ADDRESS KEY PRIORITIES

COVID-19 Impact on 2022 and 2023

Combined 2022 & 2023 Outlook		
(\$Millions)	2022	2023
Operating Funding Pressure	152.9	58.9
COVID-19 Financial Impact	386.7	136.3
Total Combined 2022 & 2023 Outlook	539.6	195.2
COVID-19 Financial Impact		
(\$Millions)	2022	2023
COVID-19 Pressure		
Passenger Revenues (Net of PRESTO Fees)	340.9	131.1
Ancillary Revenues	9.2	3.4
Incremental Expenses	36.6	1.8
Total COVID-19 Financial Impact	386.7	136.3

Notes:

- COVID Figures represent total absolute value for given year
- 2022/23 revenue projection is a directional estimate, revenue modelling continues

Operating Pressures

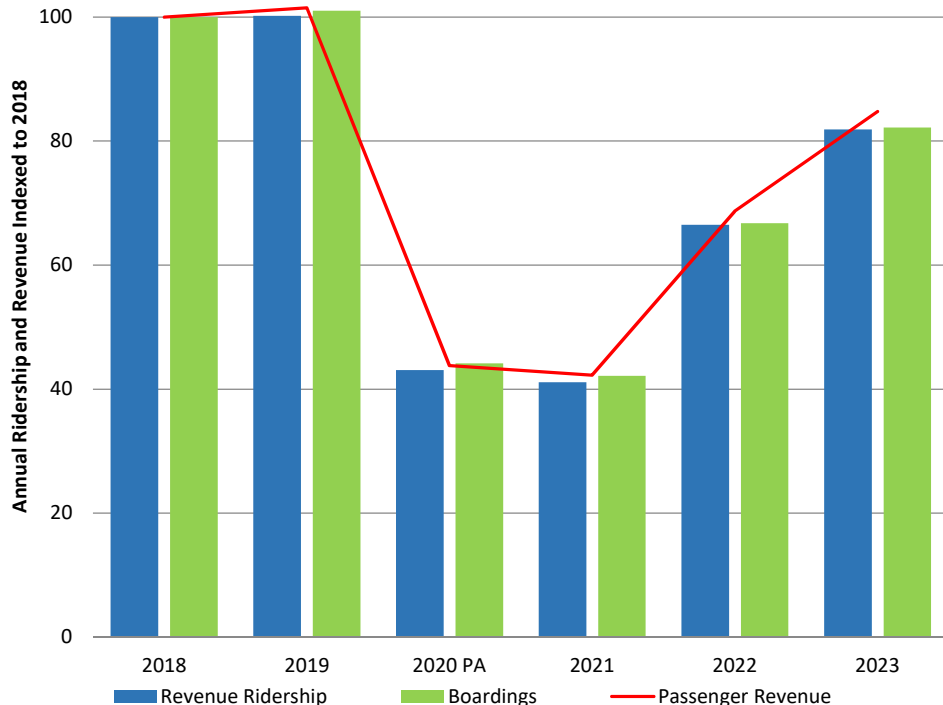
- Eglinton & Finch West LRTs
- Demand Responsive Service
 - Restoration of Subway, Streetcar, WT to 2020 Levels.
- Economic & Inflationary Pressures

COVID-19 Impacts

- Continued impact through 2023.
- Financial Impact of COVID-19 will not be eliminated until ridership fully recovers.

Ridership and Revenue Forecast: 2022 and 2023

Ridership and Revenue Trends 2018-2023
(Baselined to 100)



- **Anticipating widespread vaccination by end of 2021**
 - Passengers begin to return to pre-pandemic routines in 2022.
- **Expecting downtown offices to continue flexible work arrangements in 2021 and beyond.**
 - Lower than normal employment related ridership.
- **Expected changes to commuting, teleworking and discretionary system usage.**
 - Continued 2022 ridership impact.
- **Recovery dependent on pace of economic recovery and the continuation of telework.**
 - Lingering ridership of pandemic expected to continue into 2023.

* 2022/23 revenue projection is a directional estimate, revenue modelling continues

2021 – 2030 Capital Budget & Plan Submission

\$19.4 B Capital Asset Inventory to Deliver Services



**Tunnels &
Structures**
\$6.749 billion



**Buildings &
Structures**
\$4.162 billion



**Surface Track
System**
\$2.623 billion



Other
\$0.085 billion



Rolling Stock
\$4.113 billion

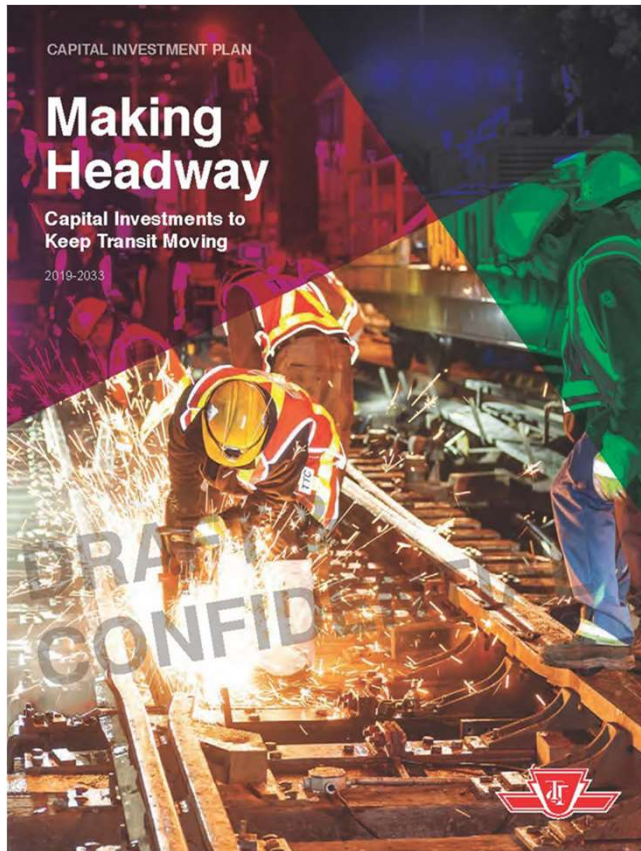


Buses
\$1.552 billion



Rail Service Equipment
\$0.151 billion

Capital Investment Plan: Benefits



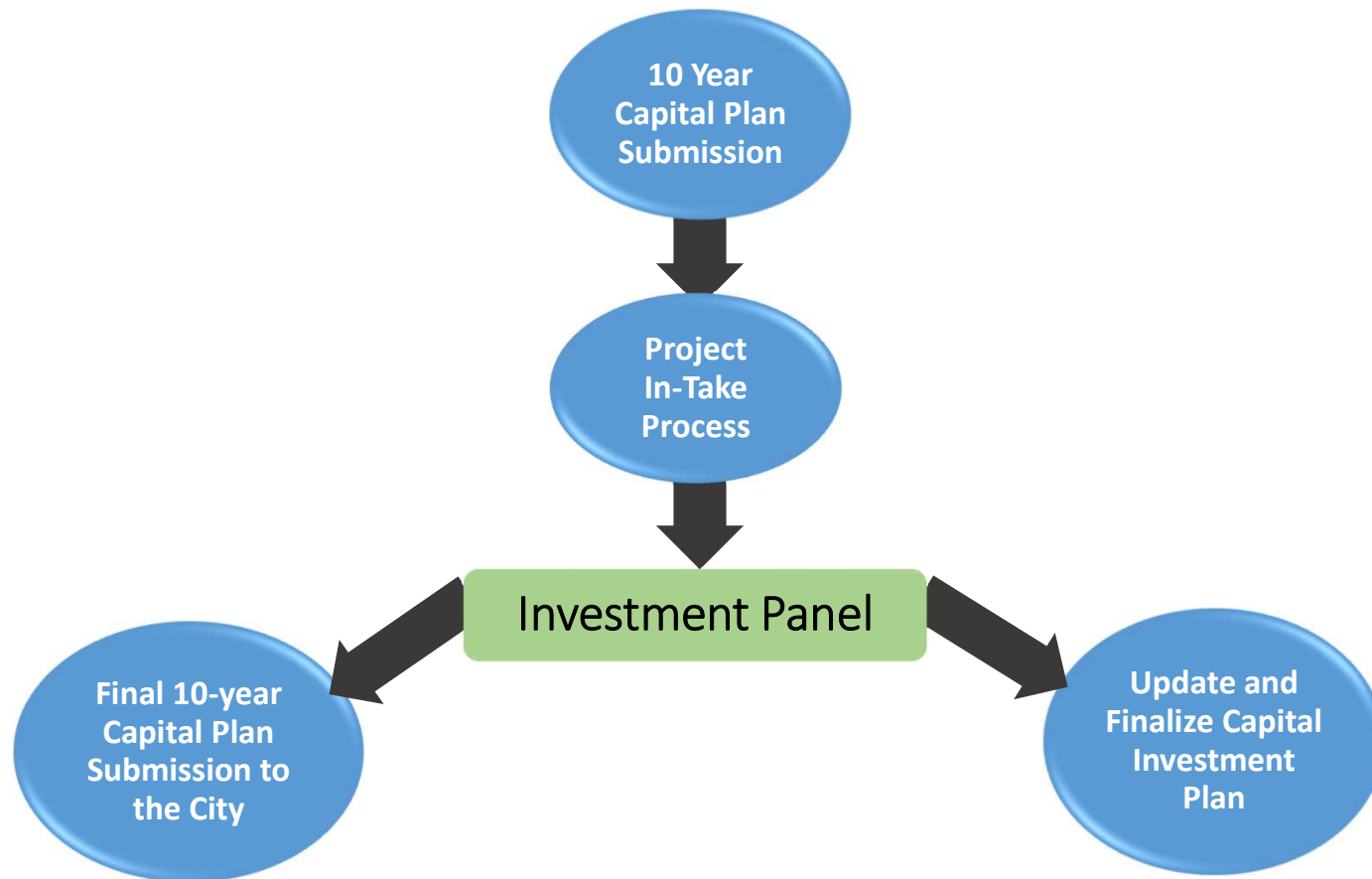
The Capital Investment Plan provides:

- Awareness, education and better understanding of required capital needs
- A clear view of required capital investments over the next 15 years
- Increased focus on (base) state of good repair and projects that improve capacity; support growth
- 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; forms basis for 2021

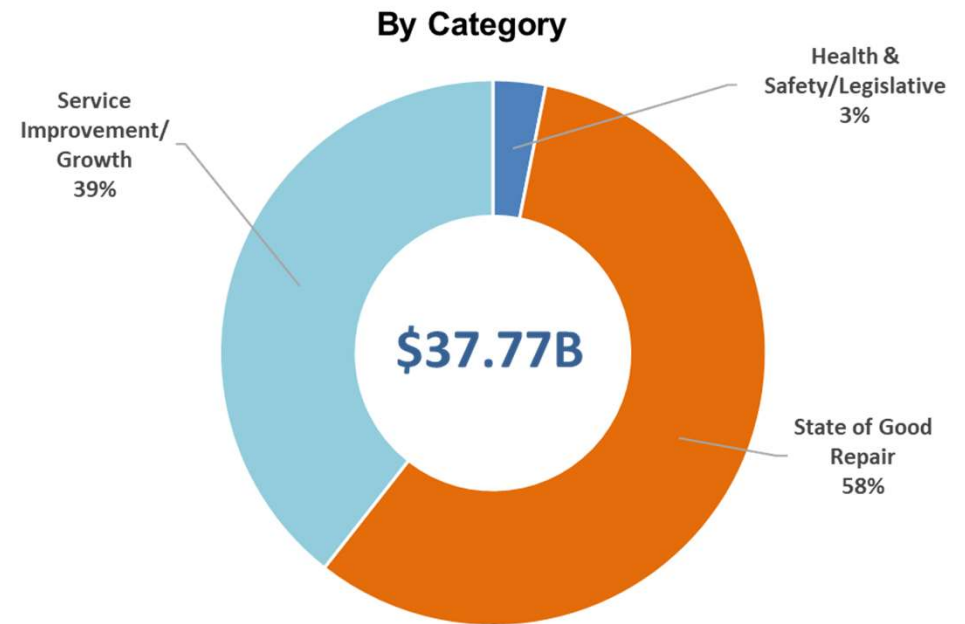
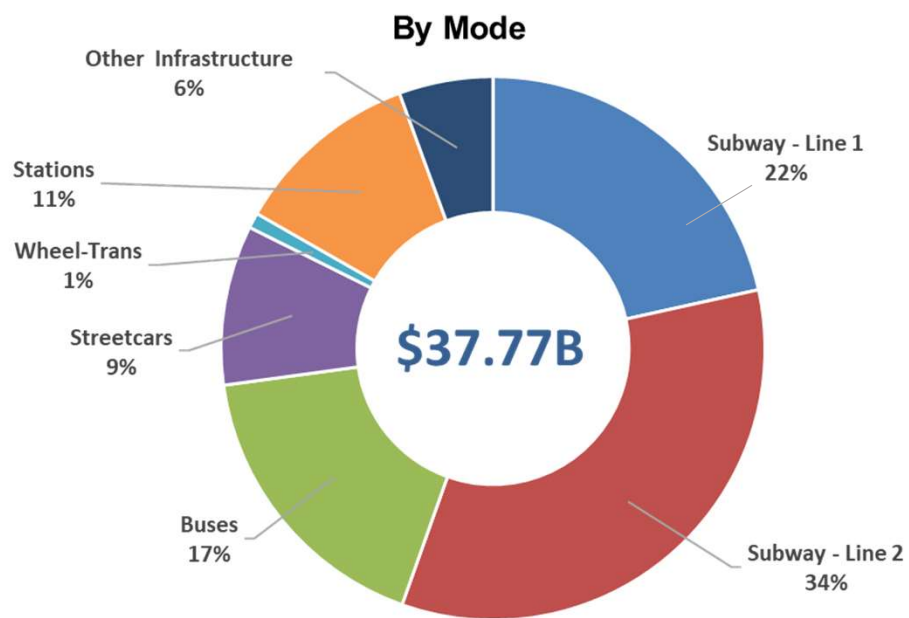
Capital Investment Plan: 2020 Results

- New Toronto-Ontario Transit Partnership (October 2019) recognizes need for critical unfunded subway SOGR needs.
- Bloor-Yonge Capacity Improvements Project deemed priority project with tri-party funding commitment (1/3 each of \$1.5 billion total)
- City Council approves tax levy increase to raise \$4.7 billion in new City Building Funds dedicated to TTC's capital needs
- Obtained Board approval for a Fleet Procurement Strategy and Plan
- Began planning and early works for the Bloor-Yonge Capacity Improvements; Line 1 and 2 Capacity Enhancements and the ATC Line 2 capital projects
- Accelerated critical asbestos removal due to lower ridership to ensure ATC Line 1 installation is completed as planned.
- Accelerated critical subway track and other SOGR work due to lower ridership.

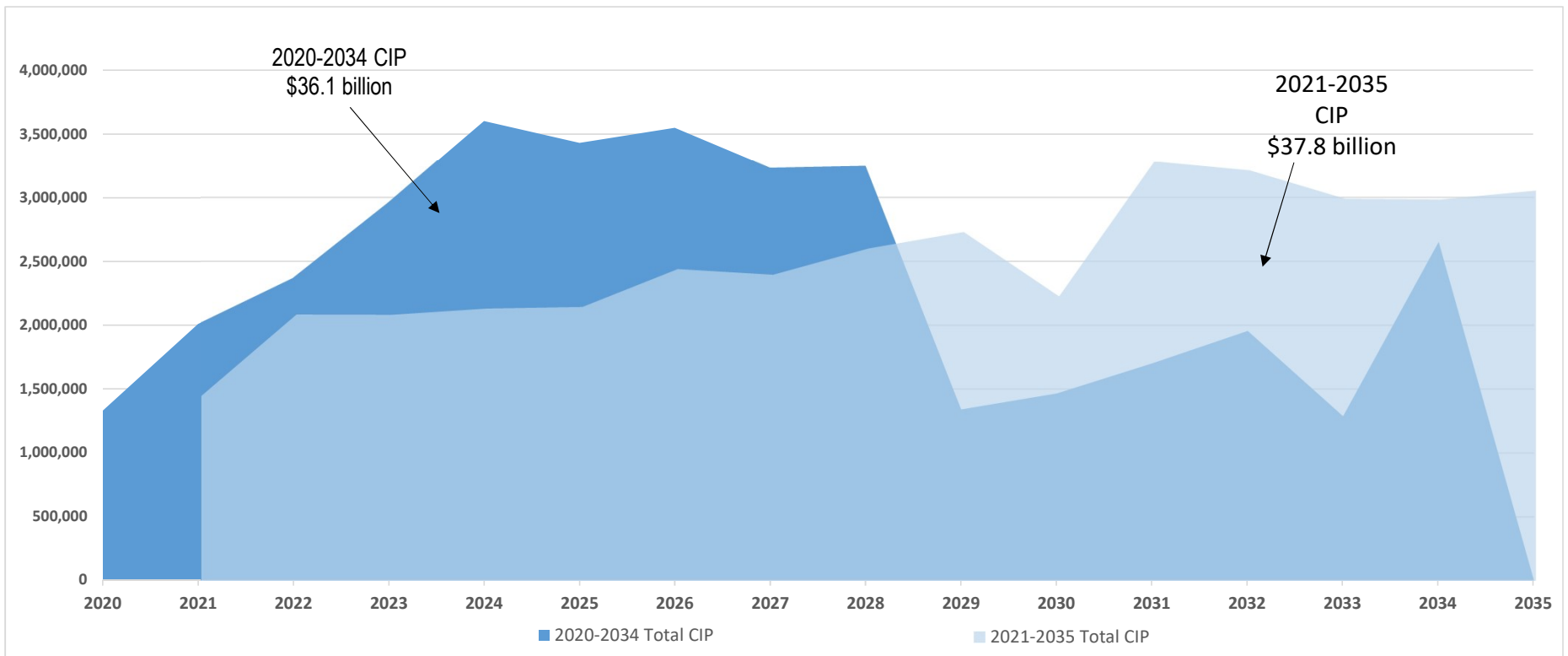
2021 Capital Process: 3 Step Approach



2021-2035 Capital Investment Plan: Overview



Change in Capital Investment Plan



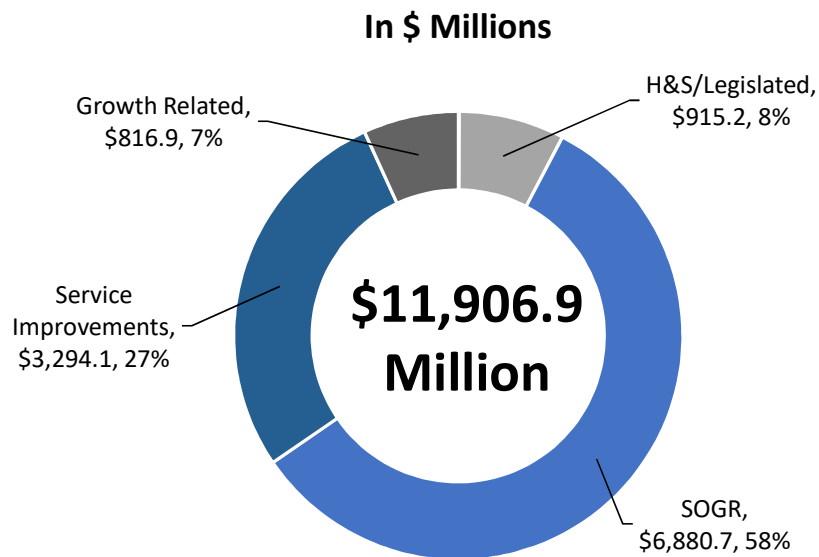
2021-2030 Capital Budget & Plan: Key Highlights

- Increases steady state funding for essential safety and SOGR capital works
 - Continues to leverage lower ridership levels
- Ensures funding to meet legislative requirements and timelines
- Aligns with Fleet Procurement Plan
- Continues business modernization:
 - SAP; Maximo; Vision, Wheel Trans and Stations Transformation
- Maintains funding to complete ATC Line 1 and adds 10th year funding for ATC Line 2
- Reflects revised timing and requirements for Line 1 & 2 Capacity Enhancements and Bloor-Yonge Capacity Improvements projects
- Adds funding for COVID-related capital works

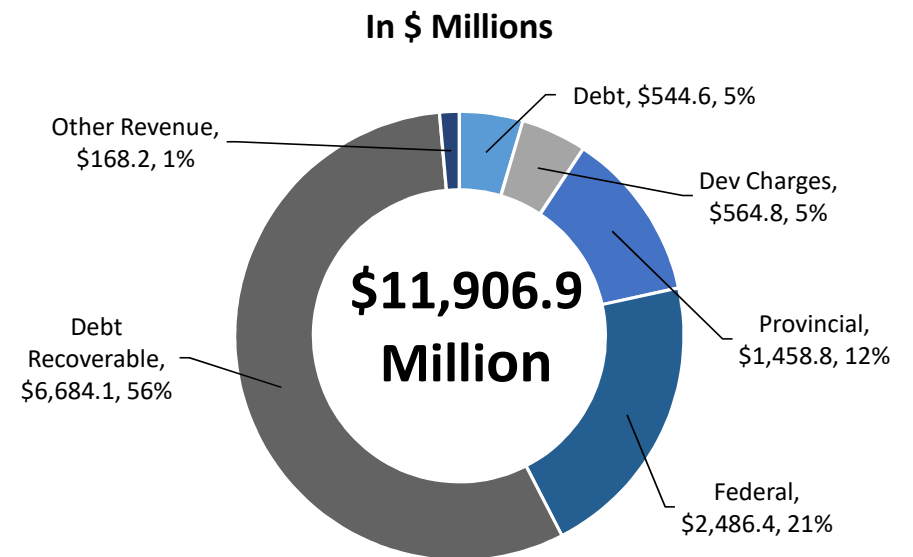
2021-2030 Capital Program Breakdown

2021-2030 Capital Budget & Plan

Where the Money Goes



Where the Money Comes From



\$11.9 Billion 10-Year Gross Capital Program



Buildings & Structures

\$2,517.66 M
21%

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



Signal systems

\$1,012.73 M
9%

Signal Systems
Line 1 and 2 Automatic
Train Control Re-signalling



Track work

\$725.04 M
6%

Subway Track
Surface Track
Subway Rail Grinding



Electrical systems

\$573.77 M
5%

Traction Power
Power Distribution /
Electric Systems
Communications



Capacity Improvements

\$4,003.86 M
34%

Bloor-Yonge Capacity
Improvements
Line 1 & 2 Capacity
Enhancements



Vehicles

\$2,206.18 M
18%

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



Information Technology

\$381.52 M
3%

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



Equipment & Other

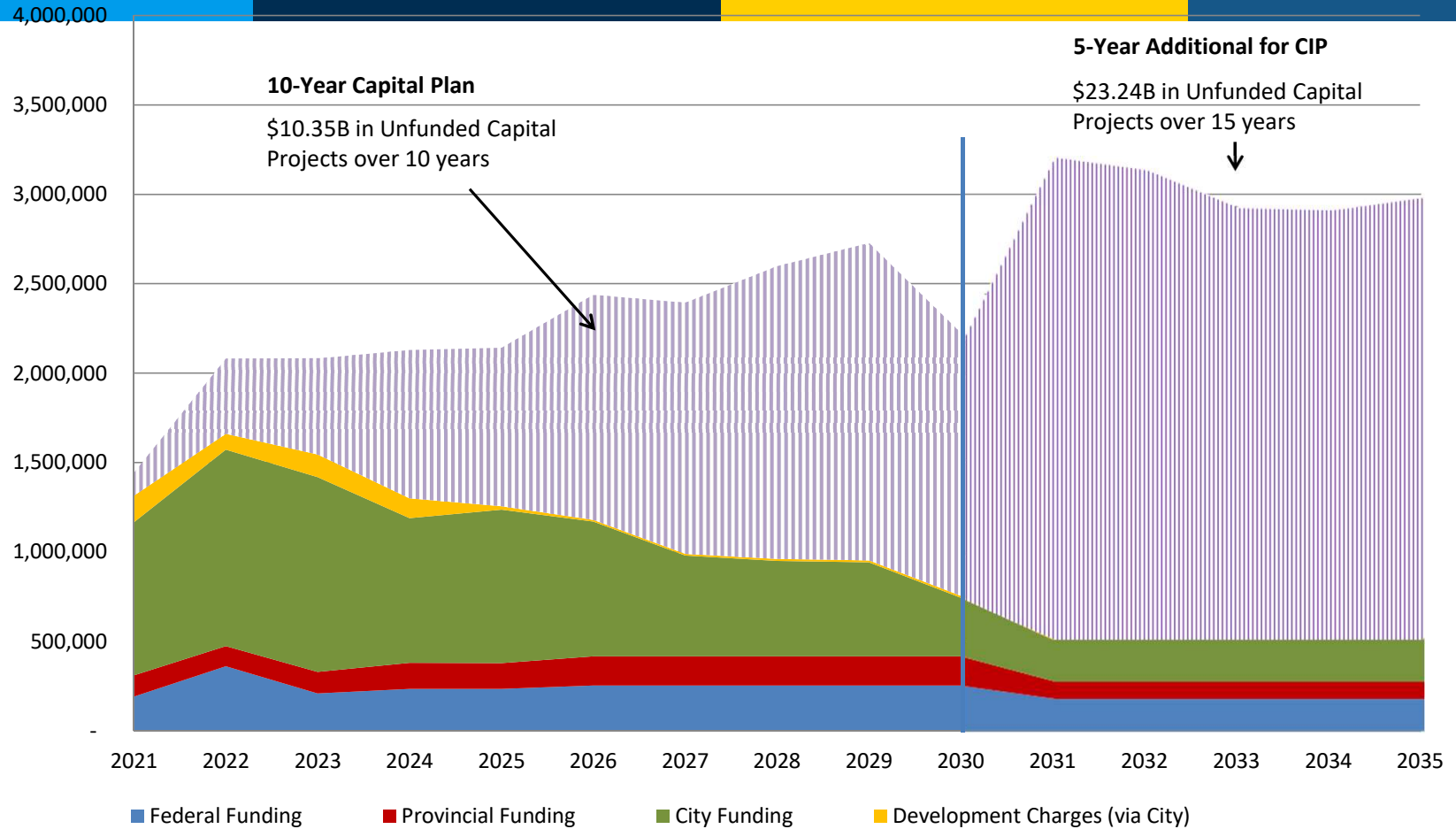
\$486.11 M
4%

Shop & Maintenance Equipment
Revenue & Fare Handling
Equipment
Fare System

How the 10-Year Capital Program is Funded

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

2021-2035 Capital Investment Plan: Funded vs Unfunded

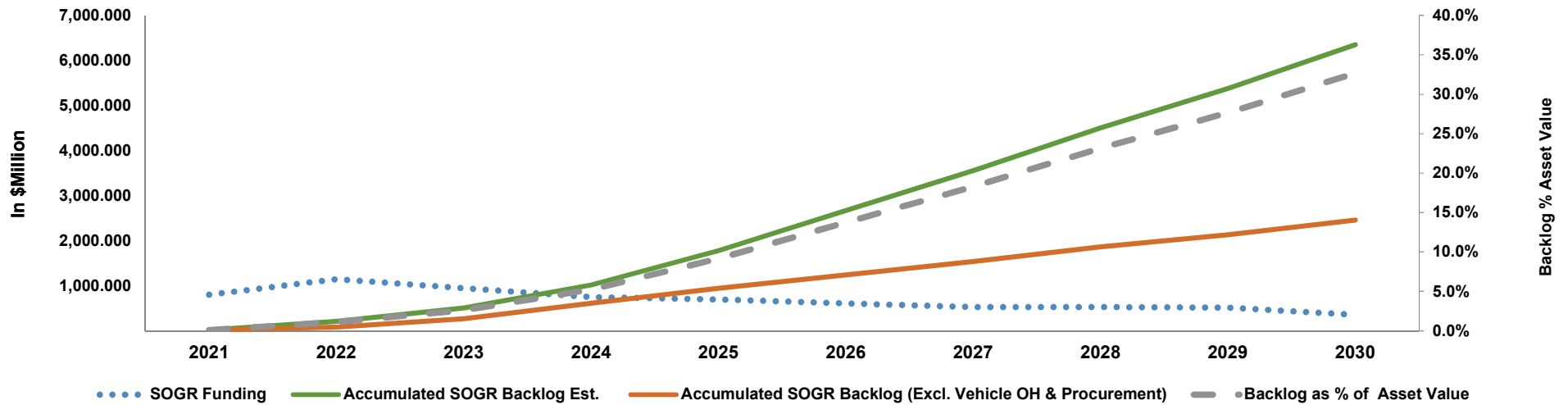


Capital Needs Constraints

Project Description	Cash Flow (In \$ Millions)									
	2021	2022	2023	2024	2025	5 Year Total	2026 to 2030	10 year Total	2031 to 2035	15 Year Total
HEALTH & SAFETY/LEGISLATIVE	0.9	18.7	23.4	14.1	11.4	68.5	32.6	101.1	29.5	130.6
FLEET PURCHASE PROGRAMS	99.3	212.7	191.7	172.0	313.8	989.5	2,486.4	3,475.9	17.0	3,492.9
PURCHASE OF BUSES			4.9	12.1	231.9	248.9	1,270.5	1,519.4		1,519.4
PURCHASE OF SUBWAY CARS		168.3	83.4	48.6	80.1	380.4	1,215.9	1,596.2	17.0	1,613.3
PURCHASE OF STREETCARS	99.3	44.5	103.4	111.3	1.8	360.2		360.2		360.2
OVERHAUL PROGRAMS			36.5	104.3	133.7	274.5	829.4	1,103.9	764.0	1,868.0
BUS OVERHAUL				59.7	69.3	129.0	332.4	461.4	307.0	768.4
STREETCAR OVERHAUL				20.2	20.3	40.5	54.9	95.5	357.0	452.5
SUBWAY OVERHAUL			36.5	24.4	44.1	105.0	442.1	547.1	100.0	647.1
SERVICE PLANNING	7.8	23.1	37.9	54.1	35.7	158.8	213.0	371.8	14.0	385.8
KEY BUILDINGS AND STRUCTURES		1.5	11.3	37.3	31.3	81.4	1,490.2	1,571.6	2,079.4	3,651.0
Hillcrest Track Replacement Expansion		1.5	11.3	37.3	31.3	81.4		81.4		81.4
Line 1 Capacity Enhancement							1,490.2	1,490.2	2,079.4	3,569.6
STATE OF GOOD REPAIR	20.8	57.6	181.7	340.3	325.8	926.3	1,512.1	2,438.4	7,744.6	10,183.0
SERVICE IMPROVEMENTS	0.4	2.6	14.6	17.1	8.5	43.2	257.5	300.7	4,325.6	4,626.2
GROWTH	0.2	104.9	39.3	90.8	25.5	260.7	725.4	986.1	543.1	1,529.2
Total Unmet Needs (Not Included)	129.5	421.2	536.4	830.1	885.7	2,802.9	7,546.6	10,349.5	15,517.2	25,866.7

Note: Excludes \$2.627B in preliminary unassigned Post 2030 Funding

State of Good Repair (SOGR) Funding and Backlog



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

Thank You

Appendices

COVID-19 Financial Impact – Operating

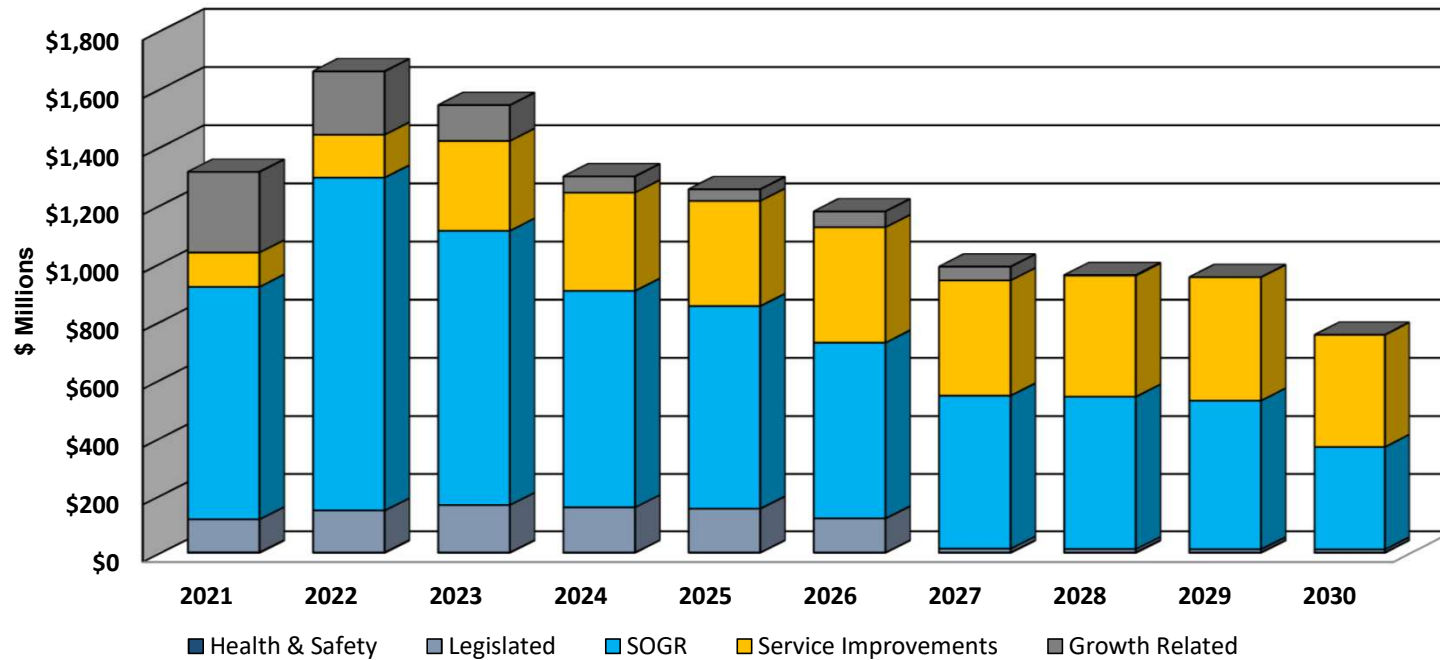
COVID-19 Impacts	(\$000s)					
	2020			2021		
	Revenues	Gross	Net	Revenues	Gross	Net
Revenue Loss						
Passenger Revenue Loss	(723,428.2)	(31,741.0)	691,687.2	(757,400.0)	(32,400.0)	725,000.0
Monthly Pass Credits	(12,635.4)		12,635.4			
Commuter Parking	(7,753.3)		7,753.3	(8,662.0)		8,662.0
Advertising	(6,800.0)		6,800.0	(3,600.0)		3,600.0
Retail Leases	(2,467.7)		2,467.7	(2,003.0)		2,003.0
Other Income	(7,105.6)		7,105.6	(1,620.1)		1,620.1
Sub-Total	(760,190.1)	(31,741.0)	728,449.1	(773,285.1)	(32,400.0)	740,885.1
Expenditure Increase						
<u>Safety & Other Required Measures</u>						
Vehicle disinfecting		9,450.0	9,450.0		25,776.0	25,776.0
Personal Protective Equipment		7,242.9	7,242.9		5,870.0	5,870.0
Protective Operator Barriers		700.0	700.0			
HVAC Filters		300.0	300.0		1,365.0	1,365.0
Facility Disinfecting, Decals and Other		3,269.4	3,269.4		5,767.0	5,767.0
Hand Sanitizer for Customers		1,413.8	1,413.8		2,367.0	2,367.0
COVID-19 Screening Costs		1,500.0	1,500.0		5,500.0	5,500.0
<u>Managing Resourcing</u>						
Overtime & Reg Labour (Critical response activities)		4,235.7	4,235.7		1,414.8	1,414.8
Operator Absence Coverage (mid-to-late March)		1,240.8	1,240.8			
Recertification Training Delayed due to COVID					1,299.0	1,299.0
SBA & Absence Impact					6,156.0	6,156.0
COVID-19 Ambassadors		1,642.2	1,642.2			
IT & Business Continuity		507.0	507.0			
Sub-Total		31,501.8	31,501.8		55,514.8	55,514.8
Total COVID-19 Impact before Cost Containment	(760,190.1)	(239.2)	759,950.9	(773,285.1)	23,114.8	796,399.9

2021 Operating Budget

(In \$000s)	2019 Actual	2020 Budget	2020 Projection	2021 Base Budget	2021 New / Enhanced Requests	2021 Budget Request	Change v. 2020 Projection		Change v. 2020 Budget	
							\$	%	\$	%
By Service	\$	\$	\$	\$	\$	\$	\$	%	\$	%
Revenues										
TTC Conventional	1,283,189.1	1,344,589.0	574,811.8	562,500.1		562,500.1	(12,311.7)	(2.1%)	(782,088.9)	(58.2%)
Wheel-Trans	8,977.5	9,236.5	4,145.0	4,275.7		4,275.7	130.7	3.2%	(4,960.8)	(53.7%)
Total Revenues	1,292,166.6	1,353,825.5	578,956.8	566,775.8		566,775.8	(12,181.0)	(2.1%)	(787,049.7)	(58.1%)
Expenditures										
TTC Conventional	1,904,409.3	1,987,170.8	1,867,774.4	2,023,100.4	11,337.7	2,034,438.1	166,663.7	8.9%	47,267.3	2.4%
Wheel-Trans	151,456.7	156,482.9	110,179.0	116,903.5	1,662.3	118,565.8	8,386.8	7.6%	(37,917.1)	(24.2%)
Total Gross Expenditures	2,055,866.0	2,143,653.7	1,977,953.4	2,140,003.9	13,000.0	2,153,003.9	175,050.5	8.9%	9,350.2	0.4%
Net Expenditures	763,699.4	789,828.2	1,398,996.6	1,573,228.1	13,000.0	1,586,228.1	187,231.5	13.4%	796,399.9	100.8%
COVID-19 Impact			759,950.9	796,399.9		796,399.9	36,449.0	4.8%	796,399.9	N/A
Net Expenditures ex COVID	763,699.4	789,828.2	639,045.7	776,828.2	13,000.0	789,828.2	150,782.5	23.6%	0.0	0.0%

* 2020 Projection based on 9 Month Variance

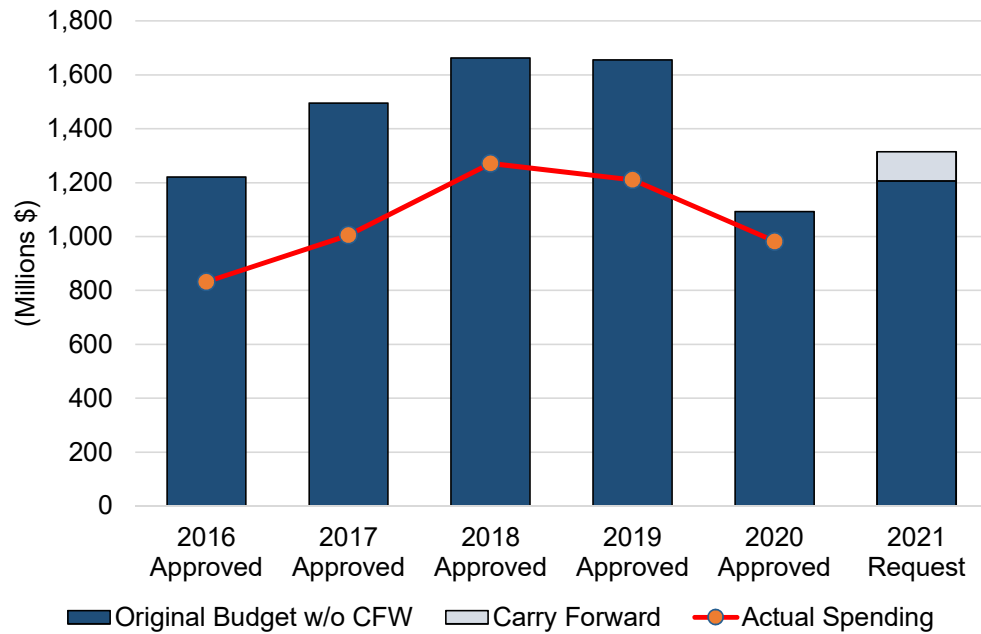
2021 – 2030 Capital Budget & Plan by Project Category



2021 - 2030 Staff Recommended Capital Budget and Plan by Category											
\$ Millions	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Health & Safety	1.4	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	10.4
Legislated	115.4	146.6	165.7	157.7	153.0	118.9	13.5	12.1	11.3	10.7	904.8
SOGR	802.5	1,147.5	945.4	747.1	699.1	607.4	530.6	528.5	515.7	356.9	6,880.7
Service Improvements	118.0	147.5	309.0	337.8	361.7	396.9	396.4	416.6	424.5	385.6	3,294.1
Growth Related	277.4	217.9	123.1	55.6	39.9	54.5	47.2	1.3			816.9
Total	1,314.6	1,660.5	1,544.2	1,299.1	1,254.8	1,178.7	988.7	959.5	952.6	754.2	11,906.9

Capacity to Spend

Carry Forward Impact Vs. Capacity to Spend



Budget Vs. Actual Spending by Category

