

# 2021 Program Summary

## Toronto Transit Commission

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### Description

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 9.5 million service hours and 250 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 is comprised of 159 bus routes, 10 streetcar routes, 3 subway lines and 1 rapid transit line, with a fleet of 2,115 buses, 204 streetcars and 876 subway cars.

### Why We Do It

The Toronto Transit Commission provides safe, reliable, seamless and accessible transit services to those who live in, work in, and visit Toronto. The TTC plays a central role in supporting the City's social, economic and environmental policy objectives by improving mobility that connects people to employment, leisure, social and economic opportunities.

*The City of Toronto aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and work to earn their trust and confidence.*

### What Service We Provide

#### Conventional Transit

**Who We Serve:** Riders, Businesses, Employers, Event Attendees, Neighbouring Municipalities

**What We Deliver:** The TTC connects the diverse communities of Toronto to economic and social opportunities through an integrated network of subway, bus and streetcar services.

**How Much Resources: (gross operating budget):** \$2,034,438,000

#### Wheel-Trans

**Who We Serve:** Riders, Businesses, Employers, Event Attendees, Neighbouring Municipalities

**What We Deliver:** Wheel-Trans connects the diverse communities of Toronto to economic and social opportunities through an integrated network of Wheel-Trans Services.

**How Much Resources: (gross operating budget):** \$118,565,800

## Budget at a Glance

### 2021 OPERATING BUDGET

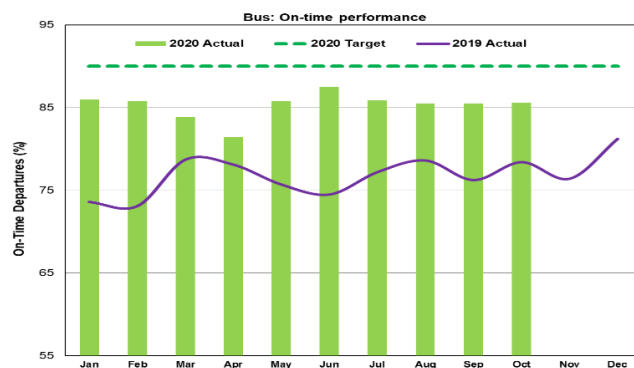
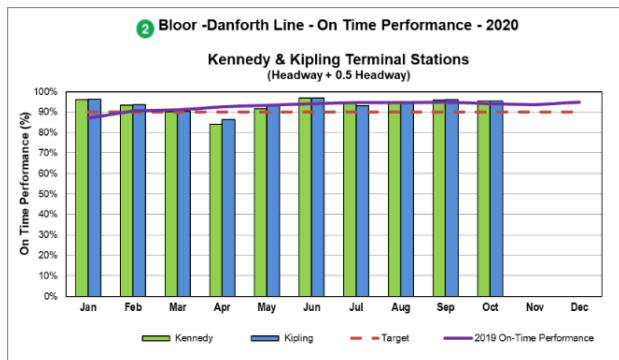
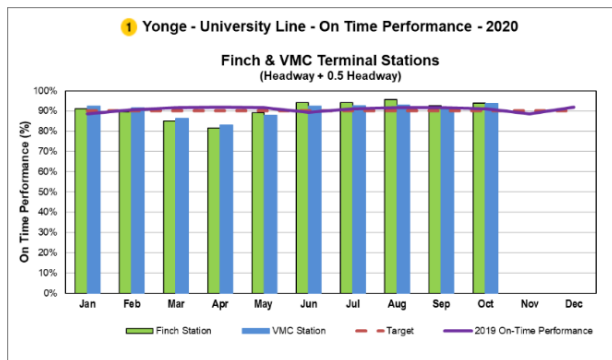
\$Billion	2021	2022	2023
Revenues	\$0.567	\$0.977	\$1.206
Gross Expenditures	\$2.153	\$2.307	\$2.344
Net Expenditures	\$1.586	\$1.329	\$1.138
Approved Positions	16,313	16,315	16,576

### 2021 - 2030 10-YEAR CAPITAL PLAN

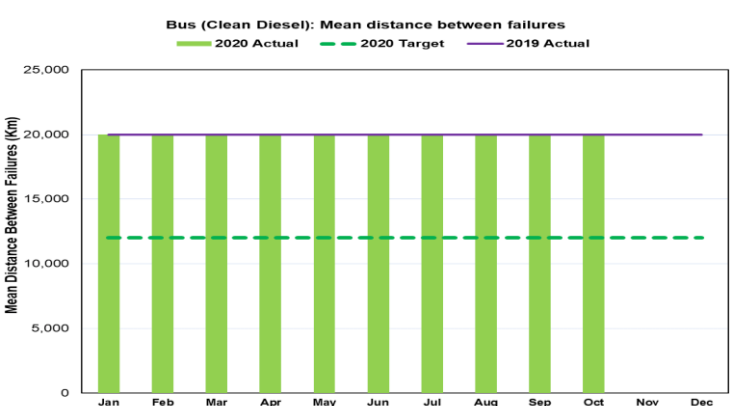
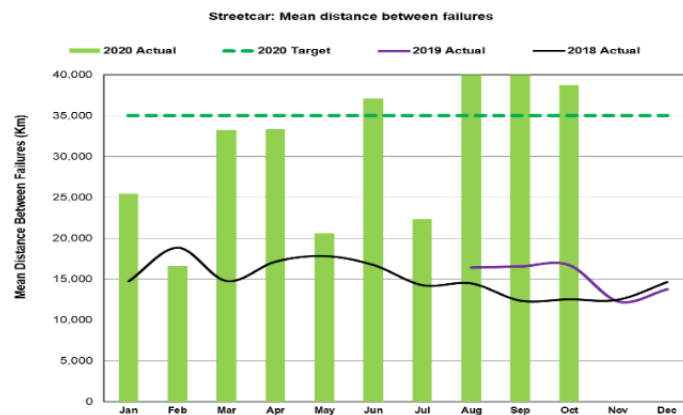
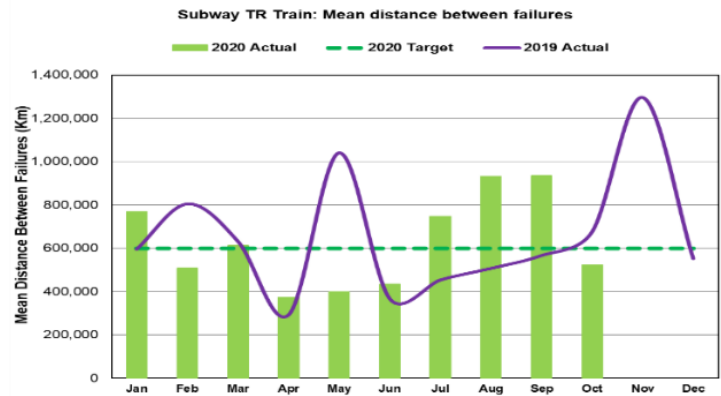
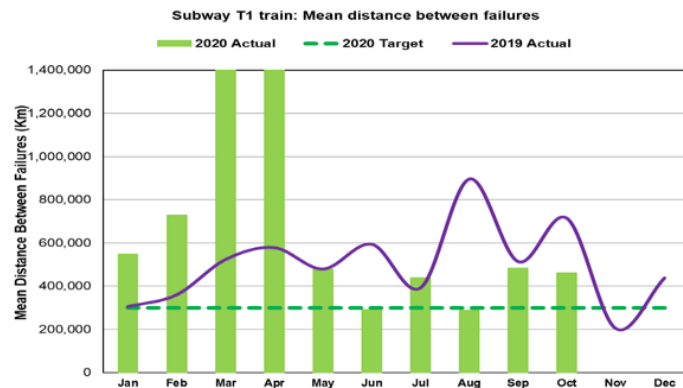
\$Billion	2021	2022-2030	Total
Gross Expenditures	\$ 1.315	\$10.592	\$11.907
Debt Recoverable	\$ 0.678	\$ 6.006	\$ 6.684
Debt	\$ 0.135	\$ 0.410	\$ 0.545
Note: Includes 2020 carry forward funding to 2021			

## How Well We Are Doing – Behind the Numbers

### On-Time Performance



## Vehicle Reliability



- Vehicle fleet meeting or exceeding reliability targets.
- Contributing factors include:
  - Replacement of end of life vehicles
  - Improved preventative maintenance programs
- Additional resources recommended for 2021 due to:
  - Expiring warranty periods for the LRV and Bus fleets
  - Increased complexity and quantity of systems on new LRV fleet
  - Increased preventative maintenance due to legislative requirements

## 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	225.4M	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 IMPACT AND RECOVERY**

2020 Impact	2021 Impact and Recovery
<p><b>Financial Impact (Operating)</b></p> <ul style="list-style-type: none"> <li>Projected impact from COVID-19 is \$760M (before cost containment actions); primarily due to loss in passenger revenue</li> <li>2020 Financial Impact to be addressed through Safe Restart Funding and cost mitigation actions.</li> </ul>	<p><b>Financial Impact (Operating)</b></p> <ul style="list-style-type: none"> <li>Projected impact from COVID-19 is \$796.4M</li> <li>Primarily driven by: <ul style="list-style-type: none"> <li>Passenger Revenue loss: \$725M (net of Presto commission savings)</li> <li>Ancillary revenue reduction: \$16M (advertising, commuter parking, subway concessions)</li> <li>Incremental Safety Measure Costs: \$55M, including \$26M for vehicle disinfection costs.</li> </ul> </li> <li>COVID-19 impacts to March 31 expected to be offset by Safe Restart Agreement (SRA) funding and discussions continue with Province for opportunity to utilize Phase 2 SRA funding post March 31.</li> </ul>
<p><b>Financial Impact (Capital)</b></p> <ul style="list-style-type: none"> <li>Capital review completed to assess the impact of COVID-19 on capital project delivery, including availability of resources, contractors, safety measures, etc. <ul style="list-style-type: none"> <li>TTC Board approved amended 2020-2029 Capital Budget &amp; Plan on May 13, 2020, resulting in a net reduction of \$117.5M, including a net reduction of \$208.1M to TTC's 2020 Approved Capital budget, based on the following actions: <ul style="list-style-type: none"> <li>\$257M reduction as a result of COVID-19 capital project delivery delays</li> <li>Accelerated \$48.9M in critical subway SOGR work from future years to leverage low ridership levels.</li> </ul> </li> </ul> </li> </ul>	<p><b>Financial Impact (Capital)</b></p> <ul style="list-style-type: none"> <li>\$33.5M in accelerated funding recommended in 2021 for subway track SOGR and Easier Access capital projects to continue to leverage low ridership</li> <li>\$3.8M recommended for new capital projects to implement additional safety; disinfection measures, common to transit authorities in 2021: <ul style="list-style-type: none"> <li>\$2.8M to install operator barriers in all buses. An application has been submitted by the City for Provincial-Federal COVID ICIP Resilient Fund for this project.</li> </ul> </li> <li>\$1M for Health and Safety Initiatives, including anti-viral copper coating surfaces</li> </ul>
<p><b>Service Level Changes</b></p> <ul style="list-style-type: none"> <li>Initiated enhanced cleaning protocols, measures beginning in January: <ul style="list-style-type: none"> <li>Twice daily cleaning; hand sanitizers in the network; back door boarding;</li> </ul> </li> <li>Matched transit service capacity to demand</li> <li>Increased Run as Directed buses to avoid overcrowding</li> <li>Implemented the mandatory requirement for riders to wear masks as of July 2, 2020</li> <li>Introduced system-wide employee screening</li> <li>Implemented a bus priority lane on Eglinton</li> </ul>	<p><b>Service Level Changes</b></p> <ul style="list-style-type: none"> <li>Continued enhanced cleaning and disinfection protocols</li> <li>Demand Responsive Service Plan <ul style="list-style-type: none"> <li>Bus service restored to 2020 budget level.</li> <li>Maintained current service levels for streetcar and subway.</li> </ul> </li> <li>Enhanced employee screening protocol</li> <li>Accelerated critical capital work including: subway track, subway asbestos removal, Easier Access (to meet legislative requirements) and other SOGR work to take advantage of lower ridership.</li> </ul>

## EXPERIENCES, CHALLENGES AND PRIORITIES

### Our Experience and Success

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

- Established priority actions for TTC' 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
- Established Metrolinx settlement terms to form basis for anticipated agreement regarding 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
- Made Wellesley, Chester, Dupont and Runnymede stations accessible, bringing the total number of accessible stations to 50
- Installed Eglinton East Bus Priority Lane
- Advanced service integration with regional partners

### Delivered 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; Streets to Homes; Poverty Reduction Office)
- Implemented proactive safety measures: disinfection; mandatory masks
- Expecting to achieve \$151 million in savings to help mitigate COVID-19's financial impact in 2020
- Completed accelerated capital works to leverage low ridership, culminating with first ever 10-day closure, enabling the advancement of State-of-Good-Repair projects, the ATC project and Easier Access projects.

### Key Challenges and Risks

- Engendering public confidence in transit, during a pandemic
- 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
- Funding for critical capital needs to ensure system safety, reliability and capacity improvements.
- Changes in intergovernmental funding
- Impact of Provincial transit expansion projects
- Need for long term real estate investment plan given TTC and City building objectives
- Asset management legislative compliance
- Legacy information technology

### Priority Actions

#### 1. Provide safe, seamless and reliable transit service:

- Match service capacity with demand
- Enhance safety response to address COVID-19
- Maintain strong vehicle performance and reliability gained in recent years, by adding resources to proactively maintain vehicles, especially as warranties expire.
- Implement fleet procurement plan
- Advanced subway & surface track SOGR
- Implemented RapidTO on Eglinton East
- Progressed queue jump lanes & transit signal priority

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**2. Transform to solidify TTC's fiscal foundation:**

- Continue business transformation
- Implement service efficiencies and Auditor General recommendations
- Prepare for collective bargaining
- Manage overtime
- ModernTO
- Update capital investment plan
- Develop real estate investment plan
- Continue SAP; Maximo Implementation

**3. Become a more inclusive and accessible service provider:**

- Advanced accessibility and inclusivity by providing:
  - \$1.7 million to increase Wheel-Trans reservation call centre capacity; improving call wait time
  - \$1.1 million to support the implementation of the Embrace Diversity Action Plan; Anti-racism strategy
- Expand gender recruitment outreach
- Apply equity lens to Service Planning
- Freeze TTC Fares
- Continue family of services model implementation
- Fully fund easier access
- Add accessible bus and streetcar stops

**4. Innovate for future demand to ensure a resilient system:**

- Continue 5 year fare policy & 10 year fare collection strategy
  - Advance service integration
  - Open McNicoll bus garage
  - Prepare for line 5 Eglinton LRT startup
  - Implement cybersecurity program
  - Strengthen business continuity & emergency management
  - Pilot automated shuttle
  - Continue roll-out of E-Buses
  - Expand bike parking and bike share
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## RECOMMENDATIONS

City Council approved the following recommendations:

1. City Council approve the 2021 Operating Budget for Toronto Transit Commission of \$2.153 billion gross, \$0.567 billion revenue and \$1.586 billion net for the following services:

**Service:**

	<b>Gross Expenditures (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Net Expenditures (\$000s)</b>
TTC Conventional	\$2,034,438.0	\$562,500.1	\$1,471,937.9
Wheel-Trans	\$118,565.8	\$4,275.7	\$114,290.1
<b>Total Program Budget</b>	<b>\$2,153,003.8</b>	<b>\$566,775.8</b>	<b>\$1,586,228.0</b>

2. City Council approve the 2021 staff complement for Toronto Transit Commission of 16,313.0 positions comprised of 2,524.0 capital positions and 13,789.0 operating positions.
3. City Council authorize a special contribution to the TTC Stabilization Reserve, equal to the proceeds to be received from the anticipated settlement with Metrolinx, to provide a funding source for LRT construction disruption service.
4. City Council approve the 2021 Capital Budget for the Toronto Transit Commission with cash flows of \$1.315 billion and future year commitments of \$8.506 billion, totaling \$9.821 billion as detailed by project in [Appendix 6a](#).
5. City Council approve the 2022-2030 Capital Plan for the Toronto Transit Commission totalling \$2.085 billion in project estimates as detailed by project in [Appendix 6b](#).
6. City Council request that all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2021 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.



# **2021 OPERATING BUDGET**

## 2021 OPERATING BUDGET OVERVIEW

**Table 1: 2021 Operating Budget by Service**

(In \$000s)	2019 Actual	2020 Budget	2020 Projection	2021 Base Budget	2021 New / Enhanced	2021 Budget	Change v. 2020 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>								
TTC Conventional	1,283,189.1	1,344,589.0	574,811.8	562,500.1		562,500.1	(12,311.7)	(2.1%)
Wheel-Trans	8,977.5	9,236.5	4,145.0	4,275.7		4,275.7	130.7	3.2%
<b>Total Revenues</b>	<b>1,292,166.6</b>	<b>1,353,825.5</b>	<b>578,956.8</b>	<b>566,775.8</b>		<b>566,775.8</b>	<b>(12,181.0)</b>	<b>(2.1%)</b>
<b>Expenditures</b>								
TTC Conventional	1,904,409.3	1,987,170.8	1,867,774.4	2,023,100.3	11,337.7	2,034,438.0	166,663.6	8.9%
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%
<b>Total Gross Expenditures</b>	<b>2,055,866.0</b>	<b>2,143,653.7</b>	<b>1,977,953.4</b>	<b>2,140,003.8</b>	<b>13,000.0</b>	<b>2,153,003.8</b>	<b>175,050.4</b>	<b>8.9%</b>
<b>Net Expenditures</b>	<b>763,699.4</b>	<b>789,828.2</b>	<b>1,398,996.6</b>	<b>1,573,228.0</b>	<b>13,000.0</b>	<b>1,586,228.0</b>	<b>187,231.4</b>	<b>13.4%</b>
<b>Approved Positions</b>	<b>15,951.0</b>	<b>16,167.0</b>	<b>16,167.0</b>	<b>16,043.0</b>	<b>270.0</b>	<b>16,313.0</b>	<b>146.0</b>	<b>0.9%</b>

\*2020 Projection based on Q3 Variance Report

## COSTS TO MAINTAIN EXISTING SERVICES

**2021 Recommended Base Budget** expenditures of \$2.140 billion gross reflects an increase of \$162.0 million in spending above 2020 projected year-end actual expenditures (prior to new and enhanced service requests), predominantly arising from:

- Reversal of 2020 cost containment actions such as the restoration of bus service
- Additional COVID-19 safety measures such as employee screening and additional vehicle disinfecting
- Increased vehicle maintenance requirements as vehicles come out of warranty
- McNicoll scheduled to open in March 2021 with funding required to operate the additional facility
- Impact of inflationary cost increases, legislative changes and operating impacts of completed capital projects

Given the financial impacts of COVID-19 on 2020 actual expenditures, a comparison of the 2021 Recommended Base Budget excluding 2021 COVID-19 impacts to the 2020 Approved Operating Budget is provided below:

- Excluding estimated COVID-19 financial costs, the 2021 Base Budget totals \$776.8 million in net expenditures reflecting a \$13.0 million net decrease from the 2020 Council approved Budget. The 2021 Base Budget, although lower than the 2020 Approved Operating Budget, provides for:
  - Matching of service capacity to demand, with restoration of bus service to 101% of pre-pandemic service levels and allows for the resumption of pre-pandemic service levels on streetcar and subway in the fall, should ridership levels warrant.
  - Opening of McNicoll Garage
  - Increased resources for vehicle maintenance
  - Accommodation of inflationary and unavoidable cost pressures
  - Reversal of one-time reserve draws utilized in 2020
  - Freezes TTC fares at 2020 rates
- As noted below, \$13.0 million has been re-invested in new and enhanced service priorities resulting in a total 2021 Net Budget \$789.8 million. When excluding \$796.4 million in added funding for COVID impacts, the recommended 2021 Operating Budget reflects a \$0 net change from the 2020 approved Operating Budget.

## COSTS TO ENHANCE SERVICES

\$13.0 million in base budget savings will be reinvested to fund **New and Enhanced Service** priorities totalling \$13.0 million gross, to advance the following 4 key priority outcomes:

### Accessibility & Diversity:

- Improvements to Wheel-Trans Reservationist Wait-Time (\$1.7 million)
- Continued implementation of initiatives supporting Anti-Racism and Diversity Outreach (\$1.1 million)

### Reliability:

- Improvements to Vehicle Maintenance (\$2.7 million)
- Head of Night Operations (\$0.2 million)

### Resiliency:

- Business Continuity & Emergency Management (\$0.9 million)

### Council-Approved:

- Eglinton LRT Operations (\$3.9 million)
- Cybersecurity (\$1.8 million)
- ModernTO (\$0.7 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 the TTC Operating and Capital budgets, including:

- Full funding to complete the TTC's Easier Access Program, which is on track to make all subway stations accessible by 2025 with elevators, wide fare-gates and automatic sliding doors.
- Funding for several improvements elsewhere across the transit system, including additional low-floor streetcars, buses and, new Wheel-Trans fleet, as well as a growing number of accessible bus and streetcar stops.
- \$1.7 million to increase Wheel-Trans call centre capacity and reduce call wait times for trip booking.
- \$1.1 million in incremental funding in addition to the 2020 investments made, now included in the base budget, to implement the Embrace Diversity Action Plan and Anti-Racism Strategy. This includes resources to improve community and recruiting outreach initiatives and ensure the continued implementation of anti-racism initiatives, consistent with the phased plan noted the 2021 budget outlook.

In addition, fares will be frozen at current rates. This action is particularly important to enhance equity and accessibility given that current ridership, relative to pre-pandemic levels is highest in Toronto's Neighbourhood Improvement Areas.

As a result of COVID-19 and the TTC's cost containment strategy, the service changes which occurred in 2020 may have had an impact on equity seeking groups and low income customers. During 2020, these concerns were addressed by operating additional run as directed buses on key routes where warranted by ridership levels.

For 2021, service capacity on the conventional bus network will be restored to 2020 budgeted levels, and optimized across all routes by continuing to apply COVID-19 modified maximum planning capacity thresholds of 25 per bus and adjusting to 35 as ridership increases by year end. In addition, adjustments will be made to address the specific service needs of neighbourhood improvement areas. Planning to address these needs has been aided through consultations with local youth leaders from equity seeking groups in the development of the 2021 service plan.

**2021 OPERATING BUDGET KEY DRIVERS**

The 2021 Operating Base Budget for the Toronto Transit Commission is \$2.140 billion gross or 8.2% higher than the 2020 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2b summarizes New and Enhanced requests.

**Table 2a: 2021 Key Drivers – Base Budget**

Key Cost Drivers		2019 Actuals	2020 Budget	2020 Projection	2021 Base Budget	Change Vs. 2020	
						\$	%
Expenditures							
1	Salaries and Benefits	1,416,547.6	1,520,141.5	1,457,745.0	1,536,036.3	78,291.3	5.4%
2	COVID-19 Impact			31,552.3	55,514.8	23,962.5	75.9%
3	Materials & Supplies	320,612.7	314,240.4	270,382.5	304,360.9	33,978.4	12.6%
4	Equipment	25,219.8	24,326.9	24,421.9	24,336.5	(85.4)	-0.3%
5	Service and Rent	255,435.2	249,469.3	168,230.1	189,314.5	21,084.4	12.5%
6	Other Expenditures	17,733.4	9,705.6	10,582.6	12,800.8	2,218.2	21.0%
7	Contribution to Capital						
8	Contribution to Reserves	20,317.2	25,770.0	15,039.0	17,640.0	2,601.0	17.3%
Total Expenditures		2,055,865.9	2,143,653.7	1,977,953.4	2,140,003.8	162,050.4	8.2%
Revenues							
1	Provincial Subsidies						
2	User Fees & Donations	1,262,529.5	1,340,925.5	569,656.8	547,415.4	(22,241.4)	-3.9%
3	Draw from Reserve Funds	22,691.0	9,300.0	9,300.0	15,760.4	6,460.4	69.5%
4	Other Revenues (Inc. IDR's)	6,946.0	3,600.0		3,600.0	3,600.0	
Total Revenues		1,292,166.5	1,353,825.5	578,956.8	566,775.8	(12,181.0)	-2.1%
Net Expenditures		763,699.4	789,828.2	1,398,996.6	1,573,228.0	174,231.4	12.5%
Approved Positions		15,951.0	16,167.0	16,167.0	16,043.0	(124.0)	-0.8%

**Salaries & Benefits:**

Most of the variance is due to significant savings realized in 2020 from cost mitigation actions which will not be repeated in 2021, including the workforce realignment strategy, the deferral of service priority actions and reduction in health benefit claims. In addition, this budget variance also reflects higher average hourly rates due to employee wage progression and the impact of legislative changes, such as the increase in CPP premium rates, as well as additional resourcing for the sustainment of completed capital projects.

**COVID-19 Impact:**

The significant variance accounts for the full year impact of COVID-19 costs for safety measures begun in 2020 plus the implementation of additional mid-day vehicle disinfection, new employee screening, the installation of vehicle filters and costs associated with recertification training which was delayed in 2020 due to COVID-19.

**Materials and Supplies:**

The majority of the increase is attributable to energy price and requirement changes from 2020 as service levels on bus are restored to pre-pandemic levels. The variance also reflects increased investments in vehicle maintenance requirements, as vehicles are coming off warranty.

**Services and Rents:**

The increase in service contract costs is mainly driven by the new Wheel-Trans reservations second sourcing contract and the 2021 budget providing for an increase in Wheel-Trans ridership levels relative to 2020 projection. The variance also reflects increases in IT costs to support completed capital projects and cyber-security initiatives, and the reversal of one-time savings in 2020, primarily due to the mid-year occupancy of the new consolidated warehouse.

**User Fees & Other Revenue Changes:**

The reduction in revenue is due to Q1 passenger revenues expected to be approximately \$159 million lower than 2020 actual Q1 passenger revenue, as most of the first quarter of 2020 preceded the impact of the pandemic. This loss is expected to be mostly offset by slightly higher revenue ridership for the balance of the year, which is expected to average 43% of normal levels between Q2 and Q4, relative to 27% in 2020.

Table 2b: 2021 Balancing Actions

Recommendation	Savings Type	2021				2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions
Base Budget Reductions: Line-By-Line								
Fuel & Utilities	Line By Line		(29,961.2)	(29,961.2)		(136.6)	(136.6)	
IT: Software Maintenance & Cellular Phones	Line By Line		(2,868.6)	(2,868.6)				
Accident Claims	Line By Line		(8,200.0)	(8,200.0)		3,500.0	3,500.0	
Other Line by Line Reductions	Line By Line		(2,523.7)	(2,523.7)	(18.0)			
Efficiencies								
Implementation of AG Recommendations								
Alternate Source Savings	Efficiencies		(356.0)	(356.0)	5.0			
After Market Parts Warranty	Efficiencies		(385.0)	(385.0)	2.0			
Efficiency Measures								
Service Efficiencies	Efficiencies		(3,866.5)	(3,866.5)	(51.0)	(7,912.6)	(7,912.6)	(152.0)
Service Delivery Efficiencies	Efficiencies		(1,259.8)	(1,259.8)	(27.0)	(1,040.9)	(1,040.9)	(8.0)
Overtime Savings & Crew Efficiencies	Efficiencies		(1,380.3)	(1,380.3)	(8.0)			
Contract Efficiencies	Efficiencies		(2,073.9)	(2,073.9)	0.0			
Divisional Clerical Efficiencies	Efficiencies		(824.6)	(824.6)	(10.0)			
Subtotal: Line-By-Line Review and Efficiencies			(53,699.5)	(53,699.5)	(107.0)	(5,590.1)	(5,590.1)	(160.0)
MX Settlement Reserve Draw	Other			(15,760.4)			9,220.4	
Total Balancing Actions			(53,699.5)	(69,459.9)	(107.0)	(5,590.1)	3,630.3	(160.0)

The 2021 Recommended Operating Budget includes \$53.7 million in gross expenditure reductions resulting from various actions taken by TTC staff, as summarized in the table above and described below:

#### Base Budget Reductions (Line-by-Line)

Annually, the operating budget is analyzed against spending trends and current market conditions as part of a line-by-line review. Through this review, \$43.6 million in savings were identified, resulting in base expenditure reductions in:

- **Fuel & Utilities:** Lower average fuel prices are expected based on recent market trends and fuel requirements hedged to date.
- **IT: Software Maintenance & Cellular Phones:** Expenditure reductions were made to account for external IT support and maintenance no longer required and to reflect reduced rates achieved for cellular phone contracts.
- **Accident Claims:** Accident claim cost were reduced by \$8.2 million to reflect lower cash payment trend experienced in 2020. For the purposes of future year projections, it is anticipated that this trend may not continue at the current rate, and has been forecasted as non-recurring at this time

#### Implementation of AG Recommendations

The continued implementation of Auditor General recommendations results in \$0.7 million in net cost savings arising from the identification of alternate suppliers for vehicle parts and improved use of after market part warranties. A portion of the savings has been reinvested in adding resource capacity to finalize the transformation of both the materials management and procurement and category management functions, as recommended by the Auditor General.

#### Efficiency Measures

To support TTC's continued efforts to solidify its financial foundation, the 2021 Recommended Base Budget includes \$9.5 million in efficiency savings from various efficiency initiatives. These initiatives include overtime reductions due to the management of overtime, contract efficiencies and adjustments to divisional clerk staffing. Also included are service efficiencies which do not impact service capacity for customers and include:

- Implementation of RapidTO on the Eglinton East corridor
- Opening of the McNicoll Bus Garage
- Initial implementation of Automatic Train Control on Line 1

In addition, the 2021 Recommended Base Budget tentatively includes savings associated with the second sourcing of certain maintenance related activities arising from TTC's business transformation program. The inclusion of these savings assumes that the tentative decisions with respect to second-sourcing will be implemented but are dependent on the outcome of the consultation process required by the Collective Agreement. Depending on the outcome of the collective agreement process these projections may change.

Table 2c: 2021 New / Enhanced

New / Enhanced Request	2021				2022 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
Accessibility & Diversity						
Wheel-Trans Reservationist Wait-Time		1,662.3	1,662.3		525.0	High
Anti-Racism & Diversity		1,069.5	1,069.5	5		High
Reliability						
Vehicle Maintenance (SOG & SWIS)		2,725.4	2,725.4	18	1,200.0	Medium
Head of Night Operations		225.9	225.9	1		Medium
Resiliency						
Business Continuity & Emergency Management		867.7	867.7	6	500.0	Medium
Council Approved						
Eglinton LRT Operations		3,946.0	3,946.0	235	50,557.0	High
Cybersecurity		1,795.3	1,795.3		2,000.0	Low
Modern TO		708.0	708.0	5		Low
Total New / Enhanced		13,000.0	13,000.0	270	54,782.0	

### Accessibility & Diversity

- Wheel-Trans Reservationist Wait-time**

In accordance with the September 24, 2020 report to the TTC Board Award of Wheel-Trans Call Centre Overflow Contract, \$1.7 million has been added, to establish a reservation overflow contract with a target to reduce average call wait times from 15 minutes to 2 minutes. This will also provide increased call handling capacity to address abandoned calls, and provide flexibility to handle varying call volumes, greatly improving the accessibility of the Wheel-Trans service to customers.

- Anti-Racism & Diversity**

\$1.1 million has been recommended to implement the Embrace Diversity Action Plan, which was presented to the TTC Board at the December 15, 2020 meeting. This includes resources to improve community and recruiting outreach initiatives and ensure the continued implementation of anti-racism initiatives, consistent with the phased plan noted the 2021 Budget Outlook. The Anti-Racism strategy aims to identify, prevent and address racial bias, racial profiling and anti-racism at the TTC, and build trust with Black, Indigenous and racialized communities.

### Reliability

- Vehicle Maintenance**

To protect recent improvements in vehicle reliability, \$2.7 million is included in the budget to establish special work instruction crews to proactively address fleet issues in a timely manner. The funding will also allow for an interior and exterior state of good repair program for the streetcar fleet ensuring the new vehicles remain in good condition.

### Resiliency

- Business Continuity & Emergency Management**

This additional funding will strengthen business continuity and emergency management functions and support the implementation of a comprehensive corporate emergency management and enterprise resilience program. This program will improve system resiliency through clear continuity plans and leadership during major incidents and emergencies.

- **Head of Night Operations**

With increasing volume of overnight heavy maintenance work, a Head of Night Operations is required to establish direct oversight of overnight operations and maintenance activities to ensure the safe delivery of work being performed for system safety and reliability.

**Council Approved Initiatives:**

- **Eglinton Crosstown LRT**

These resources are required in late 2021 to complete training requirements in advance of the anticipated opening of the new Eglinton Crosstown LRT in early 2022. These positions mainly consist of front-line employees such as operators, supervisors and customer service agents.

- **ModernTO**

Resources are required to enable the TTC's contributions to the City's efforts to optimize and modernize office space and save money. This initiative is essential to meeting the objectives of financial sustainability.

- **Cybersecurity**

Resources are required to enable the TTC's contributions to the City's efforts to manage cyber risk and ensure alignment with the City's cyber strategy. This initiative is essential to meeting the shared objectives of system resiliency and financial sustainability.

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**Note:**

1. For additional information on 2021 key cost drivers refer to [Appendix 2](#) and [Appendix 4](#) for the 2021 New and Enhanced Service Priorities, respectively.



**2022 & 2023 OUTLOOKS****Table 3: 2022 and 2023 Outlooks**

(\$000s)	2020 Projection	2021 Budget	2022 Outlook	2023 Outlook
Revenues	578,956.8	566,775.8	977,165.4	1,206,119.9
Gross Expenditures	1,977,953.4	2,153,003.8	2,306,555.7	2,344,008.8
<b>Net Expenditures (including COVID impact)</b>	<b>1,398,996.6</b>	<b>1,586,228.0</b>	<b>1,329,390.3</b>	<b>1,137,888.9</b>
COVID Impact	759,950.9	796,399.9	386,696.0	136,321.4
<b>Net Expenditures (not including COVID impact)</b>	<b>639,045.7</b>	<b>789,828.1</b>	<b>942,694.3</b>	<b>1,001,567.5</b>
<b>Approved Positions</b>	<b>16,167.0</b>	<b>16,313.0</b>	<b>16,315.0</b>	<b>16,576.0</b>
<b>COVID-19 Pressures</b>				
Passenger Revenues (Net of Presto Fees)	704,322.6	725,000.0	340,900.0	131,100.0
Ancillary Revenue	24,126.6	15,885.1	9,185.1	3,385.1
Incremental Expenses	31,501.7	55,514.8	36,610.9	1,836.3
<b>Net COVID-19 Pressure</b>	<b>759,950.9</b>	<b>796,399.9</b>	<b>386,696.0</b>	<b>136,321.4</b>

**Key drivers**

The outlook for 2022 and 2023 identifies net expenditure increase (excluding COVID impact) of \$152.866 million and \$58.873 million, respectively. Key drivers include the opening of the Eglinton Crosstown LRT and Finch West LRT, restoration of the streetcar, subway and Wheel-Trans to 2020 service levels and energy and material price escalation.

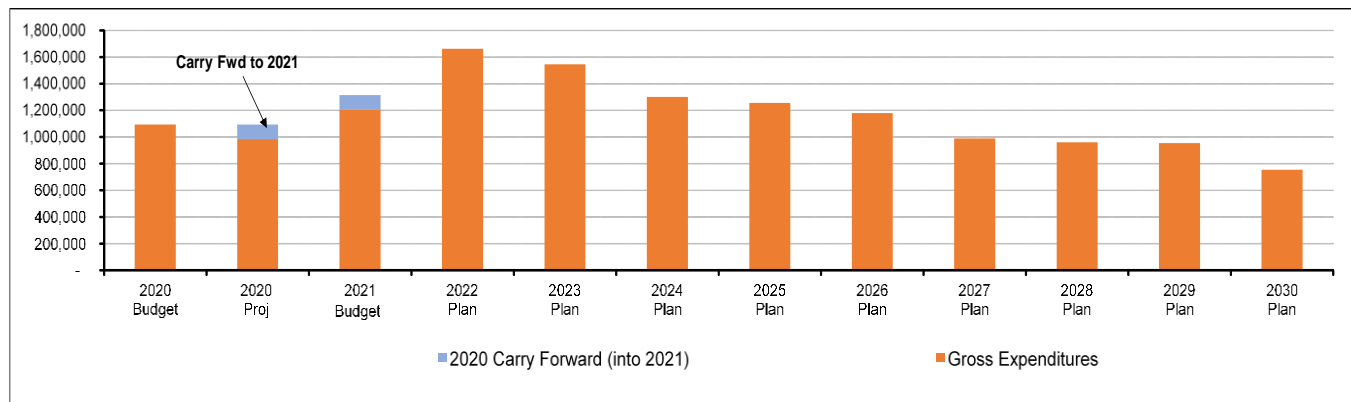
The financial impacts of COVID-19 are expected to remain a factor through 2023 and will not be eliminated until ridership fully recovers. The outlooks for 2022 and 2023 identify COVID-19 pressures of \$386.696 million and \$136.321 million, respectively. The key driver for the COVID impact is passenger revenue which for 2022 and 2023 is a directional estimate as revenue modelling continues.

It should be noted that future year estimates do not include provisions for wage increases or benefit improvements past March 31, 2021, due to the March 31, 2021 expiry of the Collective Agreement with ATU 113 (TTC's largest union).

# **2021 – 2030 CAPITAL BUDGET AND PLAN**

## 2021 – 2030 CAPITAL BUDGET & PLAN OVERVIEW

**Chart 1: 10-Year Capital Plan Overview**  
(\$'000)



			2021 Capital Budget and 2022 - 2030 Capital Plan											
In \$000's	2020		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total 10 Year Plan	
	Budget	Projected Actual												
	Gross Expenditures by Project Category:													
Health & Safety & Legislated	118,751	114,448	116,795	147,563	166,727	158,658	154,014	119,891	14,462	13,064	12,284	11,741	915,199	
SOGR	744,426	689,779	802,478	1,147,520	945,355	747,055	699,106	607,405	530,634	528,496	515,737	356,882	6,880,669	
Service Improvement & Growth	229,591	177,428	395,328	365,391	432,127	393,427	401,648	451,432	443,602	417,916	424,541	385,592	4,111,002	
Total by Project Category	1,092,768	981,655	1,314,600	1,660,473	1,544,208	1,299,140	1,254,768	1,178,728	988,698	959,476	952,562	754,215	11,906,871	
Financing:														
Debt			134,685	68,706	24,544	13,459	10,308	3,965	3,344	2,925	3,007	279,692	544,635	
Reserves/Reserve Funds			-	-	-	-	-	-	-	-	-	-	-	
Development Charges			151,162	90,834	128,136	112,977	20,606	11,617	11,614	12,812	12,730	12,283	564,772	
Provincial			118,260	111,728	120,228	145,295	144,730	163,715	163,715	163,715	163,715	163,714	1,458,815	
Federal			191,207	359,889	208,539	233,606	233,041	252,026	252,026	252,026	252,026	252,025	2,486,412	
Debt Recoverable			678,115	994,247	1,043,422	779,927	831,631	735,853	548,084	520,581	513,858	38,362	6,684,079	
Other			41,171	35,069	19,339	13,876	14,452	11,553	9,915	7,418	7,227	8,138	168,157	
Total Financing	-	-	1,314,600	1,660,473	1,544,208	1,299,140	1,254,768	1,178,728	988,698	959,476	952,562	754,215	11,906,871	

### Changes to Existing Projects (\$1.11 Billion)

- Easier Access: \$243.6M
- Fire Ventilation and Second Exits: \$241M
- Surface Track: \$110.6M
- Equipment: \$92M

### New Projects (\$66.7 Million)

- Equipment: \$20M
- Streetcar Overhaul: \$9.7M
- COVID-19 Bus Barriers: \$2.8M
- Bus Lane Implementation \$8.8M
- Eglinton/Finch LRT Faregates \$4.6M









### Capital Needs Constraints (\$10.3 Billion)

- Vehicle Procurements: \$3.5B
- Vehicle Overhaul: \$1.1B
- Hillcrest Track Replacement Expansion: \$81.4M
- Line 1 Capacity Enhancement: \$1.5B

#### Note 1:

For additional information, refer to [Appendix 6](#) for a more detailed listing of the 2021 and 2022-2030 Capital Budget & Plan by project; [Appendix 7](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 8](#) for Capital Needs Constraints, respectively.

**2021 – 2030 CAPITAL BUDGET AND PLAN****\$11.9 Billion 10-Year Gross Capital Program**

			
<b>Track</b>	<b>Electrical Systems</b>	<b>Signal Systems</b>	<b>Buildings &amp; Structures</b>
\$725.0 M 6%	\$573.8 M 5%	\$1.013 B 9%	\$2.518 B 21%
<ul style="list-style-type: none"> <li>• Subway Track</li> <li>• Surface Track</li> <li>• Subway Rail Grinding</li> </ul>	<ul style="list-style-type: none"> <li>• Traction Power</li> <li>• Power Distribution / Electric Systems</li> <li>• Communications</li> </ul>	<ul style="list-style-type: none"> <li>• Signal Systems</li> <li>• Automatic Train Control Resignalling</li> </ul>	<ul style="list-style-type: none"> <li>• Fire Ventilation Upgrade</li> <li>• Easier Access Phase III</li> <li>• Toronto Rocket/T1 Rail Yard Accommodation</li> <li>• McNicoll Bus Garage</li> <li>• Bridges &amp; Tunnels</li> </ul>
			
<b>Capacity Improvements</b>	<b>Vehicles</b>	<b>Information Technology</b>	<b>Equipment</b>
\$4.004 B 34%	\$2.206 B 18%	\$381.5 M 3%	\$486.1 M 4%
<ul style="list-style-type: none"> <li>• Bloor-Yonge Capacity Improvements</li> <li>• Line 1 Capacity Enhancements</li> <li>• Line 2 Capacity Enhancements</li> <li>• Service &amp; Transit Expansion Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Purchase of Buses, Streetcars and Subway Cars</li> <li>• Overhaul of Buses, Streetcars and Subway Cars</li> </ul>	<ul style="list-style-type: none"> <li>• SAP ERP Implementation</li> <li>• VISION – Computer Aided Dispatch / Auto. Vehicle Location System</li> <li>• MAXIMO – Asset management system</li> </ul>	<ul style="list-style-type: none"> <li>• Shop &amp; Maintenance Equipment</li> <li>• Revenue &amp; Fare Handling Equipment</li> <li>• Fare System</li> </ul>

**How the Capital Program is Funded**

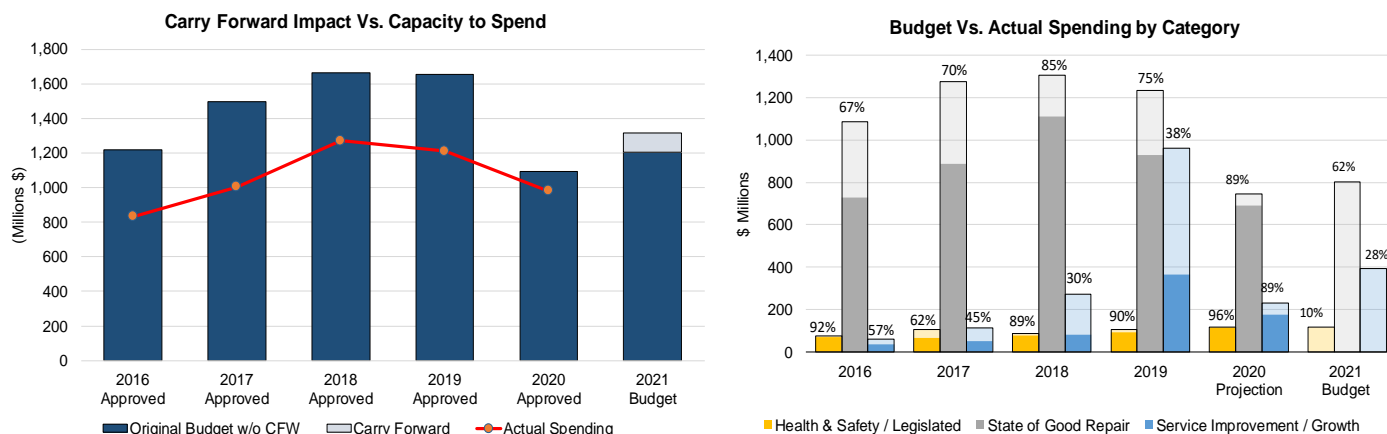
<b>City of Toronto</b>		<b>Provincial Funding</b>		<b>Federal Funding</b>	
<b>\$7,961.7 M</b> <b>67%</b>		<b>\$1,458.8 M</b> <b>12%</b>		<b>\$2,486.4 M</b> <b>21%</b>	
City Building Fund	\$ 6,684.1 M	PGT	\$ 934.0 M	FGT	\$ 1,969.3 M
Debt	\$ 544.6 M	PTIF 2	\$ 500.0 M	PTIF 1	\$ 14.0 M
Development Charges	\$ 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

## CAPACITY TO SPEND REVIEW

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

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project category (Chart 2 below) as well as the level of projected 2020 underspending that will be carried forward into 2021 to complete 2020 capital work.

**Chart 2 – Capacity to Spend**



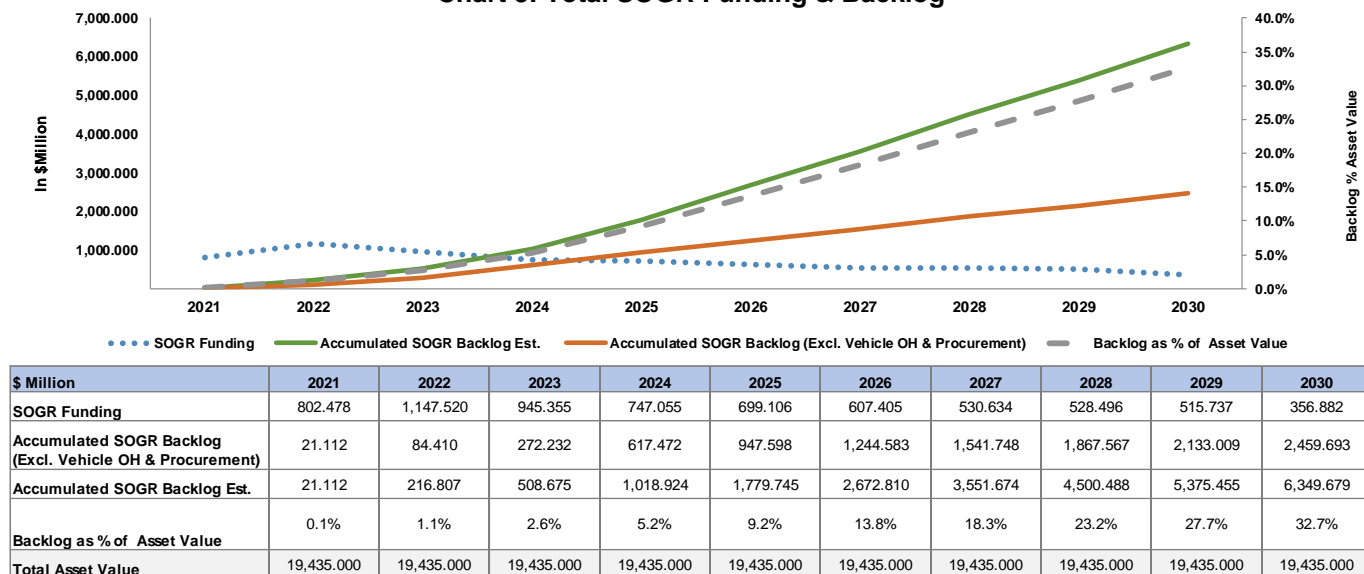
### Capacity to Spend Review Impact on the 10-Year Plan

Based on the review of historical capital spending constraints and a capacity to spend review, \$26.6 million in capital spending originally cash flowed in 2021 has been deferred to 2022, with an additional \$61.9 million deferred to 2023. Adjustments to the Capital Plan are noted below:

- Recalibrated the 10-year Capital Plan's project estimates based on capacity to spend and project readiness and smooth annual cash flow estimates to match cash flow spending to project activities and timelines;
- Reviewed requirements for major capital projects based on the progress made through the stage gating process;
- Revisited assumptions on needs, scope, and timing to confirm existing capital priorities and requirements, some of which have been moved beyond the 10-year timeframe;
- Identified any emergent capital priorities that must be funded to address critical health, safety or state of good repair requirements.
- As a result, the 10-Year Capital Plan was recalibrated to:
  - Provided additional "funding room" of \$787.2 million, combined with additional development charge funding for eligible capital costs of \$323.7 million, has enabled TTC staff to fund \$1.11 billion in unfunded capital priorities and needs, with 95% of the funding be added for Health and Safety, Legislated and State of Good Repair projects which were previously unfunded.
  - Establish steady state funding for essential safety and SOGR capital works
    - Continues to leverage lower ridership levels
  - Ensure funding to meet legislative requirements and timelines
  - Align with the Fleet Procurement Strategy
  - Continue business modernization:
    - SAP; Maximo; Vision, Wheel Trans and Stations Transformation
  - Maintain funding to complete ATC Line 1 and adds 10th year funding for ATC Line 2
  - Add funding for COVID-related capital works (which may be eligible for provincial funding)

**STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG**

The chart below depicts the SOGR funding and accumulated backlog estimates for key asset classes in Transportation Services: major and local roads, bridge rehabilitation and laneways.

**Chart 3: Total SOGR Funding & Backlog**

- The SOGR Backlog presented above is based on TTC's 2021 Capital Investment Plan which has been updated to account for project priorities; timing and dependencies.
- The SOGR Backlog analysis reflects both finite and ongoing SOGR capital projects included in the 2021-2030 capital planning timeframe of TTC's 15-year Capital Investment Plan that are currently not funded in the recommended 2021-2030 Capital Budget and Plan.
- While the SOGR Backlog will rise from \$21.1 million or 0.1% of asset value in 2021 to \$6.3 billion or 32.7% of asset value by the end of 2030, the SOGR Backlog would have been higher had it not been for the infusion of incremental funding through the City Building Fund for critical subway infrastructure state of good repair projects in 2020.
- If one excludes the backlog associated with unfunded fleet overhaul and procurement investments, the SOGR Backlog would be \$2.5 billion or 12.7% of asset value by the end of 2030, noting that unfunded vehicle needs make up two-thirds of this backlog.
- 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**

Completion of capital projects will impact future year Operating Budgets by \$13.0 million net over the 2021-2030 period, primarily due to the completion of Information Technology Systems and various signal system programs. Over the course of the 2021-2030 Capital Plan timeframe, the total operating impacts of completed capital projects will result in a net decrease of 160 positions. It is worth noting that the completion of the Train Door Monitoring Systems (One Person Train Operation) program will provide operating savings beginning in 2022, as shown in Table 4 below.

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

Projects	2021 Budget		2022 Plan		2023 Plan		2024 Plan		2025 Plan		2021-2025		2021-2030	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved</b>														
Fare System	74.0		0.0								74.0	0.0		
Information Technology System-Infrastructure	1,779.0	0.0	0.0		806.0		3,196.0	(4.0)	13,315.0	(2.0)	19,096.0	(6.0)	33,658.0	17.0
McNicol Bus Garage Facility	3,723.0	23.0	0.0		0.0		0.0		0.0		3,723.0	23.0		0.0
Train Door Monitoring	0.0	0.0	(5,600.0)	(152.0)	(18,000.0)	0.0	(469.0)		(479.0)		(24,548.0)	(152.0)	(26,958.9)	(188.0)
Purchases of Buses	7,162.0	17.0									7,162.0	17.0		0.0
Purchase of Rail Non-Revenue Vehicle	0.0		(109.0)		32.0	0.0	83.0		84.0		90.0	0.0	3,360.0	0.0
Signal Systems - Various	530.0		535.0		129.0	0.0	31.0		33.0		1,258.0	0.0	1,580.0	8.5
Other Various OBIs	379.0	9.0			138.8		209.4		373.2	1.5	1,100.4	10.5	1,363.0	2.5
<b>Total (Net)</b>	<b>13,647.0</b>	<b>49.0</b>	<b>(5,174.0)</b>	<b>(152.0)</b>	<b>(16,894.2)</b>	<b>0.0</b>	<b>3,050.4</b>	<b>(4.0)</b>	<b>13,326.2</b>	<b>(0.5)</b>	<b>7,955.4</b>	<b>(107.5)</b>	<b>13,002.1</b>	<b>(160.0)</b>

The operating impact arising from the purchase of buses coming off warranty; the sustainment of SAP, Maximo and Vision technology projects and the opening of McNicol Bus Garage will result in an operating impact of \$13.647 million in 2021, which is included in the 2021 Recommended Operating Budget.



# APPENDICES

## Appendix 1

### COVID-19 Financial Impact - Operating

COVID-19 Impacts	(\$000s)					
	2020			2021		
	Revenues	Gross	Net	Revenues	Gross	Net
<b>Revenue Loss</b>						
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
<b>Sub-Total</b>	<b>(760,190.1)</b>	<b>(31,741.0)</b>	<b>728,449.1</b>	<b>(773,285.1)</b>	<b>(32,400.0)</b>	<b>740,885.1</b>
<b>Expenditure Increase</b>						
<u>Safety &amp; 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			
Vehicle Ventilation 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
Employee Screening Costs		1,500.0	1,500.0		5,500.0	5,500.0
<u>Managing Resourcing</u>						
Overtime & Reg Labour (Critical response activities)		4,235.6	4,235.6		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			
<b>Sub-Total</b>		<b>31,501.7</b>	<b>31,501.7</b>		<b>55,514.8</b>	<b>55,514.8</b>
<b>Total COVID-19 Impact before Cost Containment</b>	<b>(760,190.1)</b>	<b>(239.3)</b>	<b>759,950.8</b>	<b>(773,285.1)</b>	<b>23,114.8</b>	<b>796,399.9</b>

#### Impact of COVID-19

With widespread COVID-19 vaccination not expected until the fall of 2021, COVID-19 will continue to have a financial impact on the TTC throughout 2021. Moreover, given the significant impacts to the economy, employment and anticipated changes in future travel patterns and working arrangements, the financial impact of COVID-19 will continue to affect the TTC, even after the pandemic itself subsides.

The 2021 anticipated impact of \$796.4 million is comparable to the projected \$760 million gross impact for 2020. Both amounts are net of PRESTO commission savings on lost passenger revenue.

The TTC will also continue to experience lower ancillary revenues primarily due to lost commuter parking lot revenue and impacts on advertising and subway concession revenue.

Incremental expenses will be incurred to sustain critical and add incremental response activities. Incremental costs anticipated for 2021 total \$55.5 million.

#### Funding of COVID-19 Financial Impacts

TTC is actively engaged with senior levels of government to advise on the fiscal impact of COVID-19 on the TTC. In August 2020, the federal-provincial Safe Restart Agreement (SRA) was announced. The SRA provided up to \$4 billion in one-time emergency assistance to Ontario municipalities to address financial pressures related to COVID-19. This included up to \$2 billion specifically for municipal transit systems. The federal and provincial governments have each contributed 50% of the funding for public transit.

The SRA identified financial relief in two phases. Under Phase 1, the TTC was allocated \$404 million in immediate relief funding for impacts incurred between April 1, 2020 and September 30, 2020. At the time of the announcement, the allocation for TTC under Phase 2 of the SRA was still to be determined.

On December 16, 2020, the Province of Ontario released new details on Phase 2 of the Safe Restart Agreement, and an official letter was transmitted by the Province to the City.

Toronto has been provided a Phase 2 allocation of approximately \$472 million for eligible transit pressures incurred from October 1, 2020 to March 31, 2021. Payments will be based on a one-time claim for eligible expenditures. In addition, the Province has advised that Toronto will be eligible to receive an allocation of up to \$304 million in funding to address additional pressures based on ridership.

In total under Phase 2 of the public transit stream of the SRA, the TTC has been provided a total available allocation of up to \$776 million to address eligible expenditures incurred from October 1, 2020 to December 31, 2020, and those incurred from January 1, 2021. Combined with phase 1 SRA funding and 2020 TTC cost containment actions, the 2020 COVID-19 financial impact will be fully addressed.

Discussions continue regarding the formal details of the Phase 2 program, the required Transfer Payment Agreement, and the opportunity to utilize Phase 2 SRA funding post March 31, 2021.

### COVID-19 Financial Impact - Capital

(\$000s)			
COVID-19 Impacts	2021	2022-2030	Total 2021-2030
<b>Change in Projects - Increased/Accelerated</b>			
Subway Track	21,344	13,560	34,904
Easier Access Phase III	12,121	(12,121)	0
<b>Sub-Total</b>	<b>33,465</b>	<b>1,439</b>	<b>34,904</b>
<b>Resilience Funding</b>			
COVID-19 Bus Barriers	2,805		2,805
<b>Sub-Total</b>	<b>2,805</b>		<b>2,805</b>
<b>New Projects</b>			
Subway Public Health Initiatives	1,000		1,000
<b>Sub-Total</b>	<b>1,000</b>		<b>1,000</b>
<b>Total COVID-19 2021 Impact</b>	<b>37,270</b>	<b>1,439</b>	<b>38,709</b>

The 2021-2030 Capital Budget and Plan impacts due to COVID-19 includes the acceleration of critical Subway Track SOGR work to take advantage of low ridership levels and the advancement of construction work in the Easier Access Phase III program. There are also two new projects related to health and safety measures, which includes COVID-19 Bus Barriers and Subway Public Health Initiatives.

## Appendix 2

### 2021 Operating Budget by Revenue / Expenditure Category

Category (In \$000s)	2018 Actual	2019 Actual	2020 Budget	2020 Projection*	2021 Budget	2021 Change from 2020 Projected Actual	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies							
Federal Subsidies							
Other Subsidies							
User Fees & Donations	1,233,625.8	1,262,529.5	1,340,925.5	569,656.8	547,415.4	(22,241.4)	(3.9%)
Licences & Permits Revenue							
Transfers From Capital							
Contribution From Reserves/Reserve Funds		22,691.0	9,300.0	9,300.0	15,760.4	6,460.4	69.5%
Sundry and Other Revenues		6,946.0	3,600.0		3,600.0	3,600.0	
Inter-Divisional Recoveries							
<b>Total Revenues</b>	1,233,625.8	1,292,166.5	1,353,825.5	578,956.8	566,775.8	(12,181.0)	(2.1%)
Salaries and Benefits	1,355,092.7	1,416,547.6	1,520,141.5	1,465,245.0	1,551,265.1	86,020.1	5.9%
Materials & Supplies	318,565.3	320,612.7	314,240.4	293,789.8	340,672.3	46,882.5	16.0%
Equipment	24,887.6	25,219.8	24,326.9	24,421.9	24,336.5	(85.4)	(0.3%)
Service and Rent	195,225.0	255,435.2	249,469.3	168,875.1	206,289.1	37,414.0	22.2%
Contribution To Capital							
Contribution To Reserves/Reserve Funds	41,608.7	20,317.2	25,770.0	15,039.0	17,640.0	2,601.0	17.3%
Other Expenditures	14,202.4	17,733.4	9,705.6	10,582.6	12,800.8	2,218.2	21.0%
Inter-Divisional Charges							
<b>Total Gross Expenditures</b>	1,949,581.7	2,055,865.9	2,143,653.7	1,977,953.4	2,153,003.8	175,050.4	8.9%
<b>Net Expenditures</b>	715,955.9	763,699.4	789,828.2	1,398,996.6	1,586,228.0	187,231.4	13.4%
<b>Approved Positions</b>	15,033.0	15,951.0	16,167.0	16,167.0	16,313.0	146.0	0.9%

## Appendix 3

### Summary of 2021 Service Changes

N/A

## Appendix 4

### Summary of 2021 New / Enhanced Service Priorities Included in Budget

Form ID		Agencies - Cluster	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
23688		ModernTO						
74	Positive	<b>Description:</b> <p>Almost 2,000 TTC employees spread over 9 leased locations and 1 owned location (1900 Yonge Street) will be consolidated. Additional resources in real estate, IT, HR and information management are required at this time. Other existing staff resources will be utilized.</p> <p><b>Service Level Impact:</b></p> <p>No impact to service levels</p> <p><b>Equity Statement:</b></p> <p>This new initiative represents the implementation of ModernTO. Implementation of this initiative has no impact on service levels provided to the public. Equity impact is expected to be positive as through the ModernTO initiative accessibility features of TTC workplaces is expected to be enhanced.</p> <p><b>Service:</b> Toronto Transit Commission - Conventional Service</p>						
Total Changes:			708.0	0.0	708.0	5.00	0.0	0.0
<b>New/Enhanced Services:</b>			<b>708.0</b>	<b>0.0</b>	<b>708.0</b>	<b>5.00</b>	<b>0.0</b>	<b>0.0</b>

Form ID		Agencies - Cluster	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
23699		Five-Year Service Plan						
74	Positive	<b>Description:</b> <p>This reflects impacts of the report entitled '5-Year Service Plan &amp; 10-Year Outlook' that was approved by the Board on December 12, 2019.</p> <p><b>Service Level Impact:</b></p> <p>Service levels will be increased to implement various initiatives included in the 5-Year Service Plan.</p> <p><b>Equity Statement:</b></p> <p>The 2023 Service Changes budget proposal's overall impact is highly positive. It will improve public transit service and access to numerous NIAs and connect customers to opportunities across the city with transit that is faster, more reliable and more comfortable compared to current conditions.</p> <p><b>Service:</b> Toronto Transit Commission - Conventional Service</p>						
Total Changes:			0.0	0.0	0.0	0.00	0.0	9,600.0
<b>New/Enhanced Services:</b>			<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>9,600.0</b>

## Appendix 4 (continued)

### Summary of 2021 New / Enhanced Service Priorities Included in Budget

Form ID	Agencies - Cluster		Adjustments				2022 Plan Net Change	2023 Plan Net Change
			Gross Expenditure	Revenue	Net	Approved Positions		
23713	Anti-Racism & Diversity							
74	Positive	<b>Description:</b>						

The development and implementation of an Anti-Racism Strategy, with the adoption of the Toronto Action Plan to Confront Anti-Black Racism as its foundation, requires new funding to establish the ongoing capacity for implementation of various anti-racism initiatives across the TTC through a new Race Relations Unit. This will include focused efforts on policy review and development using the City of Toronto's Anti-Black Racism Analysis Tool; public awareness and community engagement; recruitment and advancement; research and public reporting (including race-based data collection and analysis); and staff education and training. The 2021 budget builds upon the investment made last year as well as provide for the implementation of additional outreach initiatives.

**Service Level Impact:**

There will be increased activities to support and ensure the TTC's anti-racism strategy continues to be implemented.

**Equity Statement:**

Through TTC's Diversity and Human Rights 5-Year Strategic Plan, TTC continues to uphold its commitment to embed diversity and inclusion in every facet of the organization by:

- Attracting and developing a qualified workforce that reflects the diversity of TTC's customers and the City of Toronto
- Continuing to build a respectful and inclusive workplace culture and providing continuous education on human rights, accessibility, diversity and inclusion
- Enhancing the delivery of TTC's programs and services to meet the needs of TTC's diverse customers

Within this plan is TTC's work, which began in 2019, to identify, address and prevent all forms of racism through a System Wide Anti-Racism Strategy focused on four key areas of customer and employee engagement and consultation, race based data collection, policy review, recruitment and advancement and continued learning and anti-racism competency building. This work began with the adoption of the Toronto Action Plan to Confront Anti-Black Racism. Further, diversity and inclusion are central to the TTC's vision of being a transit system that makes Toronto proud. To support this vision, the CEO has struck a Women & Diversity Committee and has identified 10 items for immediate action, representing the TTC's commitment, willingness and desire as an organization to fast track its work and build greater diversity and inclusion. These plans and strategies are intended to have a high positive impact on Indigenous, Black and equity-seeking groups by identifying, addressing and preventing inequities in employment and in the delivery of services to TTC customers.

**Service:**Toronto Transit Commission - Conventional Service

Total Changes:	1,069.4	0.0	1,069.4	5.00	0.0	0.0
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<b>New/Enhanced Services:</b>	<b>1,069.4</b>	<b>0.0</b>	<b>1,069.4</b>	<b>5.00</b>	<b>0.0</b>	<b>0.0</b>
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Form ID	Agencies - Cluster		Adjustments				2022 Plan Net Change	2023 Plan Net Change
			Gross Expenditure	Revenue	Net	Approved Positions		
23687	Cybersecurity							
74	No Impact	<b>Description:</b>						

Resources are required to enable the TTC's contributions to the City's efforts to manage cyber risk and ensure alignment with the City's cyber strategy. This initiative is essential to meeting the shared objectives of system resiliency and financial sustainability.

**Service Level Impact:**

No impact to service levels

**Equity Statement:**

This has no impact on service levels provided to the public and therefore no equity impact.

**Service:**Toronto Transit Commission - Conventional Service

Total Changes:	1,795.3	0.0	1,795.3	0.00	2,000.0	0.0
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<b>New/Enhanced Services:</b>	<b>1,795.3</b>	<b>0.0</b>	<b>1,795.3</b>	<b>0.00</b>	<b>2,000.0</b>	<b>0.0</b>
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## Appendix 4 (continued)

### Summary of 2021 New / Enhanced Service Priorities Included in Budget

Form ID		Agencies - Cluster	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
23711		Vehicle Maintenance						
74	Positive	Description:						
The recruitment of dedicated resources/technical staff to respond to technical issues and maintain the streetcar and subway fleet in a state of good repair.								
Service Level Impact:								
There will be increased maintenance activities to support and ensure budgeted transit service levels are achieved.								
Equity Statement:								
One of the cornerstones of the TTC is accessibility and ensuring the customer journey is easy, frictionless and barrier-free. Increased resources to maintain TTC's streetcar fleet will benefit customers since more vehicles in a state of good repair will be available for service. The focus on Special Work Instruction (SWIS) work will also be of positive impact to those with disabilities since SWIS work includes responding to vehicle modifications requested to improve accessibility for TTC users.								
Service: Toronto Transit Commission - Conventional Service								
Total Changes:		2,725.4	0.0	2,725.4	18.00	1,200.1	0.0	
New/Enhanced Services:		2,725.4	0.0	2,725.4	18.00	1,200.1	0.0	

Form ID		Agencies - Cluster	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
23712		Safety	<b>Description:</b>  To incorporate the impact of resources required for safety and emergency management. <b>Service Level Impact:</b>  This will support the increase in oversight and emergency management, improving system resiliency and reliability. <b>Equity Statement:</b>  The budget item of Emergency Management and Business Continuity at Safety has positive equity impact on the public as well as TTC's employees. Emergency Management now includes rapid response to emergency incidents like COVID in order to protect the organization's and critical assets. Also it's concerned with the continuation of critical business operations following a major disruption and the subsequent "normalization" of operations over time which benefits customers equally. As a result, this proposal has a positive equity impact as it helps to ensure continuity of service to the public. <b>Service:</b> Toronto Transit Commission - Conventional Service  Total Changes:					
74	Positive							
			1,093.6	0.0	1,093.6	7.00	500.0	0.0
<b>New/Enhanced Services:</b>			<b>1,093.6</b>	<b>0.0</b>	<b>1,093.6</b>	<b>7.00</b>	<b>500.0</b>	<b>0.0</b>



## Appendix 4 (continued)

### Summary of 2021 New / Enhanced Service Priorities Included in Budget

Form ID		Agencies - Cluster	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

23714		Eglinton Crosstown LRT
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74	Positive
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**Description:**

To incorporate the impacts of Eglinton Crosstown LRT preparatory activities. In 2022, the TTC will begin to operate Line 5 Eglinton which will offer customers a new fast and reliable east-west rapid transit service across Toronto's Eglinton Avenue from Etobicoke to Scarborough. This will improve mobility for people across the city to access jobs, school, and other social pursuits. The TTC will also modify service on more than 50 bus routes to connect to the 25 new Line 5 stations to maximize connectivity. Customers travelling from all parts of the city will benefit from the capacity that the new LRT will add to the public transit network. The opening of Line 5 and changes to the surrounding bus network will have a transformational effect on our customers' journey - service will be faster and more reliable compared to current bus trips. The conversion from bus to train service will also allow us to reinvest buses back into the network. ModernTO Almost 2,000 TTC employees spread over 9 leased locations and 1 owned location (1900 Yonge Street) will be consolidated. Additional resources in real estate, IT, HR and information management are required at this time. Other existing staff resources will be utilized. Cyber Security

**Service Level Impact:**

This initiative will support the implementation of service for the Eglinton LRT opening in Q1, 2022.

**Equity Statement:**

Line 5 Eglinton Crosstown LRT will directly serve nine Neighbourhood Improvement Areas and provide bus connections to many other NIAs, supporting the goals of the Toronto Poverty Reduction Strategy and Toronto Strong Neighbourhoods Strategy to improve transit service to the inner suburbs, NIAs and equity seeking communities. The Eglinton Crosstown budget proposal's overall impact is highly positive. It improves public transit access to numerous NIAs and connects customers to opportunities across the city with transit that is faster, more reliable, and more comfortable compared to current trips on buses. ModernTO This new initiative represents the implementation of ModernTO. Implementation of this initiative has no impact on service levels provided to the public. Equity impact is expected to be positive as through the ModernTO initiative accessibility features of TTC workplaces is expected to be enhanced.

**Service:** Toronto Transit Commission - Conventional Service

Total Changes:	3,946.0	0.0	3,946.0	235.00	45,168.5	8,389.9
<b>New/Enhanced Services:</b>	<b>3,946.0</b>	<b>0.0</b>	<b>3,946.0</b>	<b>235.00</b>	<b>45,168.5</b>	<b>8,389.9</b>

**Summary:**

<b>New / Enhanced Services:</b>	<b>11,337.7</b>	<b>0.0</b>	<b>11,337.7</b>	<b>270.00</b>	<b>48,868.6</b>	<b>17,989.9</b>
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## Appendix 4 (continued)

### Summary of 2021 New / Enhanced Service Priorities Included in Budget

Form ID		Agencies - Cluster	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

23729		Reservations Wait-Time Reduction
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74	Positive	<b>Description:</b>
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Improving customer experience by reducing average call wait time from 15 minutes to two minutes with the help of a third-party contract, increased call handling capacity and flexibility.

**Service Level Impact:**

**Equity Statement:**

The Reservationist Wait-Time Reduction budget proposal's overall impact is high positive. Persons with Disabilities' and Vulnerable Seniors' access to public transit will be positively impacted. By improving trip booking wait times, Wheel-Trans customers will have improved access to the trips they desire on public transit. Wheel-Trans is aiming to reduce the amount of calls that customers abandon and potentially seek other non-public means of transportation because they were unable to get through to Reservations in a timely manner.

**Service:** Toronto Transit Commission - Wheel-Trans Service

Total Changes:	1,662.3	0.0	1,662.3	0.00	525.0	(768.9)
<b>New/Enhanced Services:</b>	<b>1,662.3</b>	<b>0.0</b>	<b>1,662.3</b>	<b>0.00</b>	<b>525.0</b>	<b>(768.9)</b>

**Summary:**

<b>New / Enhanced Services:</b>	<b>1,662.3</b>	<b>0.0</b>	<b>1,662.3</b>	<b>0.00</b>	<b>525.0</b>	<b>(768.9)</b>
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## Appendix 5

### Summary of 2021 New / Enhanced Service Priorities Not Included in Budget

N/A

## Appendix 6

**2021 Capital Budget;  
2022 - 2030 Capital Plan Including Carry Forward Funding**

(In \$000s)	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2021 - 2030 Total	Health & Safety & Legislated	SOCR	Growth & Improved Service
ATC Resignalling	63,600	79,723	100,930	65,000	100,000	100,000	100,000	100,000	100,000	100,000	909,253		909,253	
Bicycle Parking at Stations	586										586			586
Bridges & Tunnels	33,711	49,393	52,027	49,012	47,485	46,802	45,513	48,467	49,382	50,836	472,628		472,628	
Bus Overhaul	62,855	55,911	58,891	15	798	1,059	934	951	967	1,065	183,446		183,446	
Communications	17,166	15,372	15,281	13,879	12,375	13,758	12,182	11,321	10,717	10,988	133,039	4,335	128,660	44
Computer Equipment & Software	82,726	76,849	74,345	63,096	43,505	23,001	8,137	3,207	3,168	3,494	381,526		365,186	16,341
Corporate Initiatives	10,780	10,780	9,139	10,780	9,480	9,480	9,480	9,480	9,395	9,395	98,189		98,189	
Easier Access Phase III	83,475	99,106	132,282	130,650	143,326	107,516					696,355	696,355		
Environmental Programs	7,075	12,396	5,999	4,972	5,968	6,142	6,320	6,563	5,783	5,000	66,218	66,218		
Equipment	51,724	65,320	68,914	46,264	25,009	23,491	22,480	23,387	18,924	11,044	356,557	40,257	316,300	
Fare System	4,578	4,951	6,013	4,744							20,286		591	19,695
Finishes	24,861	48,644	29,446	9,546	7,405	760	800	800	800	800	123,862		120,184	3,678
Fire Ventilation Upgrade	30,623	49,461	42,173	35,916	38,736	28,144	44,500	60,676	76,258	34,284	440,771		440,771	
Furniture & Office Equipment	276	154	320	141	305	157	149	302	35	84	1,923		1,923	
Kipling Station Improvements	708										708			708
Leslie Barns	4,450	11,613									16,063		16,063	
McNicoll New Bus Garage	650	5,760									6,410			6,410
On-Grade Paving Rehabilitation Program	9,474	22,748	10,869	8,998	8,172	9,038	12,500	12,500	12,000	12,000	118,299		118,299	
Other Buildings and Structures	128,403	202,477	383,870	261,224	302,575	343,507	282,319	257,573	248,438	208,278	2,618,664	62,564	561,909	1,994,191
Other Maintenance Equipment	3,047	1,826	1,191	1,206	1,221	1,237	1,264	1,293	1,356	1,417	15,058		15,058	
Power Distribution/Electric Systems	7,741	9,337	8,836	12,625	15,443	20,908	27,645	27,264	20,062	9,267	159,128		156,228	2,900
Purchase Automotive Non-Revenue Vehicles	5,716	14,194	4,499	2,812	2,812	2,812	2,812	2,812	2,841	2,841	44,151		14,906	29,245
Purchase of Buses	6,481	347,343	167,384	162,176	8,743	611	611	611	611	611	695,182		672,444	22,738
Purchase of Streetcars	235,456	1,426									236,882		97,810	139,072
Purchase of Subway Cars	11,771	6,574	18,089	49,227	153,710	116,294	111,011	83,885	79,394		629,955		466,065	163,890
Purchase of Buses - Wheel Trans Buses	27,657	8,698	11,345								47,700		47,700	
Purchase Rail Non-Revenue Vehicles	4,404	9,381	10,057	4,866	4,481	1,946	711	726	742	2,009	39,323		39,323	
Queensway Bus Garage Renovation														
Rail Non-Revenue Vehicle Overhaul	1,045	6,496	5,833	17,401	3,015	7,577		2,166	4,062	3,902	51,496		38,117	13,380
Revenue & Fare Handling Equipment	8,387	3,250	2,250	1,800	1,200	400	400	1,300	1,300	1,300	21,587		21,587	
Safety Program	1,434	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,434	10,434		
Service Planning	34,155	34,285	10,363	6,380	2,800	2,800	2,800	2,800	2,800	2,800	101,983	16,129	15,741	70,113
Sheppard Subway		3,705									3,705			3,705
Shop Equipment	8,681	7,408	5,241	1,455	2,637	941	955	963	969	1,592	30,842		30,842	
Signal Systems	16,850	14,898	17,966	13,871	12,361	10,552	5,624	3,576	3,770	4,005	103,473		103,473	
Streetcar Network Upgrades & BRT	5,031	2,321									7,352	4,552		2,800
Streetcar Overhaul	4,641	15,657	17,938	12,797	1,000	620					52,654		52,654	
Subway Car Overhaul	32,153	35,251	36,245	31,222	31,392	18,459	8,205	10,000	22,460		225,387	14,355	211,032	
Subway Track	41,272	28,481	27,895	26,589	32,164	39,716	39,372	37,443	37,566	34,805	345,303		342,737	2,566
Surface Track	51,544	64,808	49,335	36,261	23,704	28,502	31,462	38,834	26,417	28,871	379,738		363,778	15,960
Toronto Rocket/T1 Rail Yard Accommodation	34,735	42,541	37,146	28,894	25,274						168,590		168,590	
Traction Power	25,519	24,848	24,668	24,014	28,780	29,117	29,968	30,032	31,781	32,875	281,602		281,602	
Transit Shelters & Loops	545	545	545	545	545	545	545	545	565	652	5,577		5,577	
Warehouse Consolidation	1,941	64									2,005		2,005	
Yonge-Bloor Capacity Improvement	45,000	55,000	80,500	155,700	154,000	179,000	179,000	179,000	179,000	179,000	1,385,200			1,385,200
<b>Expansion Projects</b>														
Scarborough Subway Extension	55,629	64,465	523								120,617			120,617
Toronto York Spadina Subway Extension	19,644	13,248	4,050	4,062	3,347	2,837					47,188			47,188
Waterfront Toronto	6,400	32,766	10,810								49,976			49,976
<b>Total Expenditures (including carry forward from 2020)</b>	<b>1,314,600</b>	<b>1,660,473</b>	<b>1,544,208</b>	<b>1,299,140</b>	<b>1,254,768</b>	<b>1,178,728</b>	<b>988,698</b>	<b>959,476</b>	<b>952,562</b>	<b>754,215</b>	<b>11,906,871</b>	<b>915,199</b>	<b>6,880,669</b>	<b>4,111,002</b>

## Appendix 6a

## 2021 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total 2021 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
TTC000110	Subway Track	41,272	28,481	199	-	-	-	-	-	-	-	69,952	15,468	-	54,484
TTC000120	Surface Track	51,544	62,326	8,660	-	-	-	-	-	-	-	122,530	69,506	-	53,024
TTC000210	Traction Power	25,519	24,848	-	-	-	-	-	-	-	-	50,367	21,390	-	28,977
TTC000220	Power Distribution/Electric Systems	7,741	9,337	8,593	12,386	15,204	20,586	27,316	130	-	-	101,293	58,629	-	42,664
TTC000230	Communications	17,166	15,372	15,281	775	-	-	250	309	901	1,141	51,195	40,279	-	10,916
TTC000240	Signal Systems	16,850	14,898	17,966	13,871	11,683	-	-	-	-	-	75,268	71,386	-	3,882
TTC000310	Finishes	24,861	48,644	29,446	9,546	5,044	-	-	-	-	-	117,541	115,078	-	2,463
TTC000320	Equipment	51,724	65,320	68,914	10,710	3,250	4,680	6,188	4,600	4,600	4,600	224,586	208,783	15,803	-
TTC000330	Yards & Roads	5,031	2,321	-	-	-	-	-	-	-	-	7,352	14,481	(7,129)	-
TTC000333	On-Grade Paving Rehabilitation Program	9,474	22,748	-	-	-	-	-	-	-	-	32,222	18,667	-	13,555
TTC000340	Bridges & Tunnels	33,711	49,393	8,974	-	-	-	-	-	-	-	92,078	54,826	-	37,252
TTC000377	Queensway Bus Garage Renovations	-	-	-	-	-	-	-	-	-	-	-	(54)	54	-
TTC000379	Fire Ventilation Upgrade	30,623	49,461	42,173	35,916	38,736	28,144	-	-	-	-	225,053	199,808	-	25,245
TTC000383	Easier Access Phase II & III	83,475	99,106	132,282	130,650	143,326	107,516	-	-	-	-	696,355	445,235	251,120	-
TTC000390	Other Buildings & Structures Projects	128,403	202,477	383,870	261,224	302,575	343,507	269,012	231,642	238,927	199,965	2,561,602	826,813	-	1,734,789
TTC000414	Purchase of Buses	6,481	347,343	166,773	161,565	8,132	-	-	-	-	-	690,294	694,728	(22,284)	17,850
TTC000415	Replacement Wheel-Trans Vehicles	27,657	8,698	11,345	-	-	-	-	-	-	-	47,700	26,016	-	21,684
TTC000421	Subway Car Purchases	11,771	6,574	18,089	49,227	153,710	116,294	111,011	83,885	79,394	-	629,955	39,996	589,959	-
TTC000432	Bus Overhaul	62,855	55,911	-	-	-	-	-	-	-	-	118,766	45,977	-	72,789
TTC000450	Streetcar Overhaul Program	4,641	15,657	17,320	-	-	-	-	-	-	-	37,619	38,994	(1,376)	0
TTC000460	Subway Car Overhaul Program	32,153	35,251	36,245	31,222	31,392	18,459	8,205	10,000	22,460	-	225,387	475,074	(249,687)	-
TTC000470	Automotive Non-Revenue Vehicles	5,716	14,194	4,499	2,812	2,689	-	-	-	-	-	29,910	15,004	-	14,906
TTC000480	Rail Non-Revenue Vehicle Overhaul	4,404	9,381	4,376	-	-	-	-	-	-	-	18,161	11,398	-	6,763
TTC000510	Tools & Shop Equipment	8,681	7,408	-	-	-	-	-	-	-	-	16,089	8,478	-	7,611
TTC000520	Fare Handling Equipment	8,387	3,250	2,250	1,800	1,200	400	400	1,300	250	-	19,237	13,450	-	5,787
TTC000530	Other Maintenance Equipment	3,047	1,826	-	-	-	-	-	-	-	-	4,873	4,069	-	804
TTC000610	Environmental Programs	7,075	12,396	5,999	3,632	-	-	-	-	-	-	29,102	29,102	-	-
TTC000710	Information Technology Systems-Infrastructure	82,726	76,849	74,345	63,096	22,246	-	-	-	-	-	319,261	290,705	-	28,556
TTC000910	Furniture & Office Equipment	276	154	71	-	-	-	-	-	-	-	501	501	-	-
TTC000920	Other Service Planning	34,155	34,285	10,363	6,380	2,800	1,340	-	-	-	-	89,323	86,860	2,463	-
TTC000921	Transit Shelters & Loops	545	545	-	-	-	-	-	-	-	-	1,090	543	-	547
TTC906010	Purchase of Streetcars	235,456	743	-	-	-	-	-	-	-	-	236,199	97,878	-	138,321
TTC906365	Rail Non-Revenue Vehicle Purchase	1,045	6,496	5,833	17,401	3,015	7,577	-	-	-	-	41,367	28,886	(27)	12,508
TTC907198	Kipling Station Improvements	708	-	-	-	-	-	-	-	-	-	708	27	-	681
TTC907743	YUS ATC Resignalling	60,000	60,000	55,012	-	-	-	-	-	-	-	175,012	173,712	1,300	-
TTC907743	YUS BD ATC Resignalling	3,600	19,723	45,918	65,000	100,000	100,000	100,000	100,000	100,000	100,000	734,241	134,241	600,000	-
TTC907744	Fare System	4,578	4,951	6,013	4,744	-	-	-	-	-	-	20,286	18,243	2,043	-
TTC907749	Leslie Bams Maintenance & Storage Facility	4,450	11,613	-	-	-	-	-	-	-	-	16,063	16,063	-	-
TTC907750	TR Yard and Tail Track Accommodation	34,735	42,541	37,146	28,894	25,274	-	-	-	-	-	168,590	167,248	1,342	-
TTC908032	McNicoll Bus Garage Facility	650	5,760	-	-	-	-	-	-	-	-	6,410	9,731	(3,321)	-
TTC908359	Bicycle Parking at Stations	586	-	-	-	-	-	-	-	-	-	586	(45)	631	-
TTS000392	Sheppard Subway - Yonge to Don Mills	-	3,705	-	-	-	-	-	-	-	-	3,705	(49,795)	53,500	-
TTC908762	Corporate Initiatives-CLA	10,780	10,780	9,139	10,780	9,480	9,480	9,480	9,480	9,395	9,395	98,189	94,477	-	3,712
TTC908763	Safety Program	1,434	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,434	10,892	(458)	-
TTC908765	Yonge-Bloor Capacity Improvements	45,000	55,000	80,500	155,700	154,000	179,000	179,000	179,000	179,000	179,000	1,385,200	1,489,355	(104,155)	-
TTC908768	Warehouse Consolidation	1,941	64	-	-	-	-	-	-	-	-	2,005	1,404	-	601
TTE907319	TYSSE	55,629	64,465	523	-	-	-	-	-	-	-	120,617	120,617	-	-
SSE908034	SRT LE	19,644	13,248	4,050	4,062	3,347	2,837	-	-	-	-	47,188	47,188	-	-
TTC908576	Waterfront Transit	6,400	32,766	10,810	-	-	-	-	-	-	-	49,976	49,976	-	-
Total Expenditure (including carry forward from 2020)		1,314,601	1,657,308	1,323,977	1,082,392	1,038,103	940,820	711,862	621,346	635,927	495,101	9,821,437	6,351,288	1,129,778	2,340,371

## Appendix 6b

## 2022 - 2030 Capital Plan

Project Code	(In \$000s)	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2022 - 2030 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
TTC000110	Subway Track	-	-	27,696	26,589	32,164	39,716	39,372	37,443	37,566	34,805	275,351	-	275,351	-
TTC000120	Surface Track	-	2,482	40,675	36,261	23,704	28,502	31,462	38,834	26,417	28,871	257,208	-	254,142	3,066
TTC000210	Traction Power	-	-	24,668	24,014	28,780	29,117	29,968	30,032	31,781	32,875	231,235	-	231,235	-
TTC000220	Power Distribution/Electric Systems	-	-	243	239	239	322	329	27,134	20,062	9,267	57,835	-	55,385	2,450
TTC000230	Communications	-	-	-	13,104	12,375	13,758	11,932	11,012	9,816	9,847	81,844	-	81,844	-
TTC000240	Signal Systems	-	-	-	-	678	10,552	5,624	3,576	3,770	4,005	28,205	-	28,205	-
TTC000310	Finishes	-	-	-	-	2,361	760	800	800	800	800	6,321	-	6,321	-
TTC000320	Equipment	-	-	-	35,554	21,759	18,811	16,292	18,787	14,324	6,444	131,971	-	131,971	-
TTC000333	On-Grade Paving Rehabilitation Program	-	-	10,869	8,998	8,172	9,038	12,500	12,500	12,000	12,000	86,077	-	86,077	-
TTC000340	Bridges & Tunnels	-	-	43,053	49,012	47,485	46,802	45,513	48,467	49,382	50,836	380,550	-	380,550	-
TTC000379	Fire Ventilation Upgrade	-	-	-	-	-	-	44,500	60,676	76,258	34,284	215,718	-	215,718	-
TTC000390	Other Buildings & Structures Projects	-	-	-	-	-	-	13,307	25,931	9,511	8,313	57,062	-	57,062	-
TTC000414	Purchase of Buses	-	-	611	611	611	611	611	611	611	611	4,888	-	-	4,888
TTC000432	Bus Overhaul	-	-	58,891	15	798	1,059	934	951	967	1,065	64,680	-	64,680	-
TTC000450	Streetcar Overhaul Program	-	-	618	12,797	1,000	620	-	-	-	-	15,035	-	15,035	-
TTC000470	Automotive Non-Revenue Vehicles	-	-	-	-	123	2,812	2,812	2,812	2,841	2,841	14,241	-	-	14,241
TTC000480	Rail Non-Revenue Vehicle Overhaul	-	-	5,681	4,866	4,481	1,946	711	726	742	2,009	21,161	-	21,161	-
TTC000510	Tools & Shop Equipment	-	-	5,241	1,455	2,637	941	955	963	969	1,592	14,753	-	14,753	-
TTC000520	Fare Handling Equipment	-	-	-	-	-	-	-	-	1,050	1,300	2,350	-	2,350	-
TTC000530	Other Maintenance Equipment	-	-	1,191	1,206	1,221	1,237	1,264	1,293	1,356	1,417	10,185	-	10,185	-
TTC000610	Environmental Programs	-	-	-	1,340	5,968	6,142	6,320	6,563	5,783	5,000	37,116	37,116	-	-
TTC000710	Information Technology Systems-Infrastructure	-	-	-	-	21,259	23,001	8,137	3,207	3,168	3,494	62,265	-	62,265	-
TTC000910	Furniture & Office Equipment	-	-	249	141	305	157	149	302	35	84	1,422	-	1,422	-
TTC000920	Other Service Planning	-	-	-	-	-	1,460	2,800	2,800	2,800	2,800	12,660	-	-	12,660
TTC000921	Transit Shelters & Loops	-	-	545	545	545	545	545	545	565	652	4,487	-	4,487	-
TTC906010	Purchase of Streetcars	-	683	-	-	-	-	-	-	-	-	683	-	683	-
TTC906365	Rail Non-Revenue Vehicle Purchase	-	-	-	-	-	-	-	2,166	4,062	3,902	10,129	-	10,129	-
Total Expenditures		-	3,165	220,231	216,748	216,665	237,909	276,836	338,130	316,635	259,114	2,085,434	37,116	2,011,013	37,305

## Appendix 7

## Reporting on Major Capital Projects: Status Update

Division/Project name		2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time	
		Appr.	YTD Spend	YE Project Spend	Appr. Budget	Life to Date			Planned	Revised			
Toronto Transit Commission													
CTT146	Toronto Rocket Yard and Storage Track Accommodation	38,983	24,025	38,983	495,732	311,837	On Track	Jan-10	31/12/2025	TBD	ⓐ	ⓐ	
	Comments:	<ul style="list-style-type: none"><li>Although some components of the program are tracking behind schedule, the overall program is tracking on time and on budget.</li><li>Greenwood Track &amp; Structures Building Renovation and Carhouse Pendant Retrofit - Correction of deficiencies is on-going.</li><li>Contractor for “Greenwood Carhouse – Facility Pressure Washers, Heaters, and Lighting Upgrade” has successfully handed over Track 32/33 pressure washers to the carhouse and has commenced work at Track 31 for installation of heaters.</li><li>Contractor for Wilson Carhouse Expansion has completed roofing, rough in for electrical/mechanical and installation of partitions for the office building expansion.</li><li>Contractor for Wilson Yard Fencing and Miscellaneous Site Services continues with the installation of the infrastructure in support of the signaling of the Wilson Yard. This work is to assist TTC forces due to resource constraints resulting from other competing priorities.</li></ul>											
	Explanation for Delay:	<ul style="list-style-type: none"><li>Various project-level issues such as site conditions, geotechnical investigations etc. are being managed to minimize the impact on the program schedule.</li></ul>											
CTT028	Easier Access - Phase III	73,442	51,039	73,442	837,123	361,968	Minor Delay	Jan-06	31/12/2025	TBD	ⓐ	Ⓨ	
	Comments:	<ul style="list-style-type: none"><li>Islington and Warden redevelopments and Museum Easier Access have completed preliminary design and are proceeding towards Stage Gate 3.</li><li>The contracts for Donlands and College Stations - Easier Access combined with Second Exit/Entrance were awarded and now in construction phase.</li><li>Wellesley, Dupont and Chester elevators are in service and stations are made accessible.</li><li>Construction for station accessibility is on-going at 9 stations: Yorkdale, Runnymede, Wilson, Lansdowne, Bay, Keele, Sherbourne, Donlands and College Stations, all remaining stations are in the design phase.</li></ul>											
	Explanation for Delay:	<ul style="list-style-type: none"><li>COVID-19: There may be an impact to the Elevators in service dates due to availability of resources for stations in construction. Mitigation: Issue is being assessed and monitored accordingly. Continue to assess opportunities to recover potential schedule impacts.</li><li>Warden and Islington Station accessibility: Magnitude and complexity of the station redevelopments may delay station accessibility. Mitigation: Advancing Passenger Pick Up and Drop Off and platform elevators for Warden. Investigating opportunities to advancing platform elevator through construction staging for Islington.</li><li>3rd Party Delays - Permits and Approvals, Utilities and Property: Stations delayed by 3rd party issues due to limited resources and competing priorities. Mitigation: Escalate permits and approval process. Planning utility work in advance; early property identification &amp; expropriation.</li><li>Design complexities: Installing elevators in existing stations presents larger amount of design complexities and construction challenges. Mitigation: Adding resources and assessing alternate design options.</li><li>*Budget The approved budget of \$837.1 million was based on a scope and a level of complexity which covered the majority of the stations. The revised estimated final cost is now \$1,080.7M and reflects further design development for remaining locations including Warden and Islington Station Redevelopments. The required additional funding will be requested through the 2021-2030 budget process. Mitigation: Currently progressing the design of the remaining stations to Stage Gate 3, where the design will be at approx. 30% or beyond, which will allow for the development of a minimum Class 3 estimate. We will be progressively updating our estimates as we proceed through the stage gate process for the remaining locations.</li></ul>											

## Appendix 7(continued)

## Reporting on Major Capital Projects: Status Update

Division/Project name		2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time	
		Appr.	YTD Spend	YE Project Spend	Appr. Budget	Life to Date			Planned	Revised			
Toronto Transit Commission													
CTT142	Automatic Train Control (ATC) Resignalling project (Line 1)	63,000	46,987	63,000	737,000	545,975	On Track		31/12/2023	TBD	Ⓞ	Ⓢ	
	Comments:	<ul style="list-style-type: none"><li>• ATC is in operation from Vaughan Metropolitan Center to Queen station.</li><li>• Phase 3C (Queen to Rosedale) high speed testing was completed in August and commissioning is on schedule for Q4 2020.</li><li>• Completed 99% of Phase 4 (Rosedale to Eglinton) construction.</li><li>• Completed 27% of Phase 5 (Eglinton to Finch) construction.</li></ul>											
	Explanation for Delay:	<ul style="list-style-type: none"><li>• COVID-19 Impact<ul style="list-style-type: none"><li>- Limited TTC and Contractor staff due to restrictions may impact design progress, testing and commissioning, construction activities and/or closures. Mitigation: Continue monitoring resources availability and potential impacts due to staff self-isolation.</li><li>- Supply chain delays impacting construction activities: Construction impacted by material shortage delaying or postponing installation activities. Mitigation: Advance procurement for remaining material in the event of second wave of COVID-19. Supply chain issues are currently mitigated. Continue monitoring.</li></ul></li><li>• Eglinton Crosstown LRT interface: The LRT project timeline is impacting design and implementation of ATC Phase 5. Mitigation: Conducted impact analysis based on potential completion dates of platform. Coordination with Metrolinx is required.</li><li>• Closure cancellations continue to be a high risk for successful project completion. Mitigation: Prioritize and plan alternate closure weekends.</li></ul>											
CTT024	Fire Ventilation Upgrades & Second Exits	11,462	6,165	11,362	495,894	290,889	On Track	Jan-11	Post 2027	TBD	Ⓢ	Ⓞ	
	Comments:	<ul style="list-style-type: none"><li>• Donlands and College stations – Second Exit/Entrance combined with Easier Access: The contracts were awarded in August.</li><li>• Chester station – Second Exit/Entrance combined with Easier Access: Elevators were put in service.</li></ul>											
	Explanation for Delay:	<ul style="list-style-type: none"><li>• Property unavailable and/or acquisition takes longer than expected (Second Exit): Delay in proceeding at stations requiring property acquisition or development opportunities. Mitigation Plan: Establish a Public Consultation process and work closely with City Planning to identify development opportunities early.</li><li>• High complexity of 2nd Exit may cause activities to take longer than expected: 2nd Exit design and construction activities are highly complex and may require extra time and cost than anticipated. Mitigation Plan: Advance design work. Investigate potential partial or full station closures as fallback plan to reduce schedule impact. Request for additional funding may be identified as projects proceed through the stage gate process.</li><li>• 3rd Party Permits and Approvals: Obtaining permits and approvals for Second Exit projects are taking longer than anticipated impacting the contracts award timelines and burn rate/cash flow. Mitigation Plan: Discuss and obtain agreement with the City and Toronto Water on an expedited process for permit reviews and approval.</li><li>• Covid-19: Work is progressing as planned and no significantly reduced field activities are anticipated.</li><li>• Budget: TTC 2020-2029 Budget included unfunded amount of \$143.5M. There is an additional \$1.5B in estimated project costs Post 2029 included through the Capital Investment Plan.<ul style="list-style-type: none"><li>- All priority 2nd Exit locations are funded with the exception of Greenwood Station 2nd Exit (detailed design and construction) and Dundas Station 2nd Exit (design and construction).</li><li>- Kennedy Station Fire Ventilation Upgrade is unfunded.</li><li>- All future subway ventilation equipment replacement locations with the exception of Sheppard West Station are unfunded.</li><li>- Yearly Equipment refurbishments are funded.</li></ul></li></ul>											



## Appendix 7(continued)

## Reporting on Major Capital Projects: Status Update

Division/Project name		2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Spend	YE Project Spend	Appr. Budget	Life to Date			Planned	Revised		
Toronto Transit Commission												
CTT148	McNicoll Bus Garage	39,921	35,244	39,921	179,000	157,913	On Track	Jan-12	31/12/2020	TBD	ⓐ	ⓐ
	Comments:	<ul style="list-style-type: none"><li>• Overall project remains on time and under budget* within prior project approval by TTC and City of Toronto.</li><li>• Substantial Completion achieved and deficiency work ongoing.</li><li>• Operations managers have moved into the facility.</li><li>• Construction of the IT Network Fiber Backbone extension to McNicoll Bus Garage is underway; completion expected in Q1 2021. Bell fiber line is providing connectivity in the interim.</li></ul>										
	Explanation for Delay:	Higher than anticipated expenditures with no impact to schedule or EFC.										
CTT141	Fare System - PRESTO/TTC Farecard	5,467	2,056	3,267	77,628	58,915	Minor Delay	Jan-12	31/12/2021	TBD	ⓐ	Ⓨ
	Comments:	<ul style="list-style-type: none"><li>• Service Plan for PRESTO maintenance adjusted based on Toronto Public Health (TPH) guidelines to address COVID-19 Pandemic. Continually monitoring and adjusting.</li><li>• The distribution of refund for March and April passes, due to the pandemic, has commenced and will extend into Nov 2020. Approximately 70% of the passes are picked up by customers. Continue to monitor.</li><li>• Negotiations with Metrolinx regarding the settlement of outstanding claims was effectively concluded and provided to the Board in September 2020. Detailed negotiations with Metrolinx continue to finalize the details of the settlement agreement which are expected to be concluded by the end of the year.</li></ul>										
	Explanation for Delay:	<ul style="list-style-type: none"><li>• Open Payment availability: Customer unable to pay a fare using debit/ credit on PRESTO card reader. The settlement agreement between TTC and Metrolinx will resolve this issue.</li><li>• System Performance and Device Availability: PRESTO card readers and vending machines continue to perform below expectations, resulting in PRESTO devices being unavailable for customer use and increased lost revenues. Metrolinx continues to apply enhancements and updates to the PRESTO card readers and vending machines. Detailed negotiations continue on service level agreements for the PRESTO system as part of the overall TTC-Metrolinx settlement</li><li>• Wheel-Trans Sedan invoice reimbursement Invoice reimbursement to taxi companies for payment device installations issue was escalated and is being discussed with Metrolinx senior management. Metrolinx agreed to reimburse Sedan Taxi companies for reader installations and is currently in progress.</li></ul>										
On/Ahead of Schedule		ⓐ	>70% of Approved Project Cost									
Minor Delay < 6 months		Ⓨ	Between 50% and 70%									
Significant Delay > 6 months		Ⓡ	< 50% or > 100% of Approved Project Cost									

Note: Reflects project status as of Q3, 2020.

## Appendix 8

### Summary of Capital Needs Constraints (In \$ Millions)

Project Description	Cash Flow (In \$ Millions)										
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2021-2030
Bridges & Tunnels	0.1	0.1	0.1	0.1	0.1	1.3	1.3	1.3	1.3	1.3	7.0
Bus Overhaul				59.7	69.3	76.4	63.1	62.9	64.6	65.4	461.4
Communications	0.7	1.2	0.8	1.2	0.9	0.9	1.5	3.6	5.0	8.3	24.0
Computer Equipment & Software	0.8	1.3	2.8	4.0	2.8	11.1	5.8	12.0	11.4	10.8	62.9
Environmental Programs	0.5	1.1	4.6	3.7	3.7	3.7	3.7	3.7			24.7
Equipment		13.4	22.6	108.0	145.8	88.3	80.0	89.9	80.8	66.3	695.2
Fare System		2.0	27.0	20.0							49.0
Finishes		8.5	24.8	18.2	16.9	10.0	9.3	9.5	9.8	10.1	116.9
Leslie Barns		0.4	7.9	8.7	10.2	72.7	93.2	71.5	28.4		293.0
Other Buildings and Structures	2.1	112.4	97.4	212.9	114.7	261.6	410.7	745.1	939.7	650.6	3,547.2
Other Maintenance Equipment		0.3					0.3	0.3			1.0
Power Distribution/Electric Systems		0.0	0.7	2.7	4.6	4.6	4.6	4.6	4.6	5.1	31.2
Purchase Automotive Non-Revenue Vehicles		3.3	9.0	13.9	6.0	2.7	2.1	2.6	4.1	4.1	47.8
Purchase of Buses					218.4	245.6	218.9	221.4	211.3	245.6	1,361.1
Purchase of Streetcars	99.3	44.5	103.4	111.3	1.8						360.2
Purchase of Subway Cars		168.3	83.4	48.6	80.1	287.6	301.9	210.0	219.4	196.9	1,596.2
Purchase of Buses - Wheel Trans Buses			4.9	12.1	13.6	13.3	41.6	44.3	24.2	4.4	158.3
Queensway Bus Garage Renovation		0.7	2.6	7.6							10.8
Safety Program		3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	27.0
Service Planning	8.1	29.2	43.9	58.6	40.3	45.2	49.9	36.0	47.0	34.8	393.1
Shop Equipment	5.7	6.0	4.2	4.1	1.8	1.8	2.4	2.8	2.8	2.6	34.3
Signal Systems	1.9	0.9	0.4								3.2
Streetcar Network Upgrades & BRT		8.5	9.7	2.9							21.1
Streetcar Overhaul				20.2	20.3	20.5	2.4	3.2	3.4	25.5	95.5
Subway Car Overhaul			36.5	24.4	44.1	78.5	82.6	84.6	86.7	109.7	547.1
Subway Track		2.5	1.5	1.0							5.0
Surface Track		1.5	40.2	69.6	71.5	17.4	15.7	17.0	19.8	18.1	270.9
Toronto Rocket/T1 Rail Yard Accommodation											
Traction Power	10.1	12.3	5.0	13.7	16.0	13.1	10.5	9.0	7.2	7.5	104.4
<b>Total Needs Constraints (Not Included)</b>	<b>129.5</b>	<b>421.2</b>	<b>536.4</b>	<b>830.1</b>	<b>885.7</b>	<b>1,259.2</b>	<b>1,404.4</b>	<b>1,638.4</b>	<b>1,774.5</b>	<b>1,470.2</b>	<b>10,349.5</b>

In addition to the Recommended 10-Year Capital Plan of \$11.91 billion, staff have also identified \$10.35 billion in capital needs constraints for the Toronto Transit Commission as reflected in the table above.

- Priority projects that require full or partial investment but are not recommended in the 10-year Capital Plan due to funding constraints are highlighted below:
  - Purchase of Subway Cars (growth and replacement) - \$1.596 billion
  - Purchase of Buses and Streetcars - \$1.721 billion
  - Bus, Streetcar and Subway Car Overhaul – \$1.104 billion
  - Hillcrest Track Replacement Expansion - \$0.081 billion
  - Line 1 Capacity Enhancement - \$1.490 billion
- TTC has also identified \$15.52B outside of the 10-year Capital Budget and Plan requiring future funding commitments

## Appendix 9

### **2021 User Fee Changes** (Excludes User Fees Adjusted for Inflation)

**N/A**

## Appendix 10

### Inflows and Outflows to/from Reserves and Reserve Funds

#### 2021 Operating Budget

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 \$	Withdrawals (-) / Contributions (+)		
			2021 \$	2022 \$	2023 \$
<b>Beginning Balance</b>		<b>25,800.4</b>	<b>25,800.4</b>	<b>10,040.0</b>	<b>3,500.0</b>
TTC Stabilization Reserve	XQ1056				
<i>Withdrawals (-)</i>					
<i>Service Disruptions LRT Construction</i>			(15,760.4)	(6,540.0)	(3,500.0)
<i>Contributions (+)</i>					
<i>Contribution from Settlement - TBD*</i>					
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>25,800.4</b>	<b>10,040.0</b>	<b>3,500.0</b>	<b>(0.0)</b>
<b>Balance at Year-End</b>		<b>25,800.4</b>	<b>10,040.0</b>	<b>3,500.0</b>	<b>(0.0)</b>

\*The available balance of the TTC Stabilization Reserve is expected to be augmented by proceeds from a potential settlement with Metrolinx.

#### Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021 \$	2022 \$	2023 \$
<b>Beginning Balance</b>		<b>24,970.3</b>	<b>24,970.3</b>	<b>24,970.3</b>	<b>21,470.3</b>
Long Term Liability Reserve	XR1728				
<i>Withdrawals (-)</i>					
<i>Projected Accident Claim Payments</i>			(17,640.0)	(21,140.0)	(24,640.0)
<i>Contributions (+)</i>					
<i>Budgeted Contribution</i>			17,640.0	17,640.0	17,640.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>24,970.3</b>	<b>24,970.3</b>	<b>21,470.3</b>	<b>14,470.3</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>					
<b>Balance at Year-End</b>		<b>24,970.3</b>	<b>24,970.3</b>	<b>21,470.3</b>	<b>14,470.3</b>

## Appendix 10 (continued)

### Inflows and Outflows to/from Reserves and Reserve Funds

#### 2021 – 2030 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, 2020 *	Contributions / (Withdrawals)											
			2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	Total	
XR2109	Beginning Balance	98,969	98,969	69,545	111,819	160,453	224,254	380,797	535,298	691,431	849,722	1,011,521		
Dev Charges RF - Transit	Withdrawals (-)													
	ATC Resignalling		(15,066)	(16,277)	(17,014)	(4,882)	(7,511)	(7,511)	(7,511)	(7,511)	(7,511)	(7,511)	(98,304)	
	Automotive Non-Revenue Vehicles		-	(7,000)	(734)	-	-	-	-	-	-	-	(7,734)	
	Bloor-Yonge Capacity Improvements		(69)	(85)	(124)	(240)	(238)	(276)	(276)	(276)	(276)	(276)	(2,138)	
	Communications - Various		(112)	(117)	(123)	(126)	(130)	(175)	(156)	(421)	(301)	(303)	(1,965)	
	Easier Access Phase III		-	-	(5,000)	(5,597)	-	-	-	-	-	-	(10,597)	
	Equipment - Various		(3,217)	(1,645)	(7,027)	(3,647)	-	-	-	-	-	-	(15,536)	
	Fare Handling Equipment		(1,750)	(1,500)	(1,000)	(750)	(450)	(50)	(50)	(500)	(500)	(500)	(7,050)	
	Fare System		(1,787)	(3,400)	(4,200)	(3,100)	-	-	-	-	-	-	(12,487)	
	Leslie Barns Streetcar Maint.& Storage Facility		(1,500)	(3,000)	-	-	-	-	-	-	-	-	(4,500)	
	McNicoll Bus Garage Facility		-	(3,500)	-	-	-	-	-	-	-	-	(3,500)	
	Other Bldgs & Structures													
	Projects		(15,319)	(10,714)	(6,478)	(7,316)	(468)	(468)	(468)	(936)	(936)	(468)	(43,571)	
	Other Maintenance Equipment		(1,260)	(677)	(421)	(425)	(429)	(433)	(443)	(454)	(484)	(508)	(5,534)	
	Other Service Planning		(6,979)	(6,301)	(4,623)	(4,062)	(2,462)	(2,462)	(2,462)	(2,462)	(2,462)	(2,462)	(36,734)	
	Purchase of Buses		(2,653)	(23,063)	(72,049)	(77,024)	(3,877)	-	-	-	-	-	(178,665)	
	Purchase of LRVs		(86,293)	-	-	-	-	-	-	-	-	-	(86,293)	
	Subway Car Purchases		(2,200)	-	-	-	-	-	-	-	-	-	(2,200)	
	Surface Track		(3,912)	(140)	-	-	-	-	-	-	-	-	(4,052)	
	Tools and Shop Equipment		-	(2,782)	(2,068)	(117)	(46)	(98)	(105)	(108)	(110)	(83)	(5,516)	
	Toronto Rocket Yard & Storage													
	Track Accommodation		(6,670)	(8,169)	(7,133)	(5,548)	(4,853)	-	-	-	-	-	(32,372)	
	Transit Shelters & Loops		(144)	(144)	(144)	(144)	(144)	(144)	(144)	(144)	(149)	(172)	(1,472)	
	Yards and Roads - Various		(2,231)	(2,321)	-	-	-	-	-	-	-	-	(4,552)	
		Total Withdrawals		(151,162)	(90,834)	(128,136)	(112,977)	(20,606)	(11,617)	(11,614)	(12,812)	(12,730)	(12,283)	(564,772)
		Contributions (+)												
		Development Charges												
		Revenue Assumptions		121,738	133,108	176,770	176,778	177,150	166,118	167,747	171,104	174,528	178,020	1,643,061
	Total Contributions	-	121,738	133,108	176,770	176,778	177,150	166,118	167,747	171,104	174,528	178,020	1,643,061	
Other Program/Agency Net Withdrawals and Contributions													-	
Balance at Year-End		98,969	69,545	111,819	160,453	224,254	380,797	535,298	691,431	849,722	1,011,521	1,177,258	1,078,289	

## Appendix 11

### Glossary

**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

**Operating / Capital Budget:** An operating or capital budget recommended by City Manager and Chief Financial Officer and Treasurer to City Council for consideration and approval.

**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.

**Voluntary Separation Program** – On July 28th, 2020, City Council approved the implementation of a Voluntary Separation Program for staff who are eligible to retire with an unreduced pension providing a lump sum payment of up to three months' salary to eligible employees, subject to the terms of the program guidelines, funded through savings generated from a combination of permanently eliminating vacated positions and/or holding the positions vacant for a minimum of six months.

## Appendix 12

### **Board Approved Vs. City Council Approved Budget**

The Board Approved budget matches the City Council Approved Budget.