

2020 Program Summary

Toronto Transit Commission

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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. Both services operate 24 hours per day, 7 days per week.

The TTC connects the diverse communities of Toronto to economic and social opportunities through an integrated network of subway, bus, streetcar and Wheel-Trans Services. This integrated network serves approximately 530 million riders annually, with a fleet of 2,096 buses, 204 streetcars and 876 subway cars. By the end of 2020, TTC transit service will be supported by infrastructure that includes 75 stations, 8 bus garages, 3 streetcar car houses and 4 subway train yards.

Why we do it

The Toronto Transit Commission provides friendly, safe and effective transit services to those who live in, work in, and visit Toronto. The TTC plays a critical role in supporting the City's social, economic and environmental policy objectives by improving mobility and connecting people to employment, leisure, social and economic opportunities.

Who we serve

Conventional Transit

- Riders
- Businesses
- Employers
- Event Attendees
- Neighbouring Municipalities

Beneficiaries

- All Residents & Businesses

Wheel Trans

- Riders
- Businesses
- Employers
- Event Attendees
- Neighbouring Municipalities

Beneficiaries

- All Residents & Businesses







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$1,354	\$1,371	\$1,384	Gross Expenditures	\$1,077	\$10,847	\$11,924
Gross Expenditures	\$2,144	\$2,262	\$2,345	Debt/CFC	\$101	\$238	\$339
Net Expenditures	\$789.9	\$891.8	\$961.1				
Approved Positions	16,167	16,582	16,565				

Key service outcomes

Outcomes	Description
Financial Sustainability	Increasing the sustainable and efficient movement of people – connecting customers to employment, leisure and other opportunities – by solidifying TTC's fiscal foundation.
Customer Satisfaction and System Resiliency	Providing the service advertised by improving on-time performance, minimizing disruptions, and reducing short-turns. This will enhance the reliability of the service that will make public transit the mobility mode of choice and ensure system resiliency through continuous improvement and innovation.
Inclusion and Accessibility	Making Toronto's transit system barrier-free and accessible and ensuring the TTC is an inclusive organization and service provider. The TTC believes all customers should enjoy the freedom, independence and flexibility to travel anywhere on the public transit system.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Revenue Ridership	521.4M	525.3M	533.5M	
	Service Hours*	9.3M	9.5M	9.6M	
	Customer Satisfaction	79%	78%	80%	

*Excludes Non-scheduled and Construction Service

Our experience and success

- 525.3 million rides and 9.5 million service hours delivered in 2019.
- 100% of scheduled capacity delivered for both Lines 1 and 2 at the end of October 2019.
- Significant reduction in surface vehicle short turns of 65% for streetcar and 48% for bus.
- Hiring 169 operators in 2018 specifically to reduce overtime has resulted in TTC being able to reduce operator overtime spending by \$7 million or 21% on an annual basis to the end of 2019.
- PRESTO substantially implemented in 2019. November 30, 2019 marked the end of legacy fare media sales at TTC stations.
- Delivered first 5-Year Service Plan, outlining a vision to accommodate anticipated transit demand growth.
- Delivered first 15-year Capital Improvement Plan, outlining TTC's capital investment needs to ensure system reliability and address ridership growth.
- Implemented Automatic Train Control from Vaughan Metropolitan Centre to St. Patrick Station.
- Completed the delivery of 204 LRVs and retired legacy streetcar fleet.

Key challenges and risks

- Increased service demand, overcrowding and congestion impacting service reliability
- Fare revenue loss
- Increased costs to preserve existing service levels and Eglinton Crosstown transit operation
- Unfunded State of Good Repair (SOGR) backlog and vehicle purchases to support existing service levels and ridership growth.

Priority actions

- 5-Year Service Plan commitment to improve surface transit
- Revenue Protection Initiatives.
- Business Transformation Program
- Lines 1 and 2 SOGR and Capacity Enhancements, including Yonge Bloor Capacity Improvement
- Vehicle rehabilitation and procurement planning to leverage funding opportunities

Our key service levels



Ensure delivery of
100% of scheduled
capacity



Achieve **90%** on-time
performance for
subways, buses and
streetcars



Accommodate **99.5%**
of Wheel-Trans trips

Key service deliverables

- Ensure delivery of 100% of scheduled capacity, to provide 9.6 million hours of revenue service and 533.5 million revenue rides.
- Implement Year 1 of the 5 Year Service Plan to improve on-time performance on key routes, beginning with 29/929 Dufferin, 35/935 Jane, 39/939 Finch East, 37/937 Islington and the 86/986 Scarborough Routes.
- Implement Anti-Racism Strategy and establish an independent office to address TEO Complaints.
- Examine current non-core work practices and identify areas for improvement through Business Transformation.
- Develop a 5 Year Fare Policy & 10 Year Fare Collection Strategy.
- Enhance system accessibility and spontaneity of travel through continued implementation of the Wheel-Trans Family of Services Model.
- Commence operation of the McNicoll Bus Garage
- 255 Hybrid Buses, 60 E-Buses, 204 LRV's in revenue service, plus one half of the Wheel-Trans Fleet modernized

RECOMMENDATIONS

City Council approved the following recommendations:

1. City Council approve the 2020 Operating Budget for the Toronto Transit Commission \$2.144 billion gross, \$789.828 million net for the following services:

Service:	Gross (\$000s)	Revenue (\$000s)	Net (\$000s)
Conventional	1,987,170.8	1,344,589.0	642,581.8
Wheel Trans	156,482.9	9,236.5	147,246.4
Total Program Budget	2,143,653.7	1,353,825.5	789,828.2

2. City Council approve the 2020 staff complement for the Toronto Transit Commission of 16,167.0 positions , comprising 13,720.0 operating positions and 2,447.0 capital positions.
3. City Council approve the 2020 Capital Budget for Toronto Transit Commission with cash flows and future year commitments totaling \$7.284.5 billion as detailed by project in [Appendix 5a](#).
4. City Council approve the 2021-2029 Capital Plan for Toronto Transit Commission totalling \$4,639.8 billion in project estimates as detailed by project in [Appendix 5b](#).

2020 OPERATING BUDGET

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
TTC Conventional	1,226,190.0	1,267,382.6	1,344,589.0	-	1,344,589.0	77,206.4	6.1%
Wheel-Trans	7,435.8	8,991.3	9,236.5	-	9,236.5	245.2	2.7%
Total Revenues	1,233,625.8	1,276,373.9	1,353,825.5	-	1,353,825.5	77,451.6	6.1%
Expenditures							
TTC Conventional	1,809,446.6	1,887,664.8	1,977,893.3	9,277.5	1,987,170.8	99,506.0	5.3%
Wheel-Trans	140,135.1	151,600.4	156,252.9	230.0	156,482.9	4,882.5	3.2%
Total Gross Expenditures	1,949,581.7	2,039,265.2	2,134,146.2	9,507.5	2,143,653.7	104,388.5	5.1%
Net Expenditures	715,955.9	762,891.3	780,320.7	9,507.5	789,828.2	26,936.9	3.5%
Approved Positions	15,033.0	15,951.0	16,109.0	58.0	16,167.0	216.0	1.4%

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$2.134 billion gross reflecting an increase of \$94.9 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- Impact of prior year decisions including the reversal of one-time TTC Stabilization Reserve Draw; 2019 corporate reductions which were achieved through one-time actions & cannot be sustained; and operating impacts of completed capital projects.
- Annual wage increases arising from the Collective Agreement and the impact of inflationary cost increases and legislative changes.
- Maintaining current service levels for both the TTC Conventional and Wheel-Trans services.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$9.5 million gross, enabling:

- Service Plan Year 1: Improve surface transit schedules (\$3.7 million).
- Anti-Racism Initiative and Transit Enforcement Complaints Office (\$2.8 million).
- Business Transformation (\$1.6 million)
- 5-year Fare Policy and 10-year Collection Strategy (\$1 million)
- Start up for Eglinton Crosstown Operation (\$0.2 million)

EQUITY IMPACTS OF BUDGET CHANGES

The TTC is strongly committed to making Toronto's transit system barrier-free and accessible to all. We believe all customers should enjoy the freedom, independence and flexibility to travel anywhere on the public transit system. All expenditures required to meet the TTC's accessibility and equity requirements are provided for in this budget, including:

- \$6.3 million City funding increase for the Wheel-Trans service and continued implementation of Wheel-Trans Family of Services.
- \$2.8 million to implement ombudsman recommendations regarding the anti-racism strategy and the establishment of an independent office to handle Transit Enforcement complaints.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for TTC is \$104.4 million gross or 5.1% higher than the 2019 Projected Actual Expenditures. Table 2a below summarizes the key cost drivers for the base budget, while Table 2b summarizes New and Enhanced requests.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	1,355,092.7	1,454,584.7	1,515,498.0	60,913.3	4.2%
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 Capital					
6	Contribution To Reserves	41,608.7	25,200.0	25,200.0		
7	Other Expenditures	14,202.4	14,431.7	15,412.1	980.4	6.8%
Total Expenditures		1,949,581.7	2,039,265.2	2,134,146.2	94,881.0	4.7%
Revenues						
1	Provincial Subsidies					
2	Federal Subsidies					
3	User Fees	1,233,625.8	1,254,882.9	1,340,925.5	86,042.6	6.9%
4	Transfers From Capital		1,800.0	3,600.0	1,800.0	100.0%
5	Other Revenues		19,691.0	9,300.0	(10,391.0)	-52.8%
Total Revenues		1,233,625.8	1,276,373.9	1,353,825.5	77,451.6	6.1%
Net Expenditures		715,955.9	762,891.3	780,320.7	17,429.4	2.3%

Salaries & Benefits:

The impact of Collective Bargaining Agreement accounts for approximately half of the salary & benefits increase. The balance is attributable to increased benefits utilization trends, the impact of legislative changes (CPP & OHIP+), the full year-effect of 2019 workforce changes and the costs associated with 2020 initiatives to maintain service standards.

Materials & Supplies

Energy cost escalation and contractual inflationary provisions account for substantially all of the \$15 million materials & supplies increase.

Services & Rents

Increase in service and rent costs is driven by several ongoing transformation initiatives. These include: higher PRESTO commissions based on an anticipated increase in PRESTO adoption, moving costs for the new consolidated warehouse and new maintenance fees associated with recently implemented IT systems.

User Fees & Other Revenues

The \$86 million increase in user fees includes an anticipated \$19.4 million recovery from Metrolinx for supplemental service requirements during LRT construction on Eglinton and Finch.

The balance of the user fee increase is primarily driven by increased passenger revenue resulting from the annualized 2019 fare increase; the 2020 fare increase, revenue protection initiatives and anticipated ridership growth. Other revenues are expected to decline due to a one-time draw from the TTC Stabilization reserve in 2019.

Table 2b: Value Based Outcome Review* Recommendations and Other Efficiencies / Savings

Recommendation	Type	2020 (\$000s)				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Reduce materials and equipment to experience	Line by Line		(4,613.0)	(4,613.0)		-	-		-	-	
Implement Bus Maintenance AG Recs	AG Recs		(3,791.0)	(3,791.0)	10.0	1,300.0	1,300.0	12.0	-	-	-
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)	(10.0)	(300.0)	(300.0)	(10.0)
Transit Control Service Accountability	Efficiencies		(708.6)	(708.6)	(7.0)	(719.0)	(719.0)	(7.0)	-	-	-
Subway Step Backs & Average Hours per Crew	Efficiencies		(894.0)	(894.0)	(17.0)	-	-	-	-	-	-
Continued Roll-out of Family of Service initiative	Efficiencies		(2,008.5)	(2,008.5)		(1,489.0)	(1,489.0)		-	-	
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	23.0	2,859.0	2,859.0	35.0
Unspecified	Other		(2,600.0)	(2,600.0)		2,600.0	2,600.0		-	-	
Budget Increase/(Decrease)		-	(31,615.8)	(31,615.8)	(121.0)	4,184.1	4,184.1	18.0	2,329.0	2,329.0	25.0

The 2020 Operating Budget includes \$31.6 million in gross expenditure reductions resulting from various actions taken by TTC staff, as summarized in the table above and described below:

Line by Line Expenditure Reductions

- Base budgets were reviewed against historical spending patterns, resulting in \$4.6M in expenditure reductions made.

Auditor General Recommendations

- TTC will achieve net savings of approximately \$3.8 million in 2020 by implementing Auditor General recommendations associated with increasing bus warranty recoveries, alternate sourcing of bus parts and after-market bus parts savings. This savings estimate is net of a \$1.5 million reinvestment to augment resources in Procurement and Commercial Management which was also recommended by the Auditor General to build capacity and maximize value received by TTC on future contracts and deliver future incremental savings.

Shared Services

- Working with the City of Toronto, a new contract has been secured for the physical supply of diesel fuel, resulting in \$2.1 million in annual savings.
- TTC has also secured hedges for approximately 48% of its 2020 fuel requirements, successfully securing 2020 pricing which is lower than market price projections, yielding a budget reduction of \$5 million.

Service Delivery Efficiencies

- The 2020 TTC Conventional Operating Budget tentatively includes savings of approximately \$0.6 million associated with the second sourcing of non-core functions at the new McNicoll Bus Garage and certain functions at the Lakeshore Garage.
- Implementation is tentatively expected in the last month of 2020, resulting in incremental savings of \$1.43 million in 2021 and \$0.3 million in 2022.
- These initiatives represent the first identified opportunities, with more expected through the TTC's Business Transformation Program.

Transit Control Service Accountability

- This initiative will centralize accountability for supervisory response to incidents and events resulting in a more efficient deployment of resources.

Subway Step Backs & Average Hours per Crew

- While avoiding any impact to revenue service, adjustments have been made to operator schedules and relief personnel at end terminals.

Family of Services

- Accessibility improvements on the conventional system will facilitate expanded use of accessible conventional services as part of Wheel-Trans trip planning, resulting in an expected reduction in trip lengths on the Wheel-Trans Service.

Procedural Updates for Wheel-Trans Dispatchers

- Procedural updates will improve dispatching of Wheel-Trans vehicles to decrease any gaps in the bus schedule thereby maximizing the use of the Wheel-Trans bus fleet for service delivery.

Gasoline Fueling at Lakeshore

- Implementation of centralized gasoline fueling at Lakeshore Garage will increase the number of service hours available daily to deliver rides by Wheel Trans vehicles.

Vehicle Renewal

- The delivery of a significant number of new buses and LRVs received in 2019 will reduce the average age of TTC surface fleet. As a result, reduced maintenance expenses are expected in the near term.
- In addition, the newer buses are on average more fuel efficient than older vehicles resulting in a 3.7% improvement in 2020 fuel consumption rates compared to the 2019 budget for the TTC Conventional fleet and a 2% improvement for the Wheel-Trans fleet.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact	
	Revenue	Gross	Net	Positions			
In \$ Thousands							
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
Total New / Enhanced			9,507.5	9,507.5	58.0	(511.8)	

5 Year Service Plan: Improvement to Surface Transit Schedules

- To improve on-time performance and overcrowding, which is crucial to customer satisfaction, surface transit schedules will be revised to reflect operating conditions and improve reliability for customers. Funds in 2020 will implement Year 1 improvements outlined in the 5 Year Service Plan and 10 Year Outlook, which was approved by the Board on December 12, 2019.
- In all, 1,000 weekly service hours will be added over the course of 2020 at an estimated cost of \$3.7 million and is essential to fulfill our commitment to customers that we will improve service reliability on our bus network. To start, service will be added on 5 of the busiest and most operationally challenging corridors in the City including 29/929 Dufferin, 35/935 Jane, 39/939 Finch East, 37/937 Islington and the 86/986 Scarborough Routes. These improvements will benefit service for 175,000 customers per weekday.

Anti-Racism Strategy

- \$1.8 million is recommended to fund the implementation of Ombudsman recommendations approved by the TTC Board for the development and roll out of an Anti-Racism Strategy. The Anti-Racism strategy is intended to prevent racial bias, racial profiling and anti-Black racism at the TTC and build trust with racialized communities by focusing on 5 key pillars: education and stakeholder engagement; policy review and development; staff recruitment and advancement; research; and collaborative service planning.
- This initiative will adopt the Toronto Action Plan to Confront Anti-Black Racism as its foundation and support TTC as a more inclusive organization and service provider.

TEO Independent Complaints Office

- \$1.0 million is recommended to fund the implementation of Ombudsman recommendations approved by the TTC Board for the development and roll out of an independent office to handle Transit Enforcement complaints. This office will improve TTC's ability to conduct investigations in a fair and effective way and enhance public trust in the investigations process.

Business Transformation

- This one-time \$1.6 million investment will support 4 dedicated resources, external expertise and a task force to examine non-core current work practices and identify opportunities for business transformation efficiencies and shared services, with the ultimate goal of maximizing the efficiency with which we provide service to the public and transforming to solidify TTC's fiscal foundation thereby contributing to TTC's overall fiscal sustainability.

Fare Policy Review & Collection Strategy

- This one-time \$1 million investment, will guide all aspects of fare policy, structure and collection. It will fund a Request for Information (RFI) on Fare Collection systems, as directed by the Board.
- This work will enable the TTC to:
 - Increase ridership, customer experience and satisfaction through improved products, pricing and payment technology.
 - Complete a comprehensive review of our fare structure and policies with a focus on equity.
 - Improve fare & service integration through collaboration with regional partners.
 - Improve revenue controls mitigating revenue loss from fare evasion.

Eglinton LRT Operations Start-up

- \$0.2 million is recommended to support the development of the LRT's operating procedures & preparation. 5 of the 7 positions requested will be funded by Metrolinx.

Note:

1. For additional information on 2020 key cost drivers refer to Appendix 1 as well as Appendix 2 for a more detailed listing and descriptions of the 2020 Service Changes and Appendix 3 for the 2020 New and Enhanced Service Priorities, respectively.

2021 & 2022 OUTLOOKS**Table 3: 2021 and 2022 Outlooks**

(\$000s)	2019 Projected Actual	2020 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
Net Expenditures	762,891.3	789,828.2	891,669.6	961,039.9
Approved Positions	15,951.0	16,167.0	16,575.0	16,541.0

Key 2021 drivers

The 2021 Outlook reflects a pressure of \$101.9 million. Key drivers of this pressure include:

Eglinton Crosstown LRT

- The Eglinton LRT is scheduled to commence operation in September 2021. Preparation, testing and 3 months of operations is expected to result in a \$30 million cost in 2021.

Inflationary Impacts

- Energy cost escalation and contractual inflationary increases for materials and services are expected to result in a \$44 million pressure.

Collective Bargaining

- Annualization of the 2020 wage increase to March 31, 2021 results in an \$8 million cost pressure. It should be noted that this estimate does not include a provision for wage or benefit increases past March 31, 2021, due to the expiry of the Collective Agreement with ATU 113 (TTC's largest union).

New & Enhanced Service Priority Actions

- Year 2 of the 5-year service plan and service reliability improvements will result in a \$10 million budget requirement.

Key 2022 drivers

The 2022 Outlook projects a pressure of \$69.3 million, over and above the 2021 pressure. Key drivers of this pressure include:

Eglinton Crosstown LRT

- The Eglinton LRT will commence operation in September 2021. The impact of the first full year of operation will result in an incremental cost of \$34 million pressure, bringing the total cost to operate and maintain this new operation to \$64 million over the 2 year period.

Inflationary Impacts

- Energy cost escalation and contractual inflationary increases for materials and services are expected to result in a \$25 million pressure. The 2022 outlook does not include a provision for wage or benefit increases due to the March 31, 2021 expiry of the Collective Agreement with ATU 113 (TTC's largest union).

New & Enhanced Service Priority Actions

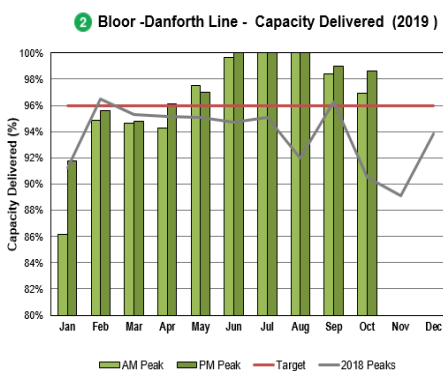
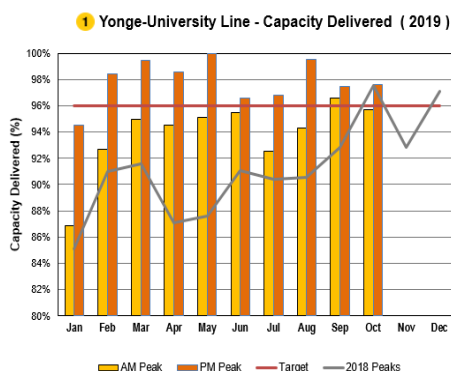
- Year 3 of the 5-year service plan and service reliability improvements will result in a \$18 million budget requirement.

These pressures are partially offset by the anticipated conversion of Line 1 to one-person operation and anticipated ridership growth.

How well we are doing

Performance measures

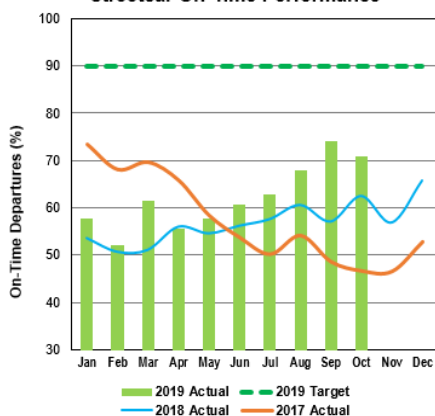
Subway Capacity Delivered



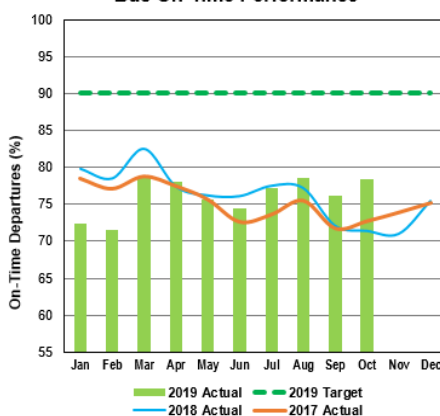
Behind the numbers

- 100% Scheduled Capacity Delivered
- Subway Capacity Delivery 2019 Actual Performance (bars) exceeds 2018 performance (gray line)
- Increasingly achieving 2019 target (red line)

Streetcar On-Time Performance

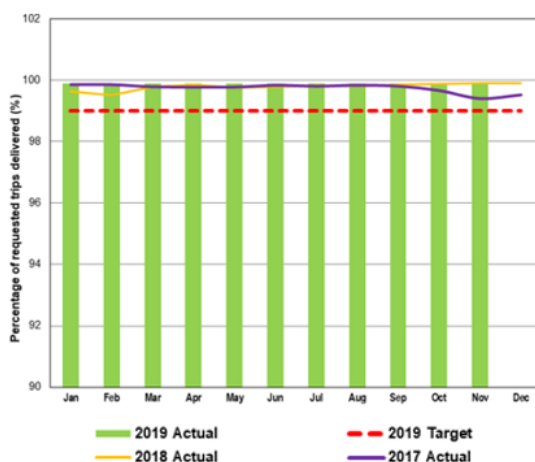


Bus On-Time Performance



- Target of 90% not met
- Streetcar on-time performance steadily improving
- Service reliability improvements continue to be implemented on various bus routes
- 2020 5-Year Service Plan commitment to improve surface transit schedules will improve on-time performance

Wheel-Trans Accommodation Rate



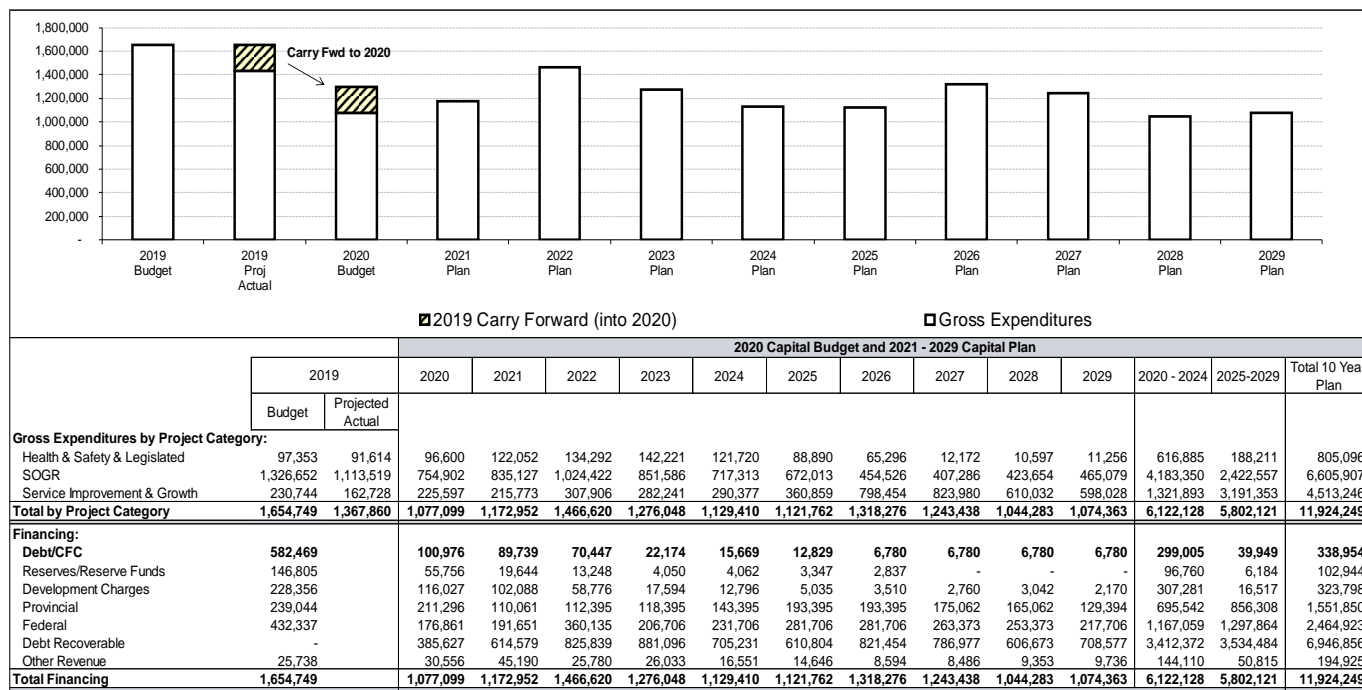
- Target of 99.5% met in 2019
- Consistently exceeding target and continuing to strive for further improvement
- Optimization in processes and daily schedules contributes to consistency in accommodation

2020 – 2029 CAPITAL BUDGET AND PLAN

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW**Chart 1: 10-Year Capital Plan Overview**

(\$'000)

Chart 1: 10-Year Capital Plan Overview

**Changes to Existing Projects**
(\$1,629.7M)

- ATC Resignalling – \$216.1 M
- Streetcar Overhaul Program \$47.4 M
- Purchase of Additional Vehicles \$1,366.2 M

New Projects
(\$3,833.5 M)

- Buildings and Structures - \$2,089.4 M
- Yonge-Bloor Capacity Improvement - \$1,508 M
- Subway Track/Surface Track \$554.9 M

Capital Needs Constraints
(\$10,623.1 M)

- New Subway Maintenance & Storage Facility - Western Yard - \$2,233.1 M
- New Streetcar Maintenance & Storage Facility \$866.8 M
- Bus Overhaul - \$393.6 M

Note 1:

The 10-Year Capital Budget and Plan for TTC is made up of the base capital program and for Transit Expansion projects as which includes SRT Life Extension, planning for Waterfront Transit and close out costs for TYSSE.







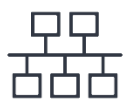

(000's)

Type	2020 Budget	10-Year Capital Plan
Base Capital Budget	990,651	11,637,128
Transit Expansion Projects:		
SRT Life Extension	18,176	65,364
Waterfront Transit	5,100	53,937
Toronto York Spadina Subway Extension	<u>63,172</u>	<u>167,820</u>
Total Capital Budget and Plan	1,077,099	11,924,249

Note 2:

For additional information, refer to [Appendix 5](#) for a more detailed listing of the 2020 and 2021-2029 Capital Budget & Plan by project; [Appendix 6](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 7](#) for Capital Needs Constraints, respectively.

2020 – 2029 CAPITAL BUDGET AND PLAN**\$11.9 Billion 10-Year Gross Capital Program**

			
Track	Electrical Systems	Signal Systems	Buildings & Structures
\$634.1 M 5.32%	\$552 M 4.63%	\$975.8 M 8.18%	\$2,740.5 M 22.98%
<ul style="list-style-type: none"> ▪ Subway Track ▪ Surface Track ▪ Subway Rail Grinding 	<ul style="list-style-type: none"> ▪ Traction Power ▪ Power Distribution / Electric Systems ▪ Communications 	<ul style="list-style-type: none"> ▪ Signal Systems ▪ Automatic Train Control ▪ Resignalling 	<ul style="list-style-type: none"> ▪ Fire Ventilation Upgrade ▪ Easier Access Phase III ▪ Toronto Rocket/T1 Rail Yard Accommodation ▪ McNicoll Bus Garage ▪ Bridges & Tunnels
			
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%
<ul style="list-style-type: none"> ▪ Yonge-Bloor Capacity Improvements ▪ Line 1 Capacity Enhancements ▪ Line 2 Capacity Enhancements ▪ Service & Transit Expansion Planning 	<ul style="list-style-type: none"> ▪ T1 25-Year Overhaul ▪ Bus Overhaul ▪ Streetcar Overhaul ▪ Purchase of additional vehicles 	<ul style="list-style-type: none"> ▪ SAP ERP Implementation ▪ VISION – Computer Aided Dispatch / Auto. Vehicle Location System ▪ MAXIMO – Asset management system 	<ul style="list-style-type: none"> ▪ Shop & Maintenance Equipment ▪ Revenue & Fare Handling Equipment ▪ Fare System

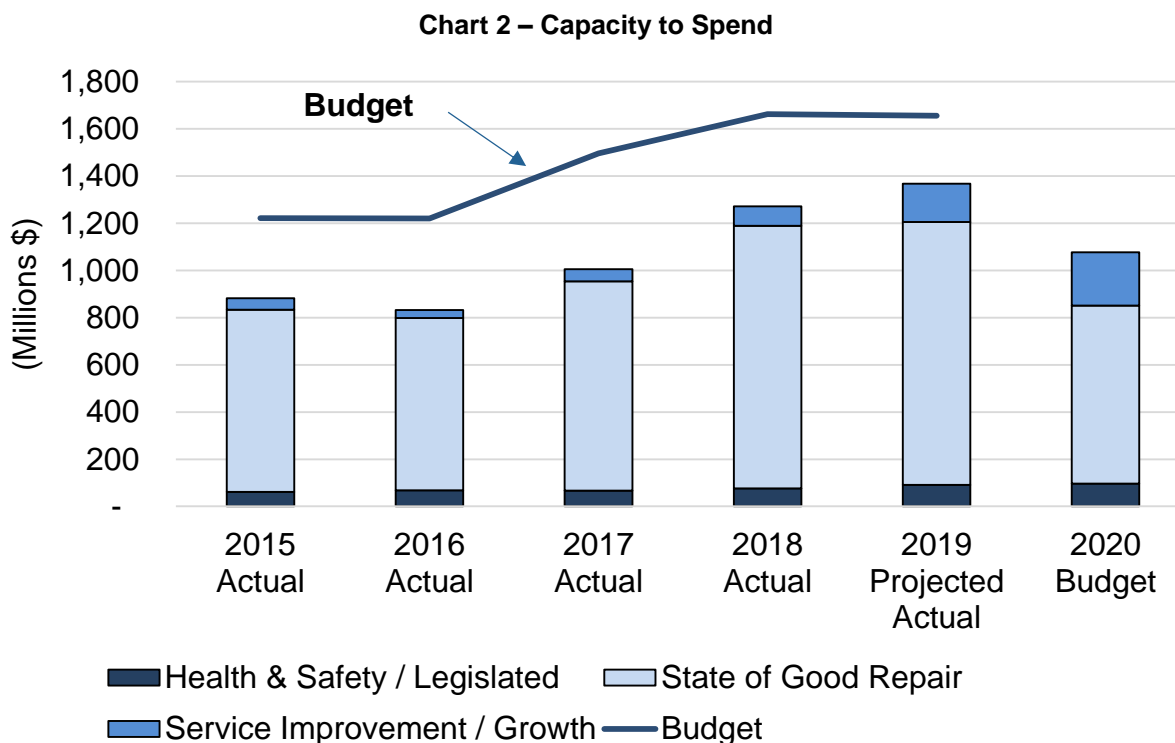
How the Capital Program is Funded

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				

CAPACITY TO SPEND REVIEW

The Recommended 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten-year capital planning period. A review was undertaken to ensure cash flow funding estimates align with the Toronto Transit Commission's ability to spend and the market's capacity to deliver.

A key factor in determining an appropriate level of annual cash flow funding was based on a review of historical capacity to spend by project category (Chart 2 below) as well as the level of projected 2019 underspending that will be carried forward into 2020 to complete capital work.



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 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
Total	882	832	1,005	1,271	1,368	1,077
% Spent	72%	68%	67%	76%	83%	

Capacity to Spend Review Impact on the Recommended 10-Year Plan

Based on the review of historical capital spending rates, 2019 carry forward funding and project commitments, \$271.7 million in capital spending initially cash flowed in 2020 has been deferred to 2021 or future years. Key adjustments to the Capital Plan are noted below:

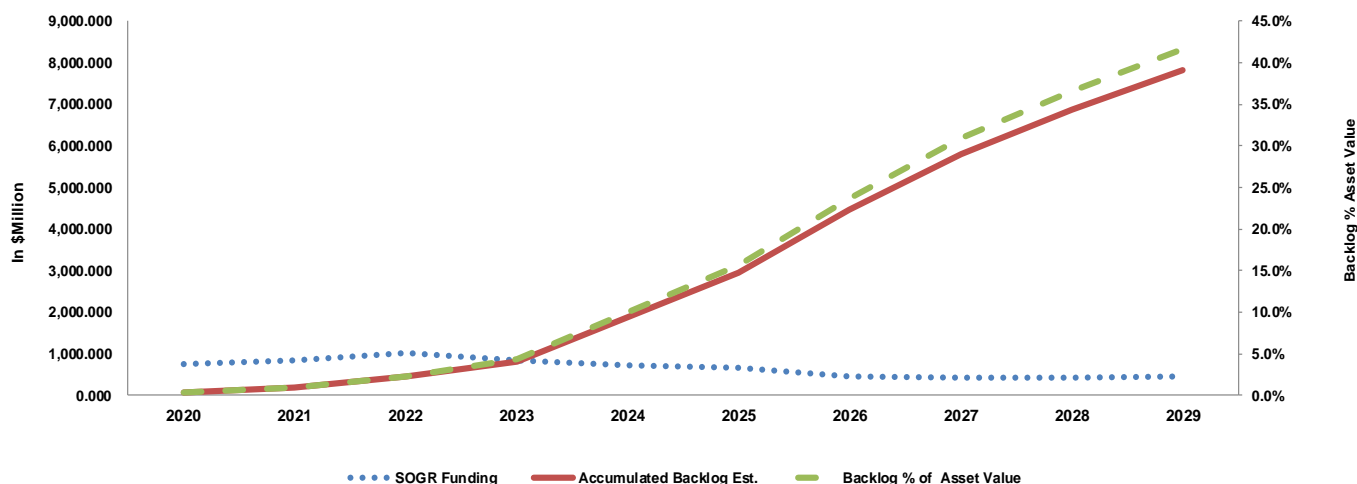
- Project cash flows for Equipment and Subway Car Overhaul projects were adjusted out over the 10-year plan based on capacity to spend

- Project cash flow deferrals to 2021 or future years to align with deliverables include Buildings and Structures and Fare System projects
- As a result, the 10-Year Capital Plan was recalibrated to:
 - a) Fully fund in-flight finite projects based on the required commitments/project approval;
 - b) Ensure investment in most critical state-of-good-repair maintenance, establishing a steady state investment in state-of-good-repair to preserve system safety and reliability to achieve service objectives.

STATE OF GOOD REPAIR (SGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for key asset classes in the Toronto Transit Commission: Track, Electrical Systems, Signal Systems, Buildings & Structures, Vehicles and Information Technology.

Chart 3: Total SOGR Funding & Backlog



\$ Million	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SOGR Funding	754.902	835.127	1,024.422	851.586	717.313	672.013	454.526	407.286	423.654	465.079
Accumulated Backlog Est.	70.996	181.774	436.622	813.745	1,864.382	2,939.593	4,450.301	5,800.329	6,871.570	7,810.272
Backlog % of Asset Value	0.4%	1.0%	2.3%	4.3%	9.9%	15.7%	23.7%	30.9%	36.6%	41.6%
Total Asset Value	18,763.000	18,763.000	18,763.000	18,763.000	18,763.000	18,763.000	18,763.000	18,763.000	18,763.000	18,763.000

- In previous years, the SOGR Backlog was identified as the amount not funded as a result of reductions based on TTC's capacity to spend. These amounts were deemed to be TTC's SOGR Backlog.
- The Capital Investment Plan first established in 2019 has created greater clarity of the TTC's needs by identifying required State of Good Repair projects over a 15-year capital planning period.
- The SOGR Backlog noted above reflects both finite and ongoing SOGR capital projects included in the 2020-2029 capital planning timeframe of TTC's 15-year Capital Investment Plan that are currently not funded in the staff recommended 10-year Capital Plan.
- As a result, TTC's accumulated SOGR Backlog has increased from \$26.2 million or 0.2% of its asset value in 2019 based on the previous "Capacity to Spend" approach to \$71 million or 0.4% of its asset value in 2020 based on unfunded SOGR requirements in the TTC's Capital Investment Plan.

- In addition to the base capital program that has \$4.8 billion allocated to SOGR capital projects, the increase in the City Building Fund levy, which has provided \$4.1 billion in additional debt funding, plus an additional \$500 million for the Yonge-Bloor Capacity Improvement project and the one-time incremental Federal Gas Tax funding of \$167 million has allowed the TTC to add \$4.7B in new capital funding.
- This new funding source has enabled TTC to fund an additional \$3.1 billion for subway infrastructure (SOGR and Service Improvements), \$1.1 billion for the overhaul and replacement of existing vehicles, plus an additional \$500 million for the Yonge-Bloor Capacity Improvement priority project.
 - \$1.9 billion is directly SOGR projects
 - \$2.8 billion is for Capacity Improvement projects, including Yonge-Bloor Capacity Improvement and Line 1 and Capacity Enhancements, for which, a portion can be attributed to SOGR. As part of the 2021 budget, further work will be done to refine cash flows to delineate the portion attributable to SOGR, such as Fire Ventilation.
- As a result, the 2020-2029 Capital Budget and Plan of \$11.9 billion funds a total of \$6.6 billion for critical SOGR work over the 10-year capital planning period, compared to the 2019-2028 Capital Budget and Plan's allocated \$4.98 billion.
- While the SOGR Backlog will rise from \$71 million or 0.4% of asset value in 2020 to \$7.8 billion or 41.6% of asset value by the end of 2029, the SOGR Backlog would have been higher had it not been for the infusion of incremental funding for critical subway infrastructure state of good repair projects.
- The TTC will continue to refine these estimates based on planned condition audits of its asset inventory and this SOGR Backlog analysis, including asset values, as the TTC matures its asset management practices.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2020 Capital Budget will impact the 2020 Operating Budget by a total of \$4.829 million in net savings arising from the completion of the Fare System and various Information Technology Infrastructure projects, the McNicoll Bus Garage Facility and the Purchase of Buses capital projects, as shown in Table 4 below.

Table 4: Net Operating Impact Summary
(In \$000's)

Projects	2020 Budget		2021 Plan		2022 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved										
<i>Fare System</i>	(2,808.0)	(15.0)	1,985.0		620.0		(203.0)	(15.0)	6,500.0	20.0
<i>Information Technology System-Infrastructure</i>	1,921.0	(7.0)	1,830.0	34.0	1,251.0		5,002.0	27.0	11,363.6	41.0
<i>McNicoll Bus Garage Facility</i>	3,587.0	59.0	5,605.0				9,192.0	59.0	9,192.0	59.0
<i>Master Signup</i>			(1,216.0)	(15.0)	(502.0)		(1,718.0)	(15.0)	(1,718.0)	(15.0)
<i>Purchases of Buses</i>	(7,529.0)	(29.0)	1,602.0	23.0	2,943.0	35.0	(9,834.1)	29.0	(34,848.5)	-
<i>Purchase of Rail Non-Revenue Vehicle</i>							(422.7)	(1.0)	(355.7)	-
<i>Signal Systems - Various</i>					(11,100.0)	(177.0)	(10,938.0)	(177.0)	1,570.0	10.0
<i>Other Various OBIs</i>			747.0		(2,488.0)		(1,741.0)	-	(1,741.0)	-
Sub-Total: Previously Approved	(4,829.0)	8.0	10,553.0	42.0	(9,276.0)	(142.0)	(10,662.8)	(93.0)	(10,037.6)	115.0
Total	(4,829.0)	8.0	10,553.0	42.0	(9,276.0)	(142.0)	(10,662.8)	(93.0)	(10,037.6)	115.0

- Over the course of the 2020-2029 Capital Plan timeframe, the total operating impact of completed capital projects will result in net savings of \$10.038 million and requiring a net increase of 115 positions.

APPENDICES

Appendix 1

2020 Staff Recommended Operating Budget by Expenditure Category

Category (In \$000s)	2017 Actual	2018 Actual	2019 Budget	2019 Projected Actual *	2020 Budget	2020 Change from 2019 Projected Actual	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies							
Federal Subsidies							
Other Subsidies							
User Fees & Donations	1,242,115.9	1,233,625.8	1,269,702.3	1,254,882.9	1,340,925.5	86,042.6	6.9%
Licences & Permits Revenue							
Transfers From Capital			4,300.0	1,800.0	3,600.0	1,800.0	100.0%
Contribution From Reserves/Reserve Funds			22,691.0	19,691.0	9,300.0	(10,391.0)	(52.8%)
Sundry and Other Revenues							
Inter-Divisional Recoveries							
Total Revenues	1,242,115.9	1,233,625.8	1,296,693.3	1,276,373.9	1,353,825.5	77,451.6	6.1%
Salaries and Benefits	1,313,681.5	1,355,092.7	1,464,138.8	1,454,584.7	1,520,141.5	65,556.8	4.5%
Materials & Supplies	297,691.4	318,565.3	307,230.0	298,348.8	314,240.4	15,891.6	5.3%
Equipment	25,447.7	24,887.6	25,954.2	24,954.2	24,326.9	(627.3)	(2.5%)
Service and Rent	159,322.1	195,225.0	222,929.8	221,745.8	244,332.8	22,587.0	10.2%
Contribution To Capital							
Contribution To Reserves/Reserve Funds	33,651.7	41,608.7	25,200.0	25,200.0	25,200.0		
Other Expenditures	13,150.1	14,202.4	14,106.5	14,431.7	15,412.1	980.4	6.8%
Inter-Divisional Charges							
Total Gross Expenditures	1,842,944.5	1,949,581.7	2,059,559.3	2,039,265.2	2,143,653.7	104,388.5	5.1%
Net Expenditures	600,828.6	715,955.9	762,866.0	762,891.3	789,828.2	26,936.9	3.5%
Approved Positions	14,389.0	15,033.0	15,951.0	15,805.0	16,167.0	362.0	2.3%

Appendix 2

Summary of 2020 Service Changes

N/A

Appendix 3

Summary of 2020 New / Enhanced Service Priorities Included in Budget

N/A

Appendix 4

Summary of 2020 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 5

**2020 Capital Budget;
2021 - 2029 Capital Plan Including Carry Forward Funding**

Project Code	(In \$000s)	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	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	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	113	-	-	-	-	-	-	-	-	-	113	-	-	113
TTC907749	Leslie Bams	3,232	9,312	5,000	-	-	-	-	-	-	-	17,544	-	17,544	-
TTC908032	McNicoll NewBus Garage	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
TTC000415	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	-	1,396,046	146,117
TTC000480	Purchase of Buses - Wheel Trans Buses	17,462	11,591	-	-	-	-	-	-	-	-	29,053	-	29,053	-
TTC906365	Purchase Rail Non-Revenue Vehicles	5,584	6,407	4,300	5,792	4,855	4,482	1,913	-	-	-	33,333	-	33,333	-
TTC000520	Rail Non-Revenue Vehicle Overhaul	7,453	2,553	12,113	6,484	-	-	-	-	-	-	28,603	-	15,125	13,478
TTC000920	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	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
	Total Expenditures (including carry forward from 2019)	1,077,099	1,172,952	1,466,620	1,276,048	1,129,409	1,121,762	1,318,276	1,243,437	1,044,283	1,074,363	11,924,249	805,096	6,605,907	4,513,246

Appendix 5a

2020 Cash Flow and Future Year Commitments Including Carry Forward Funding

(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total		Previously Approved	Change in Scope	New w/ Future Year 107,800
Corporate Initiatives - CLA	10,780	10,780	10,780	10,780	10,780	10,780	10,780	10,780	10,780	10,780	107,800				
Scarborough Subway Extension	18,176	19,644	13,248	4,050	4,062	3,347	2,837	-	-	-	65,364		65,364		
Transit Projects	100	2,637	24,200	-	-	-	-	-	-	-	26,937		26,937		
ATC Resignalling	65,000	62,000	79,723	99,289	65,000	-	-	-	-	-	371,012		464,241	(216,147)	122,918
Automotive Non-Revenue Vehicles	5,885	10,748	3,352	173	-	-	-	-	-	-	20,158		-		20,158
Bicycle Parking at Stations	-	-	-	-	-	-	-	-	-	-	-		613	(613)	
Bridges and Tunnels - Various	34,852	37,562	22,075	1,000	2,157	-	-	-	-	-	97,646		32,288		65,358
Bus Overhaul Program	51,247	36,977	-	-	-	-	-	-	-	-	88,224		50,046		38,178
Communications - Various	17,306	16,585	15,699	11,598	-	-	-	-	-	-	61,188		53,062	(625)	8,751
Easier Access Phase II & III	59,357	76,444	85,467	99,369	87,386	66,775	53,313	-	-	-	528,111		527,045	1,066	
Environmental Programs	6,986	9,947	7,397	4,795	4,000	4,100	4,200	4,300	4,554	4,625	54,904		55,682	(778)	
Equipment - Various	33,395	79,596	63,416	2,977	37,929	3,400	2,380	368	-	-	223,461		19,693	11,050	192,718
Fare Handling Equipment	5,450	3,750	3,250	2,250	1,800	1,200	100	-	-	-	17,800		15,216		2,584
Fare System	15,975	7,785	-	-	-	-	-	-	-	-	23,760		15,595	8,165	
Finishes - Various	17,755	52,535	45,865	9,597	5,121	-	-	-	-	-	130,873		38,861		92,012
Fire Ventilation Upgrade	16,844	41,790	48,879	52,587	56,682	-	-	-	-	-	216,782		209,403	7,379	
Furniture & Office Equipment	444	276	-	-	-	-	-	-	-	-	720		522		198
Information Technology System-Infrastructure	106,477	118,877	77,869	39,983	483	-	-	-	-	-	343,689		129,239		214,450
Kipling Station Improvements	113	-	-	-	-	-	-	-	-	-	113		113		
Leslie Bams Streetcar Maint.& Storage Facility	3,232	9,312	5,000	-	-	-	-	-	-	-	17,544		10,544		7,000
Line 4	3,705	-	-	-	-	-	-	-	-	-	3,705		57,205	(53,500)	
McNicoll Bus Garage Facility	37,820	27,190	-	-	-	-	-	-	-	-	65,010		65,010		
On-Grade Paving Rehabilitation	9,466	14,941	11,258	-	-	-	-	-	-	-	35,665		22,698		12,967
Other Bldgs & Structures Projects	121,897	113,088	229,771	290,494	186,799	3,951	-	-	-	-	946,000		563,678	(80,237)	462,559
Other Maintenance Equipment	3,118	1,541	-	-	-	-	-	-	-	-	4,659		7,046		(2,387)
Other Service Planning	19,116	19,368	16,735	15,518	8,149	5,609	2,800	2,800	2,800	2,800	95,695		73,494	22,201	
PDE - Focus Area 1	5,000	10,000	12,000	-	-	-	-	-	-	-	27,000				27,000
Power Dist./Electric Systems - Various	7,590	8,628	13,748	16,865	20,443	-	-	-	-	-	67,274		10,416		56,858
Purchase of 360 Wheel-Trans Vehicles	17,462	11,591	-	-	-	-	-	-	-	-	29,053		973		28,080
Purchase of Rail Non-Revenue Vehicle	7,453	2,553	12,113	6,484	-	-	-	-	-	-	28,603		51,201	(22,598)	
Purchase of Additional Vehicles	87,511	25,069	281,920	202,841	227,353	-	-	-	-	-	824,694		164,489	(62,104)	722,309
Queensway Bus Garage Renovations	-	-	-	-	-	-	-	-	-	-	-		131	(131)	
Rail Non-Revenue Vehicle Overhaul	5,584	6,407	2,083	-	-	-	-	-	-	-	14,074		13,658		416
Signal Systems - Various	13,451	14,160	14,384	15,057	13,050	3,384	-	-	-	-	73,486		34,965		38,521
Spadina Subway Extension VCC	63,172	56,656	47,492	500	-	-	-	-	-	-	167,820		167,820		
Streetcar Overhaul Program	500	-	961	1,531	1,257	16,224	15,916	-	-	-	36,389		83,812	(47,423)	
Subway Car Overhaul Program	37,545	32,411	24,796	16,168	24,667	50,000	50,000	91,500	105,733	77,242	510,062		533,246		(23,184)
Subway Track	27,774	28,161	419	-	-	-	-	-	-	-	56,354		37,584		18,770
Surface Track	43,120	53,386	9,800	-	-	-	-	-	-	-	106,306		36,899	4,757	64,650
Tools and Shop Equipment	7,973	4,254	-	-	-	-	-	-	-	-	12,227		7,064		5,163
Toronto Rocket Yard & Storage Track Accommodation	45,118	61,472	44,746	39,081	17,470	1,375	-	-	-	-	209,262		211,523	(2,261)	
Traction Power - Various	23,832	25,764	-	-	-	-	-	-	-	-	49,596		11,559		38,037
Transit Shelters & Loops	455	545	-	-	-	-	-	-	-	-	1,000		78		922
Yards and Roads - Various	3,063	5,394	7,996	-	-	-	-	-	-	-	16,453		2,456	11,297	2,700
Yonge Bloor Capacity Improvements	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
Total Expenditures (including carry forward from 2019)	1,077,099	1,169,824	1,293,442	1,017,987	924,588	470,145	442,326	354,748	338,867	195,447	7,284,472		3,871,469	(420,502)	3,833,505

The 2020 Cash Flow and Future Year Commitments as noted in the table above, reflects a sub-set of the 10-Year Capital Plan. This sub-set consists of 2020 and future year cash flow funding estimates for projects that have either previously received Council approval or will require approval in 2020 to begin, continue or complete capital work. This approval will enable the Toronto Transit Commission to begin work and/or commit funding for expenses that may not be incurred until 2021 or future years.

Appendix 5b

2021 - 2029 Capital Plan

(In \$000s)	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
ATC Resignalling	-	-	-	-	-	100,000	100,000	100,000	100,000	100,000	500,000			500,000	
Automotive Non-Revenue Vehicles	-	-	2,945	6,124	-	-	-	-	-	-	9,069			6,430	2,639
Bridges and Tunnels - Various	-	-	21,883	44,845	44,319	48,043	46,284	48,395	49,220	59,279	362,268			362,268	
Bus Overhaul Program	-	-	51,619	83,045	-	-	-	-	-	-	134,664			134,664	
Communications - Various	-	-	-	2,261	9,819	9,845	11,301	11,954	12,582	12,729	70,491		-	70,491	
Environmental Programs	-	-	-	-	-	4,518	4,653	4,793	4,936	5,085	23,985			23,985	
Equipment - Various	-	-	4,758	14,251	15,341	14,639	13,320	17,340	17,340	17,340	114,329			114,329	
Fare Handling Equipment	-	-	-	-	-	-	300	400	1,300	300	2,300			2,300	
Finishes - Various	-	-	-	-	2,779	900	900	900	900	900	7,279			7,279	-
Furniture & Office Equipment	-	-	154	320	141	305	157	149	302	35	1,563			1,563	
Information Technology System-Infrastructure	-	-	-	-	23,447	17,123	8,725	7,546	7,772	8,600	73,213			73,213	
Leslie Bams Streetcar Maint.& Storage Facility	-	-	-	-	-	-	-	-	-	-	-			-	
On-Grade Paving Rehabilitation	-	-	8,796	11,711	11,317	9,890	10,038	10,189	10,342	13,121	85,404			85,404	
Other Bldgs & Structures Projects	-	-	-	-	2,650	70,641	451,130	527,269	393,221	481,702	1,926,613		3,551	1,920,412	2,650
Other Maintenance Equipment	-	-	1,233	1,191	1,206	1,221	1,237	1,264	1,293	1,356	10,001			10,001	
Power Dist./Electric Systems - Various	-	-	230	243	239	26,049	26,551	19,842	8,345	8,828	90,327			88,022	2,305
Purchase of 360 Wheel-Trans Vehicles	-	-	-	-	-	-	-	-	-	-	-			-	
Purchase of Additional Vehicles	-	2,770	-	-	-	271,298	126,347	134,323	83,687	99,043	717,468			717,468	
Rail Non-Revenue Vehicle Overhaul	-	-	2,217	5,792	4,855	4,482	1,913	-	-	-	19,259			19,259	
Signal Systems - Various	-	-	-	(0)	(0)	8,524	8,220	4,675	4,833	5,024	31,276			31,276	
Subway Car Overhaul Program	-	-	-	-	-	(25,333)	(25,333)	(90,000)	(80,000)	(30,000)	(250,667)		-	(250,667)	
Subway Track	-	(0)	27,712	28,380	28,947	37,472	39,821	41,507	42,437	45,775	292,050			292,050	-
Surface Track	-	-	28,865	35,967	34,958	19,411	18,854	14,972	13,051	13,335	179,413			179,413	
Tools and Shop Equipment	-	358	2,457	2,462	1,862	3,488	2,145	2,660	3,222	3,359	22,013			22,013	
Traction Power - Various	-	-	19,764	20,924	22,397	28,556	28,843	29,967	30,088	32,540	213,079			213,079	
Transit Shelters & Loops	-	-	545	545	545	545	545	545	545	565	4,380			4,380	
Yards and Roads - Various	-	-	-	-	-	-	-	-	-	-	-			-	
Total Expenditures	-	3,128	173,178	258,061	204,822	651,617	875,950	888,690	705,416	878,916	4,639,777		3,551	4,628,632	7,594

Appendix 6

Reporting on Major Capital Projects: Status Update

Division/Project name		2019 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Toronto Transit Commission												
Toronto Rocket Yard and Storage Track		38,281	20,637	38,281	495,385	268,479	On Track	Jan-10	31/12/2019	TBD	ⓐ	ⓐ
	Comments:											
	Explanation for Delay:											
Easier Access - Phase III		59,614	38,615	59,614	829,606	280,496	On Track	Jan-06	31/12/2025	TBD	ⓐ	Ⓨ
	Comments:											
	Explanation for Delay:											
Automatic Train Control (ATC)		73,492	45,614	62,943	660,907	483,300	On Track		31/12/2019	TBD	ⓐ	Ⓨ
	Comments:											
	Explanation for Delay:	Decrease in estimated expenditures for 2019 with no impact to Schedule or EFC for ATC YUS Line. Project on Hold for ATC										
Fire Ventilation Upgrade		16,183	6,863	14,995	494,619	279,235	Minor Delay	Jan-11	Post 2027	TBD	Ⓨ	ⓐ
	Comments:											
	Explanation for Delay:	1. Longer than expected design duration at Summerhill, Greenwood, Dundas West 2nd Exit. 2. Realigning Emergency Ventilation Study with Line 1 Capacity Enhancement Study										
McNicoll Bus Garage		60,000	47,273	60,000	181,000	103,263	On Track	Jan-12	31/12/2020	TBD	ⓐ	ⓐ
	Comments:											
	Explanation for Delay:	Increase in expenditures for 2019, but no increase to EFC.										
Fare System - PRESTO/TTC Farecard		18,417	3,729	5,116	81,823	55,074	Minor Delay	Jan-12	31/12/2020	TBD	ⓐ	Ⓨ
	Comments:	Faregates installed at 75 Subway Stations (At Least one entrance per station). A total of 110 station entrances have Faregates. Faregates construction work underway at remaining stations.										
	Explanation for Delay:	Faregates installed at 75 Subway Stations (At Least one entrance per station). A total of 110 station entrances have Faregates.										

On/Ahead of Schedule

Minor Delay < 6 months

Significant Delay > 6 months



>70% of Approved Project Cost

Between 50% and 70%

< 50% or > 100% of Approved

Appendix 7

Summary of Capital Needs Constraints (In \$ Millions)

Project Description	Total Project Cost	Non-Debt	Debt Required	Cash Flow (In \$ Millions)										
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2025 - 2029
ATC Resignalling	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bridges & Tunnels	19,650	-	19,650	-	-	-	9,669	7,881	2,100	-	-	-	-	2,100
Bus Overhaul	393,600	-	393,600	1,350	1,423	877	-	83,106	74,946	58,475	56,562	54,898	61,963	306,844
Communications	54,072	-	54,072	3,000	3,070	3,515	4,059	5,075	6,505	6,211	5,940	6,154	10,543	35,353
Computer Equipment & Software	87,819	-	87,819	1,000	7,351	3,339	8,150	7,814	9,760	27,058	10,257	9,440	3,650	60,165
Easier Access Phase III	100,000	-	100,000	-	-	-	-	-	-	-	50,000	50,000	-	100,000
Environmental Programs	1,000	-	1,000	200	800	-	-	-	-	-	-	-	-	-
Equipment	137,951	-	137,951	1,579	7,142	11,560	13,736	3,441	4,039	39,529	3,737	45,724	7,464	100,493
Fare System	49,000	-	49,000	2,000	47,000	-	-	-	-	-	-	-	-	-
Finishes	111,832	-	111,832	-	-	5,721	13,037	24,271	24,446	12,050	9,809	10,073	12,425	68,803
Fire Ventilation Upgrade	143,457	-	143,457	-	-	11,800	11,900	11,800	46,382	25,186	18,229	9,080	9,080	107,957
Furniture & Office Equipment	1,546	-	1,546	239	149	83	172	94	203	104	100	201	201	809
Leslie Barns	293,000	-	293,000	-	-	600	7,700	8,700	10,200	72,700	93,200	71,500	28,400	276,000
On-Grade Paving Rehabilitation Program	23,661	-	23,661	-	-	9,235	1,875	2,436	2,473	2,510	2,547	2,585	-	10,115
Other Buildings and Structures	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	3,620,642
Other Maintenance Equipment	3,117	-	3,117	25	1,600	330	-	-	500	-	331	331	-	1,162
Power Distribution/Electric Systems	650	-	650	-	-	-	360	290	-	-	-	-	-	-
Purchase Automotive Non-Revenue Vehicles	35,364	-	35,364	-	-	-	-	8,739	7,863	4,494	3,949	4,424	5,895	26,625
Purchase of Additional Vehicles	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	2,362,282
Purchase of Buses - Wheel Trans Buses	85,406	-	85,406	-	-	5,781	15,903	13,515	2,013	3,403	20,260	15,340	9,191	50,207
Purchase Rail Non-Revenue Vehicles	2,200	-	2,200	-	-	-	-	-	-	-	716	733	751	2,200
Queensway Garage Expansion	10,800	-	10,800	650	2,600	7,550	-	-	-	-	-	-	-	-
Rail Non-Revenue Vehicle Overhaul	22,602	-	22,602	-	-	-	-	8,449	3,369	10,784	-	-	-	14,153
Revenue & Fare Handling Equipment	1,000	-	1,000	-	-	-	-	-	-	-	-	-	1,000	1,000
Safety and Reliability	40,000	-	40,000	20,000	20,000	-	-	-	-	-	-	-	-	-
Service Planning	252,103	-	252,103	6,260	19,521	30,954	34,866	34,783	35,031	23,696	23,696	23,696	19,600	125,719
Shop Equipment	21,705	-	21,705	5,612	8,838	3,883	445	614	290	363	777	528	355	2,313
Signal Systems	1,612	-	1,612	1,191	344	77	-	-	-	-	-	-	-	-
Streetcar Network Upgrades & BRT	13,051	-	13,051	-	-	3,437	9,614	-	-	-	-	-	-	-
Streetcar Overhaul	32,496	-	32,496	-	-	-	-	-	-	-	16,772	15,724	-	32,496
Subway Car Overhaul	121,415	-	121,415	-	-	-	-	13,976	23,819	24,295	34,781	22,544	2,000	107,439
Surface Track	208,156	-	208,156	3,500	7,796	51,509	46,027	16,621	12,725	12,941	15,961	18,328	22,748	82,703
Traction Power	20,952	-	20,952	448	497	4,407	1,808	1,895	1,800	2,237	2,434	2,612	2,814	11,897
Transit Shelters & Loops	9,991	-	9,991	1,157	3,523	5,311	-	-	-	-	-	-	-	-
Total	10,623,098	-	10,623,098	105,663	426,142	546,994	655,213	1,379,609	1,237,869	2,014,439	1,860,335	1,299,739	1,097,095	7,509,477

In addition to the Recommended 10-Year Capital Plan of \$11.92 billion, staff have also identified \$10.62 billion in capital needs constraints for the Toronto Transit Commission as reflected in the table above.

- Key projects that are fully or partially below the line includes;
 - Purchase of Subway Cars (growth and replacement)
 - New Subway Maintenance & Storage Facility - Western Yard
 - Purchase of Buses and Streetcars
 - New Streetcar Maintenance & Storage Facility
- TTC has also identified \$12.97B outside of the 10-year Capital Budget and Plan requiring future funding commitments

Appendix 8

2020 User Fee Changes (Excludes User Fees Adjusted for Inflation)

N/A

Appendix 9

Inflows and Outflows to/from Reserves and Reserve Funds

2020 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
Beginning Balance		9,600.0	9,600.0	7,300.0	7,000.0
TTC Stabilization Reserve	XQ1056				
Withdrawals (-)					
Annual Drawre: Kipling Commuter Lot			(300.0)	(300.0)	(300.0)
2020 One-Time Draw			(2,000.0)		
Total Reserve / Reserve Fund Draws / Contributions		9,600.0	7,300.0	7,000.0	6,700.0
Balance at Year-End		9,600.0	7,300.0	7,000.0	6,700.0

* Based on 9-month 2019 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
Beginning Balance		31,362.0	31,362.0	24,362.0	16,832.0
Long Term Liability Reserve	XR1728				
Withdrawals (-)					
Projected Accident Claim Payments			(25,770.0)	(26,300.0)	(26,800.0)
Contributions (+)					
Budgeted Contribution			18,770.0	18,770.0	18,770.0
Total Reserve / Reserve Fund Draws / Contributions		31,362.0	24,362.0	16,832.0	8,802.0
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		31,362.0	24,362.0	16,832.0	8,802.0

* Based on 9-month 2019 Reserve Fund Variance Report

Appendix 9 (Continued)

Inflows and Outflows to/from Reserves and Reserve Funds

2020 – 2029 Capital Budget and Plan

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2019 *	Contributions / (Withdrawals)										
			2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	Total
XR2109 Dev Charges RF - Transit	Beginning Balance	74,086	74,086	126,513	201,747	320,565	479,830	643,900	816,103	978,799	1,143,874	1,312,024	
	<i>Withdrawals (-)</i>												
	ATC Resignalling		(15,204)	(15,204)	(20,879)	-	-	-	-	-	-	-	(51,287)
	Automotive Non-Revenue Vehicles		-	(2,812)	(2,812)	(2,110)	-	-	-	-	-	-	(7,734)
	Communications		(150)	(150)	(150)	(150)	(175)	(175)	(300)	(300)	(260)	-	(1,810)
	Easier Access Phase III		-	-	-	(5,000)	(5,597)	-	-	-	-	-	(10,597)
	Equipment		(3,500)	(7,000)	(7,036)	-	-	-	-	-	-	-	(17,536)
	Fare Handling Equipment		(4,500)	(3,000)	(2,500)	(1,500)	(1,000)	(700)	(50)	(50)	(450)	(287)	(14,037)
	Fare System		(2,572)	-	-	-	-	-	-	-	-	-	(2,572)
	Finishes		(26)	-	-	-	-	-	-	-	-	-	(26)
	Leslie Barns Streetcar Maint. & Storage Facility		(1,350)	(5,000)	-	-	-	-	-	-	-	-	(6,350)
	McNicoll Bus Garage Facility		(10,000)	(10,000)	(6,178)	-	-	-	-	-	-	-	(26,178)
	Other Buildings and Structures		(19,917)	(18,127)	(2,500)	(1,750)	(2,114)	(250)	(250)	(500)	(422)	-	(45,829)
	Other Maintenance Equipment		-	-	(1,080)	(1,060)	-	-	-	-	-	-	(2,140)
	Other Service Planning		(5,838)	(5,350)	(5,060)	(5,124)	(3,760)	(3,760)	(2,760)	(1,760)	(1,760)	(1,760)	(36,931)
	Purchase of Streetcars		(37,748)	(22,438)	-	-	-	-	-	-	-	-	(60,186)
	Purchase of Subway Cars		(5,440)	(1,468)	(1,735)	-	-	-	-	-	-	-	(8,643)
	Surface Track		(2,250)	-	-	-	-	-	-	-	-	-	(2,250)
	Tools and Shop Equipment		-	(1,048)	(700)	(750)	-	-	-	-	-	-	(2,498)
	Toronto Rocket Yard and Storage Track		(6,000)	(6,347)	-	-	-	-	-	-	-	-	(12,347)
	Transit Shelters and Loops		(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(122)	(1,472)
	Yards and Roads		(1,382)	(3,994)	(7,996)	-	-	-	-	-	-	-	(13,372)
	Total Withdrawals		(116,027)	(102,088)	(58,776)	(17,594)	(12,796)	(5,035)	(3,510)	(2,760)	(3,042)	(2,169)	(323,796)
	<i>Contributions (+)</i>												
	Development Charges												
	Revenue Assumptions		168,454	177,322	177,594	176,858	176,866	177,238	166,206	167,835	171,192		1,559,565
	Total Contributions	-	168,454	177,322	177,594	176,858	176,866	177,238	166,206	167,835	171,192	-	1,559,565
Other Program/Agency Net Withdrawals and Contributions													-
Balance at Year-End			74,086	126,513	201,747	320,565	479,830	643,900	816,103	978,799	1,143,874	1,312,024	1,235,769

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2019 *	Contributions / (Withdrawals)										
			2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	Total
XQ0011 Capital Financing Reserve	Beginning Balance	439,586	439,586	458,830	533,830	608,830	683,830	758,830	833,830	908,830	908,830	908,830	
	<i>Withdrawals (-)</i>												
	Subway Car Overhaul		(24,894)										(24,894)
	Subway Track		(17,134)										(17,134)
	Surface Track		(13,728)										(13,728)
	Total Withdrawals		(55,756)	-	-	-	-	-	-	-	-	-	(55,756)
	<i>Contributions (+)</i>												
	Annual Revenue Estimates		75,000	75,000	75,000	75,000	75,000	75,000	75,000				525,000
	Total Contributions	-	75,000	75,000	75,000	75,000	75,000	75,000	75,000	-	-	-	525,000
Other Program/Agency Net Withdrawals and Contributions													-
Balance at Year-End			439,586	458,830	533,830	608,830	683,830	758,830	833,830	908,830	908,830	908,830	469,244

Appendix 10

Glossary of Terms

Approved Position: Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

Actuals: An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

Capacity to Spend: Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

Capital Budget: A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

Capital Needs Constraints: The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

Complement: Positions that support the delivery of City services and service levels as approved by Council.

Efficiencies: Reductions in the cost of delivering a service without a reduction in service level.

New / Enhanced: New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

Operating Budget: An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

Operating Impact of Completed Capital Projects: The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

Rate Supported Budget: Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

State of Good Repair (SOGR): The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

Tax Supported Budget: Budget funded by property taxes.

User Fees: Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).

Value Based Outcome Review (VBOR): The City conducted a Value Based Outcome Review in 2019 for all of its operations and agencies to identify specific opportunities and strategies to maximize the use of tax dollars, enhance its financial sustainability while achieving service outcomes. These opportunities will help the City chart its financial course in the next four years.