

2024 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 its rich traditions of safety, service and courtesy. The TTC delivers the following 2 services 24 hours per day, 7 days per week. In 2024:

- **TTC Conventional Service**, will be providing 9.2 million service hours and 264 million service kilometers and 422 million rides across its integrated bus and rail network.
- **Wheel-Trans Service**, will be providing 1.3 million service hours and 3.3 million rides with door-to-door accessible transit service for passengers with any disability that prevents them from using conventional transit services, including physical, sensory, and/or cognitive disabilities.

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, comprised of more than 159 bus routes, 11 streetcar routes and 3 subway lines, with a fleet of 2,084 buses, 207 streetcars, 143 trains and 278 Wheel-Trans buses. In addition, the TTC is completing preparatory activities to operate the new Eglinton Crosstown and Finch West Light Rail Lines by the fall of 2024 for planning purposes.

Why We Do It

The Toronto Transit Commission provides safe, reliable, seamless and accessible transit services to those who live, work in, and visit Toronto.

The TTC plays a central role in achieving the City's social, economic and environmental service objectives and outcomes by providing and improving mobility that connects people to employment, leisure, social and economic opportunities and contributing to the City's overall resilience.

The Toronto Transit Commission 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 Service:

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 2024 operating budget): \$2.404 Billion

Wheel-Trans Service:

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 or Family of Services.

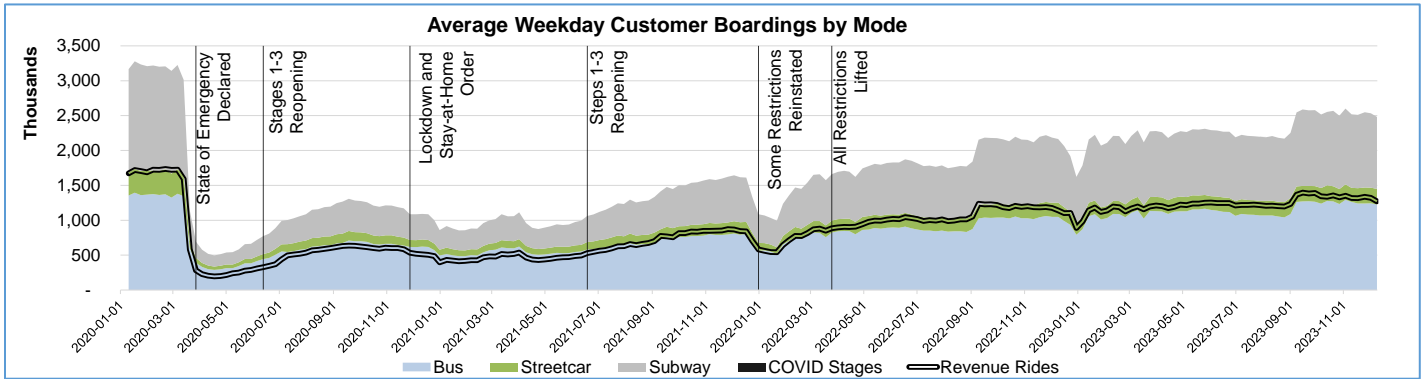
How Much Resources (gross 2024 operating budget): \$0.164 Billion

Budget at a Glance

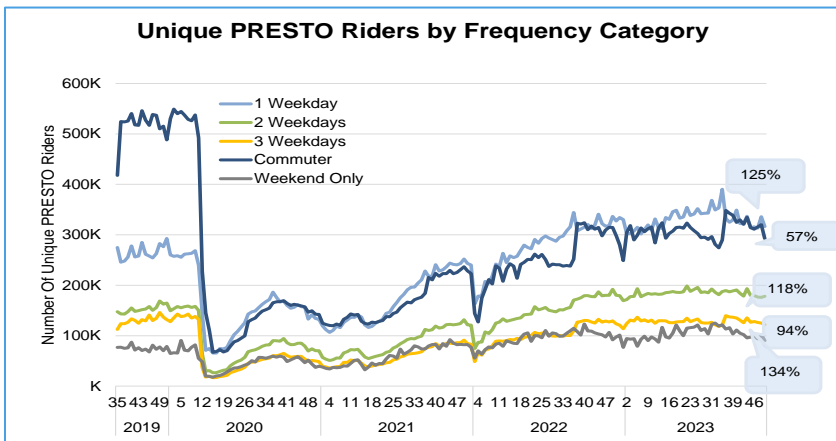
2024 OPERATING BUDGET			
<u>\$Billion</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenues	\$1.337	\$1.364	\$1.380
Gross Expenditures	\$2.568	\$2.670	\$2.729
Net Expenditures	\$1.231	\$1.305	\$1.349
Approved Positions	17,508	17,528	17,600

2024 - 2033 10-YEAR CAPITAL PLAN			
<u>\$Billion</u>	<u>2024</u>	<u>2025-2033</u>	<u>Total</u>
Gross Expenditures	\$1,377	\$11,021	\$12,398
Debt Recoverable	\$0.556	\$ 4,633	\$ 5,189
Debt	\$0.026	\$ 1,417	\$ 1,443
Note: Includes 2023 carry forward funding			

How Well We Are Doing – Behind the Numbers



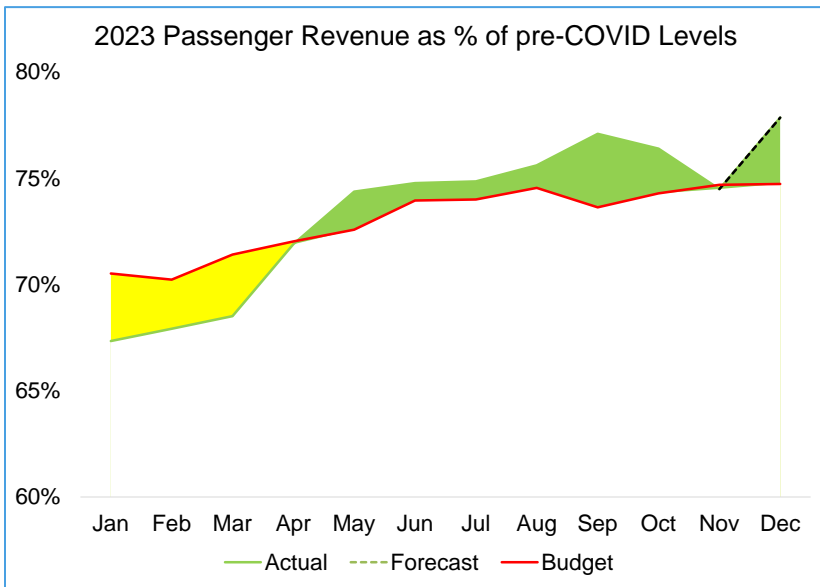
Customer Usage (in thousands)	2023 Weekly Average	VS Pre-COVID March 2020	% Pre-COVID March 2020		
			Weekday	Max Weekday	Weekend
System Boardings	2,323	3,226	72%	85%	90%
Bus	1,141	1,381	83%	97%	90%
Streetcar	211	350	60%	68%	77%
Subway	971	1,495	65%	78%	94%
System Rev. Rides	1,237	1,724	72%	-	-



90% of Riders have returned to Transit; Only 57% Commuters. On average:

- 90% of pre-COVID Presto users have returned to transit
- Commuters at 57% of pre-COVID levels
- This is below the overall weekly ridership recovery of ~74%

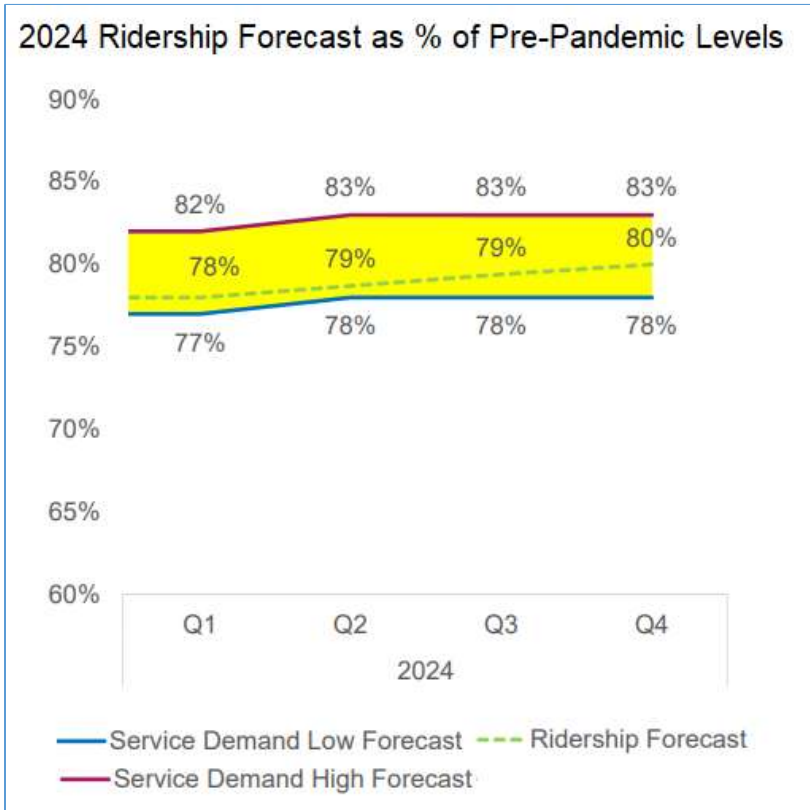
Weekly Average	1 Weekday	2 Weekdays	3 Weekdays	Commuter	Weekend Only	Total PRESTO Riders
Pre-COVID Average	265,989	157,115	136,577	531,749	79,505	1.17M
2023 Year-to-Date Weekly Avg	333,100	185,114	128,558	300,708	106,273	1.05M
% Pre-COVID	125%	118%	94%	57%	134%	90%



2023 Passenger Revenue Trend

- Shortfall in Q1 due to inclement weather
- Increase starting April due to return to office
- Fall 2023 experience to continue into 2024, projecting to end the year at 76% pre-COVID for Q4/2023

2023	Budget (% Normal)	Actual / Forecast (% Normal)
Q1	71%	68%
Q2	73%	74%
Q3	74%	76%
Q4	75%	76%



2024 Service Demand and Revenue Ridership Forecast

- Expecting ridership recovery to continue in 2024, consistent with Fall 2023 Ridership estimated to reach 80% of pre-pandemic levels by Q4
- Further ridership recovery constrained by hybrid work models
- Planned service provides additional capacity higher than the ridership budget

How Well We Are Doing

Service	Measure	2021 Actual	2022 Actual	2023 Target	2023 Projection	Status	2024 Target	2025 Target
Outcome Measures								
TTC Conventional	Revenue Ridership	197.8M	318.8M	393.0M	396.4M	●	422.4M	434.9M
TTC Conventional	Regular Service Hours	8.9M	8.9M	8.6M	8.8M	●	9.2M	N/A
TTC Conventional	Customer Satisfaction	80%	77%	80%	71%	●	80%	80%
Service Level Measures								
TTC Conventional	Deliver 100% Schedule	95%	96%	100%	101%	●	100%	100%
TTC Conventional – Subway	Achieve 90% On-time	95%	93%	90%	93%	●	90%	90%
TTC Conventional – Streetcar	Achieve 90% On-time	69%	65%	90%	64%	●	90%	90%
TTC Conventional – Bus	Achieve 90% On-time	81%	79%	90%	83%	●	90%	90%
Wheel-Trans	Accommodate 99.5%	99.9%	99.0%	99.0%	99.0%	●	99.0%	99.0%

2023 Projection to 2023 Target Comparison

● **100% (MET TARGET)** ● **70 - 99% (LOW RISK)** ● **69% and Under (REQUIRES ATTENTION)**

TTC Conventional ridership stabilized by Fall 2023, with further ridership growth restricted by hybrid work policies. As a result, ridership growth incorporated into the 2024 TTC Conventional ridership budget is expected to be gradual throughout 2024, driven only by a general anticipated 1-2% population increase in the city of Toronto.

Throughout 2023, service hours were increased from 91% to 95% of pre-pandemic levels in response to observed travel demand changes, account for City-wide transit coverage, and to adjust schedules due to congestion. It is expected by year-end 2024, that ridership is estimated to reach 80% of pre-COVID levels and service is proposed to be adjusted to 97% of pre-COVID hours to accommodate the increased service demand. The increase in service will be gradually phased in over 2024, with an increase to 96% in April followed by a further increase to 97% in September. This gradual increase in service hours is required to accommodate demand growth and increasing congestion on mixed-traffic corridors.

Improving on-time performance and reliability on bus and streetcar routes continues to be a top priority for the TTC. Challenges in operating in mixed-traffic and responding to construction-related diversions and delays were present in 2023 and are expected to continue in 2024. In addition, changes to traffic patterns since the pandemic were difficult to anticipate, affecting performance. In the coming year, the TTC will continue to adjust schedules based on observed conditions, continue and improve construction coordination, and increase route management resources to improve service quality.

The TTC will also continue to work with the City to advance transit priority measures. This includes investing in improved transit signal priority and physical measures such as bus queue-jump lanes at busy intersections. Expanding corridor-level priority measures, such as bus lanes, will be crucial to reduce travel times for customers, increase the effectiveness of transit operational investment, and support City-wide objectives.

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

The following priority actions were accomplished which contributed to meeting the TTC's service objectives and making progress on achieving intended outcomes:

- ✓ Matched service capacity to demand, increasing service hours to 95% of pre-pandemic levels in Q3
- ✓ Accommodated the increase in Wheel-Trans ridership of 3% above budget in 2023
- ✓ Accelerated Line 3 Scarborough Rapid Transit interim bus replacement service
- ✓ Targeted service improvements in key Neighbourhood Improvement Areas on weekend afternoons and overnight
- ✓ Increased the availability of spare operators to backfill unplanned absences
- ✓ Increased front-line operational staff presence and added 25 more Special Constables in the network
- ✓ Enhanced integration with City's Streets to Homes outreach by adding 10 Streets to Homes outreach workers who were deployed across the transit system to help support the underhoused
- ✓ Partnered with the City of Toronto and LOFT Community Services to better support people sheltering in the TTC with wraparound health services
- ✓ Expanded SafeTTC reporting options with text messages and webform
- ✓ Advanced the TTC's Cybersecurity Program, by maturing the Chief Information Security Office with the hiring of a Chief Information Officer and the implementation of Managed Security Services to strengthen the transit cybersecurity network posture from cyber threats.
- ✓ Expanded Fare Collection options for TTC customers with the launch of Open Payments in August
- ✓ Advanced fare integration with transit partners, resulting in 2023 announcement of new Fare Integration removal of double fare program between TTC and GO and TTC and 905 transit providers to be implemented in 2024
- ✓ Continued Business Transformation and modernization efforts that will realize an additional \$12.9 million in savings in 2024, resulting in a cumulative \$195 million in savings since 2019
- ✓ Continued Wheel-Trans Transformation Program and fully operationalized 16 Wheel-Trans Access Hubs
- ✓ Continued diversity and gender recruitment outreach initiatives and established a mentoring program for female operators
- ✓ Received two Canadian Urban Transportation Association (CUTA) Corporate Leadership Awards in diversity, inclusion and equity and for TTC's "Be Essential" recruitment campaign
- ✓ Continued to build community outreach, expanding the number of campaigns to include Black History Month, Asian Heritage Month, Indigenous Peoples Month, Pride, Caribbean Heritage Month and Latin American Heritage Month
- ✓ Continued improving diversity across the organization, with 80% of new employees being racialized and 30% being women, including 40% of new operators.
- ✓ Completed the next phase of the Benefits of Transit research with the University of Toronto with interim findings showing that investments in the TTC has a return on investment ratio of 7:1, that generate economic, quality of life and environmental benefits
- ✓ Advanced TTC's enterprise asset management program and implementation
- ✓ Advanced the Station Transformation Program, including introduction of 6 zone hubs, Passenger Assistance intercoms, and improved camera coverage (all stations have 75% coverage, and is being increased to 90%)
- ✓ Installed 77 of the 100 planned additional transit priority signals and made 48 more bus and streetcar stops accessible
- ✓ Received matching Federal funding enabling the procurement of 340 zero emission buses and 248 charge points
- ✓ Advanced procurement for 340 zero emission buses and charging infrastructure; received and put in service 4 of 60 new streetcars, 173 of 336 Hybrid buses, and 77 of 213 Wheel-Trans buses (54 7m buses and 23 6m buses) from these active fleet procurements
- ✓ Advanced implementation of SAP and Maximo programs
- ✓ Launched high-speed internet and cellular service in all stations on Lines 1 and 2 and tunnels between Bloor-Yonge and St George

Key Challenges and Risks

- Sustained impacts from COVID-19 and subsequent structural hybrid work models continue to result in ridership demand below pre-pandemic levels for subway and streetcar during commuter hours, with non-peak and weekend service exceeding pre-pandemic service demand
- The TTC continues to be impacted by societal challenges that affect the safety, security and well-being of its customers and staff
- Cost escalation in key corporate costs especially, fuel, vehicle parts, employee benefits and WSIB costs.
- System and service reliability is dependent on steady investment in asset state of good repair to support TTC's infrastructure, facilities and fleet, which range in age from one year to more than 100 years old. Failure to increase investment and address the TTC's SOGR backlog will result in further deterioration of existing assets, putting the transit system's reliability at risk due to possible failure.
- Sustaining bus service while meeting NetZero 2040 climate goals, the Green Bus Program outlines a plan for the procurement of approximately 3,215 zero emission replacement buses (between 2024-2040) of which 2,875 is currently not funded. This does not account for TransformTO requirements for increased bus service.
- Partial funding for subway trains and the Line 1 (Yonge-University) Train Maintenance and Storage facility (TMSF) to replace nearly 30-year T1 trains operating on Line 2 (Bloor-Danforth), which are approaching the end of design life, provide additional capacity to accommodate forecasted ridership growth on Line 1, and to meet storage, maintenance and fleet requirements. Also implications for Metrolinx expansion projects (SSE and YNSE) and ATC on Line 2 if insufficient fleet, with risks to service quality and capacity.
- Uncertainty of existing funding sources and its impact on TTC's 10-Year Capital Program: Development Charges (Bill 23), Debt (borrowing capacity), and Gas Tax Funding (consumption)
- Critical path to successful delivery of extensive construction planned in Toronto is dependent on coordination of scheduled activities between the TTC, the City, the Province and third parties. Coordination delays can significantly impact the timing of SOGR project requirements

Priority Actions

The priority investments and actions included in the 2024 Financial Plan were guided by the following service objectives and outcomes, in accordance with the emerging strategic directions in the TTC's forthcoming Draft Corporate Plan for 2024 to 2028, namely:



Foster a Highly Engaged, Diverse and Skilled Workforce

Operating:

- Expand recruitment outreach with campaign
- Provide employee well-being and mental health supports
- Initiate Employee Engagement program
- Continue to implement the Embrace Diversity: 10-Point Action Plan
- Enhance Labour Relations and undertake Collective Bargaining
- Review Non-Union Compensation

Capital:

- Create Modern and Inclusive Workspaces



Safe, Reliable Service Responsive to Customer Needs

Operating:

- Deliver Conventional Service from 96% up to 97% in September to address demand growth and congestion on mixed traffic corridors
- Accommodate Wheel-Trans ridership increase
- Sustain Safety, Security & Well-Being initiatives
- Expand cellular service in subways
- Re-invest in Line 2 Subway and Streetcar Maintenance Capacity

Capital:

- Fully fund New Subway Trains (TTC Share) and Line 2 ATC
- Reprioritize for critical SOGR
- Continue Easier Access and Wheel-Trans Transformation Program
- Complete SRT Bus Replacement



Enable Sustainable Long Term Growth

Operating:

- Prepare for Line 5 Eglinton LRT and Line 6 Finch West Startup
- Implement Fare Integration
- Continue Fare Collection Strategy
- Undertake 2051 Ridership and Demand Modelling

Capital:

- Deliver E-Buses and charging infrastructure
- Deliver New Streetcars and Facility Upgrades
- Continue Long Term Capacity Enhancement Programs
- Establish Innovation & Sustainability Strategy & Roadmap
- Begin Energy efficiency retrofits



Transform to Address the Fiscal Challenge

Operating:

- Continue Business Transformation
- Manage Overtime & Absenteeism
- Continue to implement Auditor General's recommendations
- Protect Fare Revenue
- Maximize intergovernmental funding opportunities and partnerships

Capital:

- Update Capital Investment Plan
 - Detailed review of unfunded needs
- Update Real Estate Investment Plan
- Continue Business Modernization
- Implement Digital Advertising
- Implement Enterprise Asset Management

2024 BUDGET

1. The 2024 Operating Budget for Toronto Transit Commission of \$2.568 billion gross, \$1.337 billion revenue and \$1.231 billion net for the following services:

Service:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
TTC Conventional	2,404,370.0	1,328,770.0	1,075,600.0
Wheel-Trans	163,567.1	7,918.1	155,649.0
Total Program Budget	2,567,937.1	1,336,688.1	1,231,249.0

- The 2024 staff complement for the Toronto Transit Commission of 17,508 positions comprised of 3,086 capital positions and 14,422 operating positions.
2. The 2024 Capital Budget for the Toronto Transit Commission with cash flows of \$1.377 billion and future year commitments of \$8.763 billion, totaling \$10.140 billion as detailed by project in [Appendix 5a](#).
 3. The 2025-2033 Capital Plan for the Toronto Transit Commission totalling \$2.258 billion in project estimates as detailed by project in [Appendix 5b](#).
 4. That all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2024 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.

2024 OPERATING BUDGET

2024 OPERATING BUDGET OVERVIEW

Table 1: 2024 Operating Budget by Service

(In \$000s)	2022	2023	2023	2023 Budget	2024 Base	2024 New /	2024	Change v. 2023	
	Actual	Budget	Projection*	excl COVID	Budget	Enhanced	Budget	Budget excl COVID	
By Service	\$	\$	\$	\$	\$	\$	\$	\$	%
Revenues									
TTC Conventional	790.1	1,065.3	1,040.5	1,422.0	1,328.4	0.5	1,328.8	(93.2)	(6.6%)
Wheel-Trans	5.0	7.1	7.2	7.6	7.9		7.9	0.3	4.0%
Total Revenues	795.1	1,072.4	1,047.7	1,429.6	1,336.3	0.5	1,336.7	(92.9)	(6.5%)
Expenditures									
TTC Conventional	2,067.2	2,254.5	2,205.7	2,245.2	2,375.9	28.5	2,404.4	159.2	7.1%
Wheel-Trans	122.2	143.4	145.6	143.4	163.3	0.2	163.5	20.1	14.0%
Total Gross Expenditures	2,189.4	2,398.0	2,351.3	2,388.7	2,539.2	28.7	2,567.9	179.2	7.5%
Net Expenditures	1,394.3	1,325.6	1,303.6	959.1	1,203.0	28.2	1,231.2	272.1	28.4%
Approved Positions**	13,841	14,055	N/A	14,055	14,409	13	14,422	367	2.6%

*2023 Projection based on 9 Month Variance

**YoY comparison based on approved positions

KEY DRIVERS

The **2024 Operating Budget** totals \$2.568 billion in gross expenditures and \$1.337 billion in revenues, requiring \$1.231 billion in net funding representing a \$272.1 million or 28% increase in net property tax funding compared to the 2023 Operating Budget.

This increase will fund the TTC's current services, increase service to meet demand, operate transit expansion and conversion initiatives, transition sustained COVID-19 impacts on ridership revenue to the City's property tax base, invest in safety, security and well-being initiatives, and begin the rollout of a People Strategy for 2024. The 2024 Operating Budget reflects:

- Substantial base budget pressures, primarily driven by inflationary costs for vehicle parts, service contracts, and escalating employee benefit-related expenses;
- Increased maintenance capacity for Line 2 and for new and existing streetcars to be delivered in 2024;
- Annualized cost of increasing Conventional service hours to 95% from 91% in 2023 to respond to increased and changing demand patterns;
- A service increase to 96% by April 2024 and to 97% by September 2024 to address increasing demand growth and congestion on mixed-traffic corridors;
- Wheel-Trans service hours to meet the rising demand, estimated to reach 84% of pre-pandemic levels by year-end 2024;
- Operational and maintenance costs for the opening of Lines 5 (Eglinton Crosstown) and 6 (Finch West) based on a planned Revenue Service date of September 2024¹ and the full operation of the Line 3 Scarborough Rapid Transit bus replacement service;
- \$12.9 million in efficiency savings that brings the cumulative savings from efficiencies to \$195 million since 2019, and a one-time withdrawal of \$25 million from the TTC Stabilization Reserve to help mitigate the financial challenges of the City as a bridging strategy, with the intent it be replaced with sustainable funding from new revenue sources over a multi-year budget approach;
- \$28.2 million in enhanced service priorities with a focus on sustaining the TTC's Community Safety, Security and Well-Being program for 2024, supporting TTC employees with the initial rollout of People Strategy actions to foster employee engagement, health and well-being; and advancing service and Council priorities;
- A 2024 passenger revenue projection that will reach 80% of pre-pandemic levels by year-end, driven by an expected 1%-2% increase in population growth with an anticipated 422.4 million rides from 2023 budgeted ridership of 393.0 million;

¹ The TTC is planning for opening of Lines 5 and 6 in September 2024, but this has not yet been confirmed by Metrolinx
toronto.ca/budget

- TTC fares maintained at 2023 rates, in recognition of the impact current economic conditions have on customers; and
- Sustained COVID-19 impacts, estimated at \$303.9 million, driven by a projected 20% decrease in passenger revenues compared to pre-pandemic levels, as ridership levels have stabilized with hybrid workers averaging about 2.5 days per week in-office.
- Note that the TTC's current collective agreements expire on March 31, 2024, consistent with City practice, an additional funding provision for associated costs has been budgeted for within the City's corporate accounts. While the actual budget provision is confidential, every expected 1.0% increase in the TTC's salary and benefits requires added 2024 funding of more than \$14.0 million that will ultimately be transferred to the TTC's Budget once a settlement is reached.

To help alleviate some of these financial pressures, \$175 million in Provincial funding will be made available through the Ontario-Toronto New Deal Agreement, which is included in the 2024 Operating Budget and applied to eligible expenses that include:

- A total of \$100 million of \$300 million in one-time Provincial funding provides support for subway and transit safety, recovery and sustainable operations to support building back ridership through improved service levels and affordable, convenient, efficient and safe transit services; and
- \$75 million of the \$330 million to fund the 2024 costs of operating and maintaining Lines 5 and 6.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The TTC is strongly committed to making Toronto's transit system barrier-free and accessible to everyone so that all customers can enjoy the freedom, independence and flexibility to travel anywhere on the public transit system. While ridership trends and financial constraints necessitate an adjustment to service, service coverage remains protected. A cornerstone of the TTC's current Corporate Plan is accessibility, and as a proud leader in providing accessible public transit to the residents in the city of Toronto and surrounding municipalities, the TTC is committed to ensuring reliable, safe, accessible, and inclusive transit services for all its customers.

Expenditures required to meet the TTC's accessibility and equity requirements are provided in this budget, including \$163.6 million gross and \$155.7 million net City funding to support the Wheel-Trans service and accommodate the anticipated 3.3 million rides in 2024. In addition, an investment of \$0.2 million is also included in the 2024 Operating Budget to fund 3 Travel Trainer positions that will expand the Travel Trainers program to increase the number of Wheel Trans customers trained annually to 600 from 150 on using the Conventional transit system. These resources are intended to eliminate barriers for Wheel-Trans customers using the Conventional transit system.

To further support the accessibility of transit, and in recognition of current economic conditions, TTC fares will not increase in 2024. In addition, through the City's Social Development, Finance and Administration Division, eligible customers, including Ontario Works, Ontario Disability Support Program, Child Care Fee Subsidy, Rent Geared to Income clients whose income is below a threshold set below 75% of the Low Income Measure, are eligible for the Fair Pass Program. This program entitles eligible customers to a discount of approximately one-third on single adult fares for single rides or 21% off adult monthly passes.

The TTC continues to protect service coverage across the city. This recognizes that even on the lowest ridership routes, the customers on board need the service. This is one of the factors related to the need to operate a comparatively higher level of service compared to revenue ridership return. The TTC is also operating more bus services than before the pandemic, reflecting ridership demand changes. Recent and planned service increases will continue to be prioritized and implemented with an equity lens, with a greater focus on the customers who are using the service and not solely based on the neighbourhood a route serves. Throughout 2023, service hours were increased from 91% to 95% of pre-pandemic levels. It is expected by year-end 2024, that ridership is estimated to reach 80% of pre-COVID levels and service is proposed to be adjusted to 97% of pre-COVID hours. The increase in service will be gradually phased in over 2024, with an increase to 96% in April followed by a further increase to 97% in September.

There are complex societal challenges facing members of Toronto's diverse communities, and like other major public-facing services, innovative solutions to support individuals in need are required both short-term and long-term. The solutions to these issues need to be multi-faceted and require a compassionate and people-first

approach. The 2024 Operating Budget includes a total of \$31.7 million for anticipated costs associated with the Community Safety, Security and Well-Being Program, consisting of \$5.5 million to fund the annualized cost of 2023 approved initiatives and \$26.2 million in new investment to support the continuation of actions commenced under CEO delegated authority in 2023.

The TTC's Human Rights Office and the Diversity Department are working with the TTC's Operations Training Centre, Revenue Protection team and City partners to incorporate human rights, diversity, equity and inclusion, anti-racism, and unconscious bias training as part of mandatory training to better serve all users of the system.

The 2024-2033 Capital Budget and Plan provides full funding of \$525.07 million to complete the TTC's Easier Access Program, which is underway to make all subway stations accessible with elevators, wide faregates and automatic sliding doors. It also provides funding for several improvements elsewhere across the transit system, including Warden and Islington stations, to accommodate low-floor streetcars, buses and the new Wheel-Trans fleet, as well as making an additional 322 bus and streetcar stops accessible.

In accordance with the City of Toronto's Equity Responsive Budgeting requirements, the TTC undertook an equity impact analysis of changes (reductions and investments) in the Operating Budget to inform decision-making throughout the budget process. The TTC strives to apply an equity lens to its activities to identify and remove barriers and to support best practices in planning, budgeting, implementation and evaluation of its services.

2024 OPERATING BUDGET KEY COST DRIVERS

The 2024 Net Operating Budget for the Toronto Transit Commission of \$1.231 billion is \$272.1 million or 28% greater than the 2023 Net Budget when reversing 2023 pandemic costs and revenue loss, and applying a zero-based budget approach to all prior year COVID-19 related financial impacts. Table 2 below summarizes the key cost drivers for the 2024 Budget.

Table 2: 2024 Key Cost Drivers

(In \$Millions)	2024			
	Revenues	Gross	Net	Positions**
2023 Budget	1,072.4	2,398.0	1,325.6	14,055
2023 Projection*	1,047.7	2,351.3	1,303.6	N/A
2023 Budget (excl. COVID)	1,429.5	2,388.7	959.2	14,055
Base Pressures				
Prior Year Impacts and Cost Escalations	(6.7)	81.6	88.3	
Maintaining Capital Assets and Other Base Changes	8.4	21.3	12.9	4.0
Service Demand	2.7	49.1	46.4	390
Sub-Total - Base Pressures	4.4	152.0	147.6	394
Affordability Measures and Balancing Strategy	25.0	(12.9)	(37.9)	(34.0)
Total 2024 Base Budget Changes	29.4	139.1	109.7	360
Transit Expansion & Conversion	3.0	8.5	5.5	(6)
New & Enhanced Priority Actions	0.5	28.7	28.2	13
Total After Expansion, Conversion and New / Enhanced	32.9	176.3	143.4	367
Sustained Pandemic Effects	(301.0)	2.9	303.9	
Total Budget Pressure After COVID Impact	(268.1)	179.2	447.3	367
Provincial Funding - New Deal	175.3		(175.3)	
Total 2024 Budget	1,336.7	2,567.9	1,231.2	14,422
Change from 2023 Budget (excl. COVID) (\$)	(92.8)	179.2	272.0	367
Change from 2023 Budget (excl. COVID) (%)	-6%	8%	28%	3%

*Based on 9 Month Variance

**YoY comparison based on approved positions

Key Base Drivers:**Prior Year Impacts and Cost Escalations**

The 2024 Operating Budget includes a total of \$88.3 million net to fund impacts from prior year decisions, inflation and legislatively-established cost pressures:

Prior Year Decisions

- The 2024 Operating Budget accounts for \$22.8 million in net funding pressures resulting from prior year decisions. This is comprised of \$13.8 million to cover the annualized cost of the signed Collective Bargaining agreement expiring in March 2024 and associated wage progression for union employees, as well as the \$15.7 million to reverse the one-time TTC Stabilization Reserve withdrawal in 2023, which is partially offset by the annualized impact of the fare increase approved in 2023.

Vehicle Parts Price Escalation

- The TTC is experiencing significantly increased costs for vehicle parts as expiring contracts come up for renewal. Contracts coming up for renewal in 2023 have been, on average, 30% higher than at the start of the contract term. Of the \$25 million budget increase, approximately \$15.3 million is required to fund vehicle parts contracts renewed in 2023, while a provision of \$9.7 million has been added for part contracts coming due in 2024 that factor in current market pricing trends.

Benefits Impact (WSIB, Health and Dental, LTD)

- The TTC is also experiencing a significant cost escalation in Health and Dental costs as a result of inflation as determined by the Dental fee guide and higher WSIB and LTD claims, utilization and longer durations. In particular, WSIB costs related to trauma and physical assaults have increased by 217% since 2019 to the end of 2023. The TTC continues to monitor trends and is requesting additional resources in the 2024 Budget as part of the People Strategy to reduce claim loads and improve capacity to support employees' return to work and mental health.

Legislative and Calendar Impacts

- The 2024 Operating Budget funds legislative increases in Canada Pension Plan (CPP) and Employment Insurance (EI) rates totaling \$11.6 million. This accounts for increases in the yearly CPP maximum pensionable earnings, the introduction of the new second earnings ceiling (YAMPE) taking effect in 2024 and an increase in the EI insurable earnings limits. The 2024 Operating Budget also funds the anticipated impact of the Carbon price increase on diesel and natural gas on April 1, 2024 and accounts for a calendar impact of two additional weekdays and one less Sunday in 2024.

Maintaining Capital Assets and Other Base Changes

The 2024 Operating Budget includes \$12.9 million net to maintain capital assets and fund other base changes:

Operating Impacts of Capital

- \$7.1 million is required to fund the operating impacts of completed capital projects, mainly to provide additional fleet maintenance for 44 of the 60 new streetcars to be service by the end of 2024; to fund sustainment costs for completed phases of IT projects, such as SAP and VISION; as well as the annualized cost for cybersecurity managed services, consistent with the July 14, 2022 Contract Award for Managed Security Services report approved by the TTC Board.

Aging Fleet and Infrastructure

- Funding of \$4.3 million is required to support the TTC's aging fleet and infrastructure maintenance needs. This funding will replace wheel and truck components on aging accessible streetcars cars that are approaching minimum levels as well as provide increased maintenance capacity for Line 2.

Other Base Changes

- A further \$1.6 million net is required to fund various initiatives, such as route management associated with the return of streetcar service at Broadview Station, AODA re-registration support for Wheel-Trans customers, and increased tree-trimming service costs around streetcar lines to maintain compliance with the Ontario Electrical Safety code. These costs are partially offset by increased interest income due to higher interest rates and recoveries from third parties.

Service Demand

The 2024 Operating Budget includes a total of \$46.4 million net to fund anticipated service demand increases for both TTC Conventional and Wheel-Trans services:

TTC Service Restoration to 97%

- Throughout 2023, TTC Conventional service hours were increased from 91% to 95% of pre-pandemic levels in response to observed travel demand changes and to adjust schedules due to congestion. It is expected by year-end 2024, that ridership is estimated to reach 80% of pre-COVID levels and service is proposed to be adjusted to 97% of pre-COVID service hours to accommodate the increased service demand. The increase in service will be gradually be phased in over 2024, with an increase to 96% in April followed by a further increase to 97% in September. This gradual increase in service hours is required to accommodate demand growth and increasing congestion on mixed-traffic corridors.

Wheel-Trans Demand

- The 2024 Operating Budget for Wheel-Trans service is based on a forecast of continued Wheel-Trans ridership growth from 2023 levels as a result of increased registrant growth. As a result, Wheel-Trans service demand is expected to average 81% of pre-pandemic levels for 2024 and end the year at approximately 84% of pre-pandemic levels. The 2024 Operating Budget for Wheel-Trans service provides funding and complement to accommodate the anticipated 3.33 million rides in 2024, an increase of 13% from the 2.95 million rides budgeted in the 2023 Operating Budget and an increase of 9% from the 3.05 million riders in the 2023 year-end projection.

Transit Expansion and Conversion

- The 2024 Operating Budget includes a total of \$77.7 million net to fund anticipated operating costs of Transit Expansion and Conversion. This accounts for funding of \$72.2 million approved in 2023 for the initial mobilization and readiness costs for Line 5 and Line 6. The 2024 Operating Budget provides new funding of \$5.5 million net, reflecting an adjustment in the 2024 incremental operating and maintenance costs for Lines 5 and 6 adjusted to align with a planned September 2024 Revenue Service date and \$10.0 million to annualize service costs for Scarborough Rapid Transit (SRT) bus replacement service.

Revenue Changes

- The 2024 Operating Budget includes \$175.3 million in Provincial funding directed to support subway and transit safety, recovery and operational sustainability, and the costs of operations and maintenance of Lines 5 and 6, as per the terms of the Ontario-Toronto New Deal Agreement, announced November 27, 2023. As a result, the net City funding increase required for 2024 totals \$272.1 million.

Sustained COVID-19 Impact

- The sustained financial impact of COVID-19 continues to significantly affect the TTC and the City of Toronto's financial sustainability, in particular due to the continued use of hybrid work and its impact on the TTC's passenger revenue model. Sustained COVID-19 impacts are estimated at \$303.9 million for 2024 and through the 2024 budget process will now be supported through the City's property tax base. The majority of the financial impact relates to lost passenger revenue and ancillary revenues (advertising, parking and subway concessions). Increases in ancillary revenue will also be dependent on ridership, given parking and subway concession revenues are tied to ridership levels that are dependent on commuter behaviors.

Affordability Measures:**Table 3: Offsets and Efficiencies**

(In \$000s)									
Recommendation	Savings Type	Equity Impact	2024				2025 (Incremental)		
			Revenue	Gross	Net	Positions	Gross	Net	Positions
Base Budget Reductions	Line By Line	None		(6,846.6)	(6,846.6)				
Overtime Reductions	Efficiencies	None		(837.9)	(837.9)				
Diesel Hedging	Efficiencies	None		(2,505.7)	(2,505.7)		2,505.7	2,505.7	
Absence management	Efficiencies	None		(1,367.4)	(1,367.4)	(24)			
Other Efficiencies	Efficiencies	None		(671.9)	(671.9)	(4)			
Wheel-Trans Call Centre	AG Recs	None		(480.3)	(480.3)	(6)			
Aftermarket Parts Warranty	AG Recs	None		(200.0)	(200.0)				
Total Affordability Measures				(12,909.8)	(12,909.8)	(34)	2,505.7	2,505.7	-
Balancing Action - One Time TTC Stabilization Reserve Draw	Other	None	25,000.0		(25,000.0)			15,000.0	
Total Affordability Measures & Balancing Actions			25,000.0	(12,909.8)	(37,909.8)	(34)	2,505.7	17,505.7	-

Base Budget Reductions

- Material and Service spending trends were assessed as part of the expenditure line-by-line review. As a result of the analysis undertaken, \$6.8 million in expenditure reductions have been identified and reflected in the 2024 Operating Budget as a result of hydro pricing, material volume, and service contract costs being lower than budgeted estimates.

Efficiency Measures

Efficiency measures are specific actions taken by TTC staff that achieve cost reductions without impacting service levels for customers. Some of the key efficiency measures implemented are described below:

- Overtime reductions**

The management of overtime expenses continues to be a key area of focus for the TTC that is reviewed, monitored and reported quarterly in the Financial Update Report. As part of this overtime reduction strategy, TTC staff have been able to identify an additional \$0.8 million in overtime cost reductions arising from ongoing reviews of the utilization of staffing, scheduling, and resource requirements.

- Diesel Hedging**

Throughout 2023, the TTC entered into several hedges and has secured pricing at an average price of \$1.33/L for approximately 25% of its 2024 diesel requirements, that will result in a \$2.5 million budget reduction for 2024.

- Absence Management**

Through its absence management efforts, TTC Transportation staff have been able to improve the utilization of spareboard Operators. These Operators cover scheduled service that is vacant as a result of unplanned absences. Based on current absence trends, planning assumptions for 2024 have been updated, resulting in a reduction of 24 positions across all modes without service impact, and total cost savings totalling \$1.4 million.

- Other Efficiencies**

- TTC staff continue to monitor their areas to identify ways of providing the same level of service more effectively and efficiently. In 2023, staff have identified \$0.7 million in efficiencies, including a reduction of four positions, which is mainly a result of a change in Stations zone management and scheduling practices and from a thorough review of Streetcar maintenance activities.

Implementation of Auditor General Recommendations

- The continued implementation of Auditor General Recommendations relating to the Wheel-Trans reservations call centre contract, and improved use of aftermarket part warranties is expected to save \$0.7 million and a reduction of six positions in 2024.

Balancing Actions

- Taking into account the TTC budget pressures for 2024 and all the actions outlined above, a \$25.0-million withdrawal from the TTC Stabilization Reserve was required to help balance the budget and bridge the 2024 pressures over 2024 and 2025. The use of the TTC Stabilization Reserve is necessary to help mitigate inflationary impacts and contribute to meeting the overall financial challenges of the City.
- It is acknowledged that use of the Stabilization Reserve as a bridging strategy will have to be reversed and replaced gradually as part of the 2025/2026 Operating Budget. This amount will need to form part of a multi-year, multi-pronged funding strategy to address this resultant budget pressure along with the other significant pressures forecasted in the short and mid-term.

New and Enhanced Service Priorities:

Table 4: New / Enhanced Requests

New / Enhanced Request	2024				2025 Annualized Gross	Equity Impact	Supports Key Outcome / Priority Actions
	Revenue	Gross	Net	Positions			
In \$ Thousands							
Community Safety, Security & Well-Being		26,187.9	26,187.9		26,187.9	High-positive	Safe, Reliable Service Responsive to Customers Needs
People Strategy		1,602.2	1,602.2	8.0	1,602.2	No Impact	Foster a Highly Engaged, Diverse and Skilled Workforce
5 Year Service Plan Implementation		67.0	67.0	1.0	67.0	No Impact	Safe, Reliable Service Responsive to Customers Needs
Family of Services - Travel Trainers		218.4	218.4	3.0	218.4	Low-Positive	Safe, Reliable Service Responsive to Customers Needs
Council Approved Priorities	454.0	593.2	139.2	1.0	139.2	No Impact	Enable Sustainable Long-Term Growth
Total New / Enhanced	454.0	28,668.7	28,214.7	13.0	28,214.7		

The funding of \$28.2 million net for new and enhanced service priority actions focuses on (a) sustaining the TTC's Community Safety, Security and Well-Being program for 2024; (b) TTC employees by implementing key initiatives to foster employee engagement, health and well-being; and (c) supporting service and Council priorities.

Community Safety, Security and Well-Being

- Community safety and the well-being of employees and customers is of paramount importance to the TTC. Societal challenges continue to impact the transit network and in response, the TTC has implemented a multi-disciplinary approach with the City of Toronto. The 2024 Operating Budget includes a total of \$31.7 million for anticipated costs associated with the Community Safety, Security and Well-Being Program consisting of \$5.5 million to fund the annualized cost of 2023 approved initiatives, and \$26.2 million in new investment to support the continuation of actions commenced under CEO delegated authority in 2023.
- For further details of this program, please refer to the September 26, 2023 TTC Board report on [TTC's Partnership Approach to Community Safety and Well-being on Public Transit](#).

People Strategy

As part of the TTC's commitment to fostering a highly engaged workforce focused on serving Toronto's diverse communities, \$1.6 million is included to begin the rollout of a People Strategy with the implementation of the following initiatives to support the engagement, health and well-being of TTC employees:

- \$0.4 million for Trauma Assist Program
- \$0.4 million for Health, Well-being & Disability Management
- \$0.4 million for Employee Engagement
- \$0.3 million for Employee Relations Support
- \$0.1 million for Mental Health Training

Other New Investments

5-Year Service Plan Implementation

- The TTC is allocating \$0.1 million for a Senior Planner in Systems Planning as part of the 5-Year Service Plan Implementation. This funding aims to facilitate the execution of new actions that will be outlined in the TTC's 5-Year Service Plan, requiring detailed research, project development, and recommendations necessary for effective plan implementation. This role will also support an evolving and extended consultation process to meet customer and stakeholder expectations and support co-ordination and alignment with City of Toronto strategic programs, such as ActiveTO and CafeTO.

Family of Services – Travel Trainers

- Funding of \$0.2 million is being requested to support the Family of Services – Travel Trainers program with the addition of three travel trainers. These resources are intended to eliminate barriers for Wheel-Trans customers using the Conventional transit system. The program aims to significantly increase the number of customers trained annually to 600 from 150, with a focus on enhancing administrative support to prioritize customer training. Moreover, the TTC will collaborate with external agencies through a “Train the Trainer” program to address future demands for Travel Training to better serve the needs of customers.

Council Approved Priorities

Toronto Green Standard

- The TTC requires \$0.5 million to ensure TTC standards comply with requirements for sustainable design and performance known as the Toronto Green Standard (TGS). This one-time investment, to be funded from the TTC Stabilization Reserve, will ensure that TTC standards are updated in 2024.

ModernTO

- A \$0.1 million investment will support the hiring of one new resource under the TTC's Workplace Modernization program, which forms part of the City of Toronto's ModernTO program. As a participant in the broader City program, the TTC is consolidating its corporate functions into City-owned locations. With the TTC's corporate and operational offices functioning within a hybrid working model until the completion of building renovations (planned between 2025-2027), this new position aims to manage the increased scope of work during this transition period. The resource will facilitate the adoption and implementation of activities supporting the consolidation and modernization of TTC office spaces, and optimizing these spaces for enhanced productivity and collaboration.

Note:

1. For additional information on 2024 Service Changes please refer to [Appendix 2](#) and [Appendix 3](#) for the 2024 New and Enhanced Service Priorities, respectively. For further details of this program, please refer to the September 26, 2023 TTC Board report on [TTC's Partnership Approach to Community Safety and Well-being on Public Transit](#).

2025 & 2026 OUTLOOKS**Table 5: 2025 and 2026 Outlooks**

(In \$ Millions)	2025 Incremental Outlook	2026 Incremental Outlook
Base Pressures		
Price Escalations, Inflationary and Legislative Impacts	41.4	34.4
Operating Impact of Capital (Streetcar Delivery & IT Projects)	6.3	2.5
Other Base Pressures	12.4	9.1
Total Base Pressures	60.1	46.0
Service Demand		
TTC Conventional Service to Accommodate Population Growth	10.8	8.7
Wheel-Trans 2% Service Demand Growth	3.2	3.3
Total Service Demand	14.0	12.0
Transit Expansion		
Line 5 - Eglinton Crosstown LRT*	35.4	
Line 6 - Finch West LRT*	8.5	
Total Transit Expansion	43.9	
Total 2025 & 2026 Base Pressure	118.0	58.0
Revenue Changes		
Reversal of One-Time TTC Stabilization Reserve Draw	15.0	10.0
Passenger Revenue (Net of PRESTO)	(23.7)	(24.3)
Change in New Deal Provincial Funding - Line 5 & 6*	(34.8)	
Total 2025 & 2026 Pressure After Revenue Changes	74.5	43.7

Line 5 & 6 costs to be reviewed after one full year of service to understand the impact of inflation, collective bargaining, service & provincial funding

- The Outlooks for 2025 and 2026 identify base pressures of \$74.5 million and \$43.7 million, respectively. Approval of the 2024 Operating Budget will result in various cost pressures, including the reversal of the 2024 TTC Stabilization Reserve as a one-time funding source over 2 years to be replaced by a sustainable funding source, the annualized effect of 2024 increases in TTC-Conventional and Wheel Trans service, and the annualized operating and maintenance costs of a planned opening of Lines 5 and 6 in 2024. Included in these forecasted amounts are anticipated energy and material price escalation costs based on continued market conditions, and operating impacts of completed capital projects, such as the second phase of streetcar maintenance resourcing required for new streetcars arriving in 2025. Conventional service is projected to increase to 98% in 2025 and 99% in 2026, with Wheel-Trans service to meet a projected ridership demand of 2% each year primarily due to new registrants.
- Passenger revenue is also forecasted to increase by an assumed 2%, in accordance with projected population growth. This assumes no change to (a) the hybrid work trends with commuters continuing to use transit 2.5 times per week on average or (b) TTC fare rates at this time. In addition, Provincial funding is expected to increase in 2025 and 2026 to cover the full projected cost of operating and maintaining Lines 5 and 6, while the \$100 million directed to support subway and transit safety, recovery and operational sustainability is expected to continue.
- It should be noted that future year estimates do not include provisions for wage increases or benefit improvements due to the March 31, 2024 expiry of the Collective Agreement with ATU Local 113 (the TTC's largest union) as the City will make an estimated provision in its corporate accounts including Outlook years or any additional investments arising from the need to accelerate service increases based on service demand or the introduction of new service improvements.

2024 – 2033 CAPITAL BUDGET AND PLAN

2024 2033 CAPITAL BUDGET & PLAN OVERVIEW

2024-2038 Capital Investment Plan (CIP)

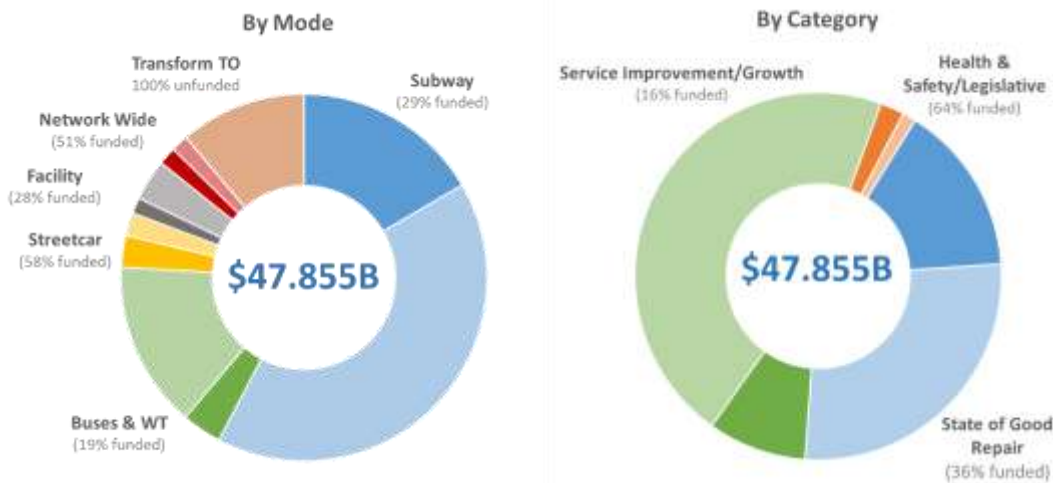
In January 2019, the TTC introduced a supplemental report entitled *Making Headway: Capital Investments to Keep Transit Moving*. This report outlined the results of a comprehensive review of TTC’s state of good repair needs and capital requirements necessary to provide transit service that is safe, efficient, reliable, affordable and equitable over a longer-term time horizon. In 2022, the TTC’s first ever 15-year Real Estate Investment Plan (REIP), guiding principles, implementation plan and timelines were endorsed by the TTC Board.

As rolling plans, the CIP and REIP are updated annually to reflect refined estimates based on capital planning progress made through stage gating; changes to planned timing or requirements and resultant costs as well as the addition of emergent capital needs due to new priorities or revised SOGR needs based on updated condition assessments.

The 2024-2038 Capital Investment Plan provides a new perspective on the total unmet needs by linking the previously established “Upholding the State of Good Repair” investment program to the specific mode they support in the three key mode investment programs (i.e. Subway, Bus, and Streetcar). In this manner, there is a clearer link between the outstanding SOGR maintenance requirements and the specific mode of transportation they support. In addition, two new investment programs, Facility Maintenance and Network Wide Assets, were created that support the larger network and are not necessarily linked to a specific mode. Finally, aligned with the City Council report TransformTO - Critical Steps for Net Zero by 2040, a TransformTO investment program was added to capture the fleet and facility requirements necessary to increase bus service by 70% to meet the Net Zero targets by 2040.

Based on the above update, the CIP now totals \$47.8 Billion, of which \$35.5 Billion is unfunded. The TTC undertook a detailed review of TTC’s unfunded capital needs within each investment program that demonstrates the interdependencies between these required investments and the implications of not investing. This report can be found at the following link: [TTC’s 2024-2038 Capital Investment Plan: A Review of Unfunded Capital Needs](#). The chart below presents the TTC’s 2024-2038 Capital Investment Plan by Mode and by Project Category with the dark and light shading representing the funded and unfunded portions, respectively.

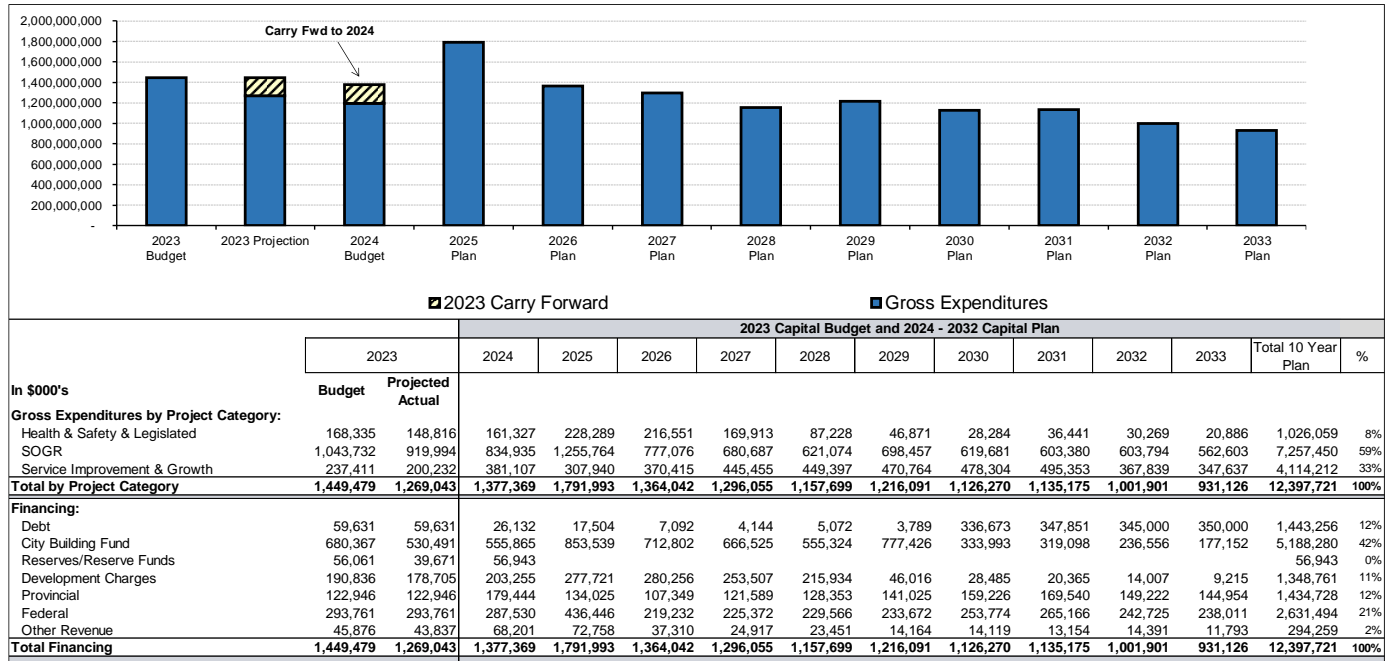
Chart 1: 2024-2038 Capital Investment Plan



Mode	Funded		Unfunded	
	\$	%	\$	%
Subway	7,942.7	29%	19,670.3	71%
Buses & WT	1,686.9	19%	7,018.3	81%
Streetcar	1,343.1	58%	964.3	42%
Facility	674.7	28%	1,740.5	72%
Network Wide	750.3	51%	724.5	49%
Transform TO	-	0%	5,339.8	100%
Total	12,397.7		35,457.7	

Project Category	Funded		Unfunded	
	\$	%	\$	%
Health & Safety/Legislative	1,026.1	64%	571.3	36%
State of Good Repair	7,257.5	36%	12,966.3	64%
Service Improvement/Growth	4,114.2	16%	21,920.1	84%
Total	12,397.7		35,457.7	

Chart 2: 10-Year Capital Plan Overview



In \$000's	2023 Capital Budget and 2024 - 2032 Capital Plan												Total 10 Year Plan	%	
	2023 Budget	2023 Projected Actual	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033			
Gross Expenditures by Project Category:															
Health & Safety & Legislated	168,335	148,816	161,327	228,289	216,551	169,913	87,228	46,871	28,284	36,441	30,269	20,886	1,026,059	8%	
SOGR	1,043,732	919,994	834,935	1,255,764	777,076	680,687	621,074	698,457	619,681	603,380	603,794	562,603	7,257,450	59%	
Service Improvement & Growth	237,411	200,232	381,107	307,940	370,415	445,455	449,397	470,764	478,304	495,353	367,839	347,637	4,114,212	33%	
Total by Project Category	1,449,479	1,269,043	1,377,369	1,791,993	1,364,042	1,296,055	1,157,699	1,216,091	1,126,270	1,135,175	1,001,901	931,126	12,397,721	100%	
Financing:															
Debt	59,631	59,631	26,132	17,504	7,092	4,144	5,072	3,789	336,673	347,851	345,000	350,000	1,443,256	12%	
City Building Fund	680,367	530,491	555,865	853,539	712,802	666,525	555,324	777,426	333,993	319,098	236,556	177,152	5,188,280	42%	
Reserves/Reserve Funds	56,061	39,671	56,943										56,943	0%	
Development Charges	190,836	178,705	203,255	277,721	280,256	253,507	215,934	46,016	28,485	20,365	14,007	9,215	1,348,761	11%	
Provincial	122,946	122,946	179,444	134,025	107,349	121,589	128,353	141,025	159,226	169,540	149,222	144,954	1,434,728	12%	
Federal	293,761	293,761	287,530	436,446	219,232	225,372	229,566	233,672	253,774	265,166	242,725	238,011	2,631,494	21%	
Other Revenue	45,876	43,837	68,201	72,758	37,310	24,917	23,451	14,164	14,119	13,154	14,391	11,793	294,259	2%	
Total Financing	1,449,479	1,269,043	1,377,369	1,791,993	1,364,042	1,296,055	1,157,699	1,216,091	1,126,270	1,135,175	1,001,901	931,126	12,397,721	100%	

Changes to Existing Projects
(\$316.9 Million)

The 2024-2033 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2024-2032):

- \$130M increase for the 30 Year *T1 Vehicle SOGR Life Extension Overhaul*
- \$87M increase for the *Hillcrest Maintenance & Storage Facility* and *Russel Yard and Carhouse Modification* projects, reflecting cost escalation and scope refinement
- \$499M decrease in *Line 1 Capacity Enhancement* program, due to schedule refinement and reprioritized funding
- \$330M decrease in *Bloor-Yonge Capacity Improvements* to rebaseline the project resulting in cash flow requirements shifting to the post years

New Projects
(\$23.5 Million)

The 2024-2033 Capital Budget and Plan includes new projects. Key projects are as follows:

- \$67.9M *Scarborough Busway Construction Costs*
- \$10.6M *Cybersecurity SOGR*
- \$4.2M for the *Streetcar Pantograph Fix on Fail*

Capital Needs Constraints
(\$17.9 Billion)

TTC has key programs with unmet needs over the 10-year planning horizon:









- *New Subway Trains: \$2.3B*
- *Line 1 Train Maintenance and Storage Facility: \$3.1B*
- *Purchase of Electric Buses: \$2.7B*
- *Bus Charging Systems: \$763M*
- *Scheduled Fleet Maintenance: \$743M*
- *Signals / Electrical / Communication: \$720M*
- *Surface Track: \$37M*

Note:

For additional information, please refer to [Appendix 5](#) for a more detailed listing of the 2024 and 2025-2033 Capital Budget & Plan by project; [Appendix 6](#) for Reporting on Major Capital Projects – Status Update; [Appendix 7](#) for Capacity to Spend Review; and [Appendix 8](#) for Capital Needs Constraints, [Appendix 9](#) for Capital Program Provincial/Federal Funding Streams by Projects, respectively.

2024 – 2033 CAPITAL BUDGET AND PLAN

\$12.398 Billion 10-Year Gross Capital Program

			
Vehicles	Buildings & Structures	Capacity Improvements	Information Technology
\$3.219 B 26%	\$2.998 B 24%	\$3.084 B 25%	\$0.431 B 3%
<ul style="list-style-type: none"> ▪ Subway Car 25-Year Overhaul ▪ Bus Overhaul ▪ Streetcar Overhaul ▪ Purchase of replacement and additional fleet 	<ul style="list-style-type: none"> ▪ Fire Ventilation Upgrade and Second Exits ▪ Easier Access Phase III ▪ Bridges & Tunnels 	<ul style="list-style-type: none"> ▪ Bloor-Yonge Capacity Improvements ▪ Line 1 and Line 2 Capacity Enhancements 	<ul style="list-style-type: none"> ▪ SAP ERP Implementation ▪ VISION – Computer Aided Dispatch / Auto. Vehicle Location System ▪ MAXIMO – Asset management system
			
Signal Systems	Track Work	Electrical Systems	Equipment & Other
\$0.777 B 6%	\$0.889 B 7%	\$0.574 B 5%	\$0.424 B 4%
<ul style="list-style-type: none"> ▪ Signal Systems Lines 1 and 2 Automatic Train Control Re-signaling 	<ul style="list-style-type: none"> ▪ Subway Track ▪ Surface Track Subway Rail Grinding 	<ul style="list-style-type: none"> ▪ Traction Power ▪ Power Distribution / Electric Systems Communications 	<ul style="list-style-type: none"> ▪ Shop & Maintenance Equipment ▪ Revenue & Fare Handling Equipment ▪ Fare System

How the Capital Program is Funded (\$ Billions)

City of Toronto Funding		Provincial Funding		Federal Funding	
\$8.332 67%		\$1.434 12%		\$2.631 21%	
City Building Fund	\$5.188	PTIF II	\$0.381	PTIF II	\$0.420
Debt	\$1.443	Provincial Gas Tax	\$0.940	Federal Gas Tax	\$1.817
Development Charges (DC)	\$1.349	Provincial Subsidy - Streetcar Program	\$0.114	Federal Subsidy - Streetcar Program	\$0.142
TTC Internal (Depreciation)	\$0.294			Federal Subsidy - ZTEF	\$0.252
Reserve Draws	\$0.057				

Funding in the TTCs 2024-2033 Capital Budget and Plan includes:

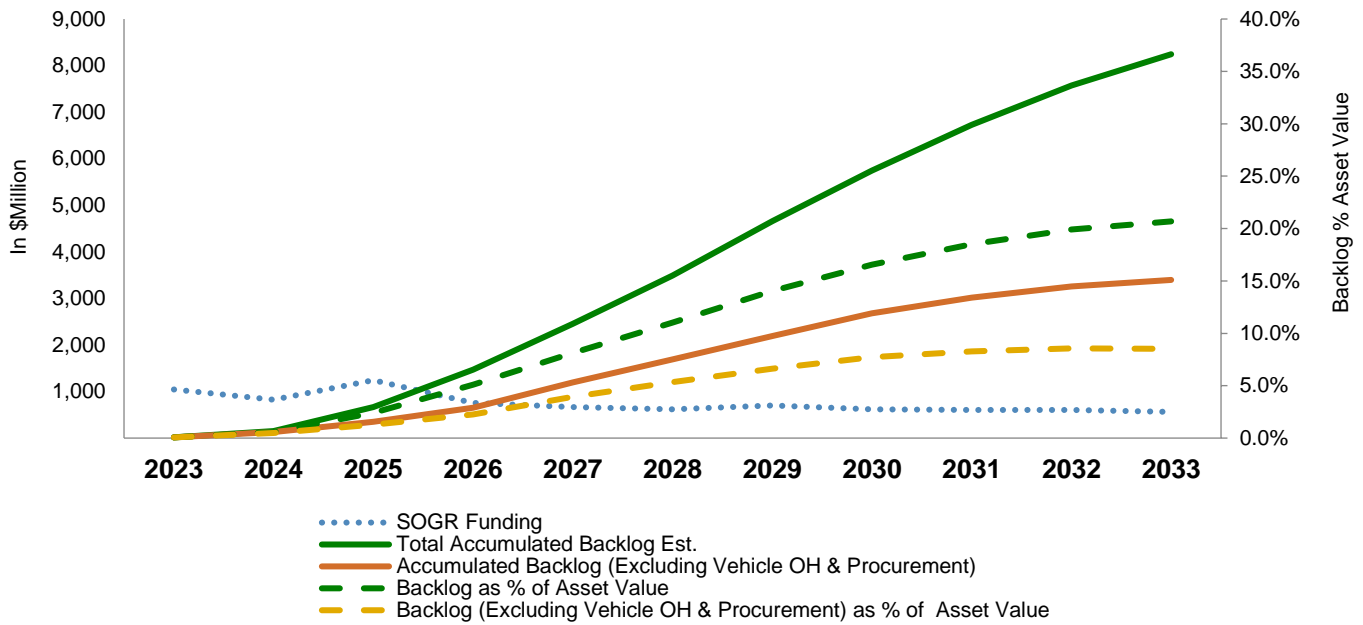
- Continuation of Provincial Gas Tax Fund and the Canada Community-Building Fund (CCBF) funding based on current funding levels;
- Federal Public Transit Infrastructure Fund (PTIF) Phase 2 funding and matching funding from the Province and the City (through recoverable debt) for the *Bloor-Yonge Capacity Improvements Project*;
- Federal matching Zero Emission Transit Fund (ZETF) funding for the purchase of 340 e buses and 248 charge points;
- Tripartite funding for the Streetcar Program (60 new streetcars and Hillcrest);
- City funding sources, including the City Building Fund, City debt funding and development charges funding;
- Other revenue, including TTC internal depreciation; and
- Other reserves.

While the TTC expects to have significant funding to advance on its 10-Year Capital Plan, it is not sufficient to fully fund the 10-year requirements. Available funding may also be impacted by the following factors:

- Current economic environment impacting City affordability and ability to borrow;
- Provincial Gas Tax and Canada Community Building Fund assumed to be constant could be adjusted for gas consumption in the future;
- DC revenue collection resulting from the Province of Ontario's Bill 23; and
- Commitments from the federal government to match provincial funding.
 - Through the New Deal Agreement, the Province has stated that it would fund one third share of the cost for 55 new subway trains to replace the current aging Line 2 subway cars. This provincial funding of approximately \$758 million is not yet reflected in the TTC 10 Year Capital Plan as it is subject to a matching funding commitment from the federal government, which has not yet been received.

STATE OF GOOD REPAIR (SGR) FUNDING & BACKLOG

Chart 3: Total SOGR Funding & Backlog



\$ Million	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
SOGR Funding	1,043.7	826.2	1,243.0	754.9	668.7	621.1	698.5	619.7	603.4	603.8	562.6
Accumulated Backlog (Excluding Vehicle OH & Procurement)	16.8	129.5	349.7	651.0	1,192.2	1,687.7	2,195.1	2,681.0	3,013.4	3,259.5	3,396.7
Backlog (Excluding Vehicle OH & Procurement) as % of Asset Value	0.1%	0.5%	1.3%	2.3%	3.9%	5.3%	6.6%	7.7%	8.3%	8.6%	8.5%
Vehicle Overhaul & Procurement Backlog	0.0	19.7	313.9	818.1	1,260.9	1,805.6	2,463.2	3,061.7	3,713.9	4,316.5	4,846.7
Vehicle Overhaul & Procurement Backlog as % of Asset Value	0.0%	0.1%	1.1%	2.8%	4.2%	5.7%	7.4%	8.8%	10.2%	11.3%	12.2%
Total Accumulated Backlog Est.	16.8	149.2	663.7	1,469.2	2,453.0	3,493.3	4,658.3	5,742.7	6,727.3	7,576.1	8,243.5
Backlog as % of Asset Value	0.1%	0.6%	2.4%	5.1%	8.1%	11.0%	14.0%	16.5%	18.5%	19.9%	20.7%
Total Asset Value	25,177.6	26,360.9	27,599.9	28,897.1	30,255.3	31,677.3	33,166.1	34,724.9	36,357.0	38,065.7	39,854.8

- The SOGR Backlog presented above is based on TTC’s 2024 Capital Investment Plan, which has been updated to account for project priorities; timing; and dependencies.
 - For example, the vehicle overhaul and procurement backlog reflects the subway car procurement plan assuming a Q1 2024 funding commitment, which also includes the implementation of Automatic Train Control on Line 2. If funding is not confirmed, the backlog for subway cars will remain, however, critical subway infrastructure SOGR projects would need to be accelerated changing the timing of the accumulated backlog. Furthermore, the subway car overhaul plan/backlog would also need to be adjusted to reflect adjusted timing of vehicle replacement.
- A linear annual growth rate of 4.7% has been applied to the total asset base value in 2024 and the subsequent years, as per guidance from the City of Toronto Financial Planning Division.
- The SOGR Backlog analysis reflects both finite and ongoing SOGR capital projects included in the 2024-2033 capital planning timeframe of TTC’s 15-year Capital Investment Plan that are currently not funded in the 2024-2033 Capital Budget and Plan.
- Despite a combined investment of \$8.228 billion for critical Health, Safety, Legislated and State of Good Repair projects in the next 10 years, the TTC has a significant backlog of unfunded SOGR needs of \$8.243 billion in the 10-year period and a total of \$13.022 billion over the CIP’s 15-year period.

- Starting from 2024, the SOGR backlog will grow from \$149.2 million (or 0.6% of total asset value) to \$8.243 billion (or 20.7% of total asset value) by 2033 if no additional funding for SOGR is provided.
 - If one excludes the backlog associated with unfunded fleet overhaul and procurement investments, the SOGR Backlog would be \$3.397 billion or 8.5% of asset value by the end of 2033, noting that unfunded vehicle needs make up 59% of the 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

The completion of previously approved capital projects will result in an overall operating impact of \$7.022 million in 2024. This financial impact is primarily driven by the annualized cost of implementing TTC's IT Cybersecurity program, which will increase the operating budget by \$4.115 million in 2024 and includes an increase of 5 positions. The IT Cybersecurity program implementation annualized cost represents 58% of the overall 2024 operating budget impact for 2024, with the majority of the remaining \$2.907 required to provide increased streetcar maintenance activities by funding 38 additional maintenance positions and material costs for the new streetcars being delivered and placed in revenue service in 2024.

The overall operating savings of \$4.562 million to be realized over the 10-year period reflects the projected reduction in fuel consumption resulting from the replacement of clean diesel buses with hybrid and electric buses at approximate savings of \$61.188 million. These savings will be mostly offset by operating and maintenance costs resulting from the completion of IT Cybersecurity technology implementation, the Purchase of Streetcars and various other capital projects, which include the need for an incremental 59 positions to maintain the new 60 streetcars as well as sustain information technology systems over the 10-year period.

Table 6: Net Operating Impact Summary

Projects	2024 Budget		2025 Plan		2026 Plan		2027 Plan		2028 Plan		2024-2028		2024-2033	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
Information Technology System-Infrastructure	4,115.3	5.0	3,674.8	13.0	4,598.6	5.0	2,062.8	1.0	520.3		14,971.8	24.0	18,689.3	25.0
Purchases of Buses	(662.0)		1,080.0		(4,453.0)		(352.0)		(495.0)		(4,882.0)		(61,188.0)	
Purchase of Street car	2,466.8	30.0	2,801.2	11.0	2,371.6	12.0	1,092.4	3.0			8,732.0	56.0	8,732.0	28.0
ebus charging System	701.4		1,375.4		1,974.5		3,343.6		4,672.1		12,067.0		30,297.1	
Other Various OBIs	401.0	3.0	(2,631.4)	2.0	(1,991.7)	2.0	(455.4)	0.5	133.6		(4,543.9)	7.5	(1,092.5)	6.0
Total Operating Impacts of Capital	7,022.5	38.0	6,300.0	26.0	2,500.0	19.0	5,691.4	4.5	4,831.0		26,344.9	87.5	(4,562.1)	59.0

The TTC is committed to realizing and capturing all benefits arising from capital investments. The 2024 operating impact of \$7.02 million from completed capital projects, as shown in Table 6, has been included in the TTC's 2024 Operating Budget. Any future operating impacts will be reviewed each year and be considered as part of future year budget processes.

APPENDICES

Appendix 1

2024 Operating Budget by Category

Category (In \$000s)	2021 Actual	2022 Actual	2023 Budget	2023 Projection*	2024 Budget	2024 Change from 2023 Budget		2024 Change from 2023 Projection	
	\$	\$	\$	\$	\$	\$	%	\$	%
Provincial Subsidies					175,300.0	175,300.0		175,300.0	
User Fees & Donations	519,368.0	795,110.2	1,010,940.4	1,021,864.2	1,083,993.4	73,053.0	7.2%	62,129.2	6.1%
Transfers From Capital			8,243.0	8,243.0	10,329.1	2,086.1	25.3%	2,086.1	25.3%
Contribution From Reserves			53,175.1	17,590.0	67,065.6	13,890.5	26.1%	49,475.6	281.3%
Total Revenues	519,368.0	795,110.2	1,072,358.5	1,047,697.2	1,336,688.1	264,329.6	24.6%	288,990.9	27.6%
Salaries and Benefits	1,495,513.2	1,548,276.5	1,678,393.9	1,660,429.0	1,779,332.4	100,938.6	6.0%	118,903.5	7.2%
Materials & Supplies	417,275.6	317,276.0	339,853.8	355,660.9	370,647.2	30,793.4	9.1%	14,986.3	4.2%
Equipment	23,275.2	21,496.1	24,144.5	24,144.5	23,849.8	(294.7)	(1.2%)	(294.7)	(1.2%)
Service and Rent	167,892.2	290,414.4	297,909.5	258,001.1	334,181.1	36,271.5	12.2%	76,180.0	29.5%
Contribution To Capital									
Contribution To Reserves			17,590.0	17,590.0	20,296.0	2,706.0	15.4%	2,706.0	15.4%
Other Expenditures	11,671.3	11,973.0	38,116.5	33,485.5	39,630.6	1,514.1	4.0%	6,145.1	18.4%
Inter-Divisional Charges			2,000.0	2,000.0		(2,000.0)	(100.0%)	(2,000.0)	(100.0%)
Total Gross Expenditures	2,115,627.5	2,189,436.0	2,398,008.2	2,351,310.9	2,567,937.1	169,928.9	7.1%	216,626.2	9.2%
Net Expenditures	1,596,259.5	1,394,325.8	1,325,649.7	1,303,613.7	1,231,249.0	(94,400.7)	(7.1%)	(72,364.7)	(5.6%)

*Projection based on 9 Month Variance

Appendix 2

Summary of 2024 Service Changes

N/A

Appendix 3

Summary of 2024 New / Enhanced Service Priorities Included in Budget

Form ID		Agencies - Cluster	Adjustments				2025 Plan Net Change	2026 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
31060		Program - Toronto Transit Commission - Conventional						
74	Positive	Description:						

\$26.2 million in incremental funding to fund Community Safety, Security and Well-Being investments to implement High-Visibility Presence and Incident Management, provide Social Support for Persons Experiencing Homelessness and Individuals with Complex needs and support for the Community Safety Program at the TTC.

2024 Community Safety, Security and Well-Being Program Expenditures

Proposed 2024 Community Safety, Security and Well-being Investments (\$M)	2023 Budget	2024 Incremental			2024 Total Budget	Complement Change
		Q1	Q2-Q4	Full Year		
High-Visibility Presence and Incident Management						
2023 Budgeted Initiatives						
Annualization of 25 Additional Special Constables	2.4	0.8	-	0.8	3.2	-
Streetcar Midday Cleaning	1.0	-	-	-	1.0	-
Subtotal	3.4	0.8	-	0.8	4.2	-
Current Emergency Initiatives						
50 Temporary Security Guards	-	1.1	1.7	2.8	2.8	-
Six Transit Control Dispatchers	-	0.2	0.5	0.7	0.7	6
Extended Station Cleaning	-	0.1	0.3	0.4	0.4	4
Subtotal	-	1.4	2.5	3.9	3.9	10
New Initiatives						
Additional Stations Staff (130 CSA, 30 Supervisors, 1 Slip Clerk)	-	4.6	13.8	18.4	18.4	161
Subtotal	-	4.6	13.8	18.4	18.4	161
Subtotal: High-Visibility Presence and Incident Management	3.4	6.8	16.3	23.1	26.5	171
Social Supports for Persons Experiencing Homelessness and Individuals with Complex Needs						
2023 Budgeted Initiatives						
Streets to Homes: Annualization of 20 dedicated Resources	1.0	0.4	-	0.4	1.4	-
Continuation of Multi-Disciplinary Outreach Team Pilot Program	0.5	-	-	-	0.5	-
Subtotal	1.5	0.4	-	0.4	1.9	-
Current Emergency Initiatives						
20 Community Safety Ambassadors	-	0.4	1.3	1.7	1.7	-
Subtotal	-	0.4	1.3	1.7	1.7	-
New Initiatives						
Transport Buses	-	0.6	0.4	1.0	1.0	6
Subtotal	-	0.6	0.4	1.0	1.0	6
Subtotal: Social Support	1.5	1.4	1.7	3.1	4.6	6
Community Safety Program Support						
New Initiatives						
Review of Community Safety and Security Operating Model	-	0.1	0.4	0.5	0.5	-
One Program Manager - Community Safety & Security	-	0.1	-	0.1	0.1	1
Subtotal	-	0.1	0.5	0.6	0.6	1
Subtotal: Community Safety Program Support	-	0.1	0.5	0.6	0.6	1
Total 2024 Community Safety, Security and Well-being Investments	4.9	8.3	18.5	26.8	31.7	178

Service Level Impact:

Equity Statement:

The initiative proposed is to improve Community Safety, Security and Well-Being throughout the TTC's transit network and will impact all equity groups positively and therefore has a positive-high impact.

Service: Toronto Transit Commission - Conventional Service

Total Budget Changes:	26,187.9	0.0	26,187.9	0.00	0.0	0.0
New/Enhanced Service Priorities:	26,187.9	0.0	26,187.9	0.00	0.0	0.0

Appendix 3 (continued)

Summary of 2024 New / Enhanced Service Priorities Included in Budget

31087	74	No Impact	Council Approved Priorities						
			Description:	Resource and funding to ensure TTC standards comply with requirements for sustainable design and performance known as the TGS. This one-time investment, to be funded from the TTC Stabilization Reserve, will ensure that TTC standards are updated in 2024 and one new resource under the TTC's Workplace Modernization program.					
			Service Level Impact:						
			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 Budget Changes:	593.2	454.0	139.2	1.00	0.0	0.0
			New/Enhanced Service Priorities:	593.2	454.0	139.2	1.00	0.0	0.0

31088	74	No Impact	Service Support						
			Description:	\$0.1 million for a Senior Planner in Systems Planning as part of the 5-Year Service Plan Implementation and support an evolving and extended consultation process to meet customer and stakeholder expectations and support co-ordination and alignment with City of Toronto strategic programs.					
			Service Level Impact:						
			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 Budget Changes:	67.0	0.0	67.0	1.00	0.0	0.0
			New/Enhanced Service Priorities:	67.0	0.0	67.0	1.00	0.0	0.0

Appendix 3 (continued)

Form ID	Agencies - Cluster	Adjustments				2025 Plan Net Change	2026 Plan Net Change
		Gross Expenditure	Revenue	Net	Approved Positions		

31090 People Strategy

74 No Impact

Description:

\$1.6 million is requested to begin the rollout of a People Strategy with the implementation of the following initiatives to support the engagement, health and well-being of TTC employees:

- \$0.4 million to fund a permanent Trauma Assist Program. A specialized Trauma Assist Program will be established to provide comprehensive support and resources to employees facing traumatic events or distressing situations. This program offers immediate assistance, counselling, and resources tailored to aid employees in navigating and recovering from traumatic experiences, fostering a supportive and caring workplace culture. Given the critical need for trauma support for employees, the TTC initiated this program in November 2023, which is also used by the City of Toronto and Toronto Police Service through the three organizations' benefits administration provider.
- \$0.4 million to fund Health, Well-being & Disability Management initiatives. This investment is required to increase the capacity of the TTC's health, well-being, and disability management programs. These programs aim to proactively promote employee health, prevent workplace injuries, and effectively manage disability-related issues, ensuring a supportive and inclusive environment for all team members. Four additional resources are required to manage the increase in volume and complexity of the workload and to manage the increase in WSIB claims.
- \$0.4 million to fund Employee Engagement initiatives including two positions required to formalize an employee engagement framework for the TTC. This initiative will also see the rollout of an employee engagement survey in 2024 that will establish a baseline of employee input. The two positions will enable the TTC to dedicate staff that will establish and manage employee engagement programs and measure the impacts of various initiatives on employee sentiment.
- \$0.3 million to fund Employee Relations Support including two positions to manage the increase in workload in the department and will be dedicated to strengthening employee relations support across the TTC. The additional resources will enable more proactive communication, guidance, conflict resolution and support.
- \$0.1 million to fund Mental Health Training. Recognizing the importance of mental health in the workplace, resources will be allocated to establishing new mental health training programs for the TTC. This initiative will provide Psychological Health and Safety (PHS) training for TTC leaders to provide them with approaches to support employee psychological health and workplace psychological safety.

Service Level Impact:

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 Budget Changes:	1,602.2	0.0	1,602.2	8.00	0.0	0.0
New/Enhanced Service Priorities:	1,602.2	0.0	1,602.2	8.00	0.0	0.0

Summary:

New/Enhanced Service Priorities:	28,450.3	454.0	27,996.3	10.00	0.0	0.0
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2024 Operating Budget - New and Enhanced Service Priorities Summary by Service (\$000's)

Form ID	Agencies - Cluster	Adjustments				2025 Plan Net Change	2026 Plan Net Change
		Gross Expenditure	Revenue	Net	Approved Positions		

31083 Service Support - Travel Trainers

74 Positive

Description:

Funding of \$0.2 million is being requested to support the Family of Services – Travel Trainers program with the addition of three travel trainers.

Service Level Impact:

Equity Statement:

The initiative proposed is to expand the Wheel-Trans Travel Trainer Program with three additional Travel Trainers. This initiative has a low-positive impact as the resources are intended to eliminate barriers for Wheel-Trans customers using the conventional transit system.

Service: Toronto Transit Commission - Wheel-Trans Service

Total Budget Changes:	218.4	0.0	218.4	3.00	0.0	0.0
New/Enhanced Service Priorities:	218.4	0.0	218.4	3.00	0.0	0.0

Summary:

New/Enhanced Service Priorities:	218.4	0.0	218.4	3.00	0.0	0.0
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Appendix 4

Summary of 2024 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 5 2024 Capital Budget; 2025 - 2033 Capital Plan Including Carry Forward Funding

(In \$000s)	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2024 - 2033 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
ATC Resignalling	18,288	31,865	57,154	69,262	69,700	60,630	78,157	81,690	80,469	83,270	630,485		630,485	
Automotive Non-Revenue Vehicles	16,481	24,044	10,528	8,080	10,278	2,701	2,705	2,706	1,939		79,464		64,402	15,061
Bridges and Tunnels	44,204	55,693	61,220	61,077	52,006	37,458	39,693	46,938	48,219	49,783	496,290		496,290	
Bus Overhaul Program	70,604	31,845	6,305	2,762	47,579	81,379	81,336	73,042	77,591	75,988	548,430	660	547,770	
Communications	15,207	13,791	19,651	17,228	17,248	15,928	13,456	11,687	10,887	11,246	146,329	5,523	140,806	
Corporate Initiatives - CLA	6,750	7,750	8,250	9,000	10,000	10,250	10,250	10,500	11,000	11,000	94,750		94,750	
Easier Access Phase II & III	114,927	152,436	121,807	101,448	34,454						525,071	525,071		
Environmental Programs	9,177	14,486	18,315	18,236	12,552	8,583	9,307	7,900	6,200	6,000	110,756	110,756		
Equipment <input checked="" type="checkbox"/>	68,871	70,935	67,104	60,228	44,657	28,290	24,265	22,660	24,368	25,135	436,512	38,766	395,701	2,046
Fare Handling Equipment	1,250	1,200	1,200	1,200	1,200	1,200	1,700	1,700	1,700	1,700	14,050		14,050	
Fare System	3,830	2,414	2,500								8,744			8,744
Finishes	22,179	34,410	24,930	19,598	13,505	10,616	9,103	11,305	13,900	12,868	172,415	15,537	151,852	5,026
Fire Ventilation Upgrade	23,669	29,271	30,804	27,637	41,891	46,104	51,990	48,318	40,607	25,947	366,236	143,788	222,449	
Furniture & Office Equipment	50	260	150	100	227	50	75	270	50	50	1,282		1,282	
Information Technology System-Infrastructure	87,025	87,120	78,817	78,890	18,001	16,774	16,249	14,182	18,117	16,522	431,697	6,142	418,627	6,928
Leslie Barns Streetcar Maint. & Storage Facility	173	1,287	2,831	2,409							6,701		6,701	
Line 1 Capacity Enhancement	17,592	50,039	123,726	217,185	149,449	111,408	84,550	62,740	48,074	108,317	973,079			973,079
Line 2 Capacity Enhancement	10,734	27,128	72,209	66,036	144,333	148,835	143,253	130,944	79,754	49,685	872,912			872,912
Sheppard Subway - Yonge to Don Mills	200	200	3,005								3,405			3,405
McNicoll Bus Garage Facility	332	1,610	1,825	625							4,392			4,392
On-Grade Paving Rehabilitation	10,799	12,861	13,993	6,418	14,887	21,398	14,811	822	14,700	14,994	125,682		125,682	
Other Bldgs & Structures Projects	75,321	119,762	180,268	121,554	75,509	58,482	1,400	657	5,481	5,723	644,158	134,695	419,930	89,533
Other Maintenance Equipment	3,627	2,023	1,445	1,055	983	1,067	1,146	1,148	1,161	957	14,612		14,612	
Other Service Planning <input checked="" type="checkbox"/>	17,849	21,235	24,836	27,455	9,960	3,810	3,602	3,100	3,300	3,300	118,447	13,967	13,981	90,499
Power Dist./Electric Systems <input checked="" type="checkbox"/>	7,423	7,693	10,603	17,832	31,284	34,643	13,753	9,751	10,400	8,257	151,638	3,393	145,313	2,932
Purchase of 360 Wheel-Trans Vehicles <input checked="" type="checkbox"/>	15,787	9,609	2,056								27,451		27,451	
Purchase of Rail Non-Revenue Vehicle	717	4,448	6,291	6,940	5,558	9,898	12,871	8,403	5,512	2,585	63,224		49,991	13,233

- Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction

- Project includes workforce development requirements as outlined in the City's Social Procurement Program

*Information above includes full project / sub-project 2024-2033 Capital Budget and Plan cash flows. Does not break out the climate component costs separately

Appendix 5(Continued)

(In \$000s)	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2024 - 2033 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
Purchase of Streetcars	217,762	90,920	16,345								325,028			325,028
Purchase of Subway Cars	2,239	80,155	52,478	38,811	15,611	170,132	133,763	162,825	153,199	109,591	918,806		634,727	284,079
Purchases of Buses	200,175	456,427	25,053								681,655		681,655	
Rail Non-Revenue Vehicle Overhaul	2,152	3,369	4,394	5,657	5,274	4,198	3,626	1,925	1,607	1,641	33,843		33,843	
Safety Program	977	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,977	9,977		
Signal Systems	21,613	22,257	26,629	17,303	7,940	7,367	7,269	12,854	13,216	10,332	146,779		146,779	
Streetcar Overhaul Program	37,445	18,878	10,022	1,320	5,500	7,529					80,694	16,021	62,429	2,244
Subway Car Overhaul Program	38,295	46,602	32,986	31,923	37,837	67,963	65,103	63,382	46,604	29,492	460,187		460,187	
Subway Track	33,089	34,064	34,624	34,112	33,346	33,481	34,719	33,000	33,549	34,000	337,984		337,984	
Surface Track	40,741	71,171	88,800	85,376	77,239	34,554	36,001	36,001	36,000	45,000	550,882		403,401	147,481
Tools and Shop Equipment	10,052	11,479	2,976	2,252	2,388	1,437	1,573	1,535	1,583	2,051	37,326		37,326	
Toronto Rocket Yard & Storage Track Accommodation	6,983	48,230	22,996	13,434	22,999						114,642		114,642	
Traction Power <input checked="" type="checkbox"/>	29,207	29,171	27,125	26,628	28,115	28,822	29,875	23,790	21,676	31,889	276,297		271,290	5,008
Transit Shelters & Loops	417	536	546	558	568	579	590	603	658	628	5,684		5,684	
Warehouse Consolidation	249	226									475		475	
Yards and Roads	463	100	1,200								1,764	1,764		
Yonge Bloor Capacity Improvements	13,723	19,603	39,922	82,428	102,618	140,448	194,778	247,797	189,383	152,176	1,182,877			1,182,877
Expansion Projects														
Toronto York Spadina Subway Extension	42,348	6,797									49,145			49,145
Scarborough Subway Extension	15,716	34,989	22,200	12,000							84,905		84,905	
Waterfront Transit	657	603	2,922	1,000	12,000	9,077	4,300				30,560			30,560
Total Expenditures (including carry forward from 2023)	1,377,369	1,791,993	1,364,042	1,296,055	1,157,699	1,216,091	1,126,270	1,135,175	1,001,901	931,126	12,397,721	1,026,059	7,257,450	4,114,211

- Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction

- Project includes workforce development requirements as outlined in the City's Social Procurement Program

*Information above includes full project / sub-project 2024-2033 Capital Budget and Plan cash flows. Does not break out the climate component costs separately

Appendix 5a

2024 Cash Flow and Future Year Commitments Including Carry Forward Funding

(In \$000s)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total 2024 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
ATC Resignalling	18,288	31,866	57,154	69,262	69,700	60,630	78,157	81,690	80,469	83,271	630,487	647,765	(17,278)	
Automotive Non-Revenue Vehicles	16,481	16,193	10,334	8,080	10,278	2,701	2,705	2,706	1,939		71,417	46,539	24,878	
Bridges and Tunnels	44,204	55,693	61,220								161,117	111,218	49,899	
Bus Overhaul Program	70,604	31,845	131								102,580	68,338	34,242	
Communications	15,207	13,791	19,652	467	567	552	553				50,789	32,754	18,035	
Corporate Initiatives - CLA	6,750	7,750	8,250	9,000	10,000	10,250	10,250	10,500	11,000	11,000	94,750	82,610	12,140	
Easier Access Phase II & III	114,927	152,436	121,807	101,448	34,454						525,072	523,988	1,084	
Environmental Programs	9,177	14,486	18,315	18,236	12,552	8,583	9,307	7,900	6,200	6,000	110,756	49,298	61,458	
Equipment	68,871	70,935	67,104	60,228	7,129	6,585	3,956	3,588			288,396	216,615	71,781	
Fare Handling Equipment	1,250	1,200	1,200	1,200	1,200	1,200	1,700	1,700	1,700	1,700	14,050	13,000	1,050	
Fare System	3,830	2,414	2,500								8,744	8,744		
Finishes	22,178	34,410	23,512	18,129	11,984	9,043	7,477	9,625	12,155	11,059	159,572	144,673	14,899	
Fire Ventilation Upgrade	23,670	19,371	16,253	11,566	7,699	6,662	11,405	21,266	20,259	11,002	149,153	140,499	8,654	
Furniture & Office Equipment	50	260									310	296	14	
Information Technology System-Infrastructure	87,025	87,119	78,817	78,890	18,001	16,774	16,249	14,182	18,117	16,522	431,696	293,121	138,575	
Leslie Barns Streetcar Maint. & Storage Facility	173	1,287	2,831	2,409							6,700	6,700		
Line 1 Capacity Enhancement	17,593	50,039	123,726	217,185	149,449	111,408	84,550	62,740	48,074	108,317	973,081	1,321,650	(348,569)	
Line 2 Capacity Enhancement	10,733	27,128	72,209	66,036	144,333	148,835	143,253	130,944	79,754	49,684	872,909	835,039	37,870	
Sheppard Subway - Yonge to Don Mills	200	200	3,005								3,405	3,405		
McNicoll Bus Garage Facility	332	1,610	1,825	625							4,392	4,392		
On-Grade Paving Rehabilitation	10,799	12,861	13,993	6,418	14,887						58,958	32,027	26,931	
Other Bldgs & Structures Projects	75,320	119,761	180,269	121,555	75,509	58,482	1,400	657	5,481	5,724	644,158	479,651	164,507	
Other Maintenance Equipment	3,627	2,023	1,445								7,095	5,647	1,448	
Other Service Planning	17,850	21,235	24,836	27,455	9,959	3,810	3,602	3,100	3,300	3,300	118,447	102,374	16,073	
Power Dist./Electric Systems	7,423	7,693	10,139	17,338	30,787	33,920	13,001				120,301	107,501	12,800	
Purchase of 360 Wheel-Trans Vehicles	15,787	9,609	2,056								27,452	27,452		
Purchase of Rail Non-Revenue Vehicle	717	4,448	6,291	6,940	5,558	9,898	12,871	8,403	5,512	2,585	63,223	58,222	5,001	
Purchase of Streetcars	217,762	90,920	16,345								325,027	276,901	48,126	
Purchase of Subway Cars	2,239	80,155	52,478	38,811	15,612	170,132	133,762	162,826	153,199	109,591	918,805	809,317	109,488	
Purchases of Buses	200,175	456,427									656,602	683,266	(26,664)	
Rail Non-Revenue Vehicle Overhaul	2,152	3,369	4,394	5,657	5,274	4,198	3,626	1,925	1,607	1,641	33,843	19,415	14,428	

Appendix 5a (continued)

(In \$000s)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total 2024 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
Safety Program	977	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,977	8,977	1,000	
Scarborough Subway Extension	15,716	34,989	22,200	12,000							84,905	29,805	(12,800)	67,900
Signal Systems	21,613	22,257	26,629								70,499	38,461	32,038	
Toronto York Spadina Subway Extension	42,348	6,797									49,145	49,145		
Streetcar Overhaul Program	37,445	18,879	10,022	1,320	5,500	7,529					80,695	70,895	9,800	
Subway Car Overhaul Program	38,295	46,602	32,986	31,923	37,837	67,963	65,103	63,382	46,604	29,491	460,186	294,319	165,867	
Subway Track	33,089	34,064									67,153	33,089	34,064	
Surface Track	40,741	71,171	88,800	42,255	28,522						271,489	194,370	77,119	
Tools and Shop Equipment	10,052	11,479									21,531	8,082	13,449	
Toronto Rocket Yard & Storage Track Accommodation	6,983	48,230	22,996	13,434	22,999						114,642	81,090	33,552	
Traction Power	29,207	29,171									58,378	25,311	33,067	
Waterfront Transit	657	603	2,922	1,000	12,000	9,077	4,300				30,559	30,559		
Transit Shelters & Loops	417	536	546	558							2,057	1,573	484	
Warehouse Consolidation	249	226									475	368	107	
Yards and Roads	463	100	1,200								1,763	1,763		
Yonge Bloor Capacity Improvements	13,723	19,603	39,922	82,428	102,618	140,448	194,778	247,797	189,383	152,176	1,182,876	1,361,204	(178,328)	
Total Expenditures (including carry forward from 2023)	1,377,369	1,774,241	1,251,314	1,072,853	845,408	889,680	803,005	835,931	685,753	604,063	10,139,617	9,381,428	690,289	67,900

Appendix 5b

2025 - 2033 Capital Plan

(In \$000s)	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2025 - 2033 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
Automotive Non-Revenue Vehicles	7,851	194								8,045			8,045
Bridges and Tunnels			61,077	52,006	37,458	39,693	46,938	48,219	49,783	335,174		335,174	
Bus Overhaul Program		6,174	2,762	47,579	81,379	81,336	73,042	77,591	75,988	445,851		445,851	
Communications			16,762	16,681	15,376	12,903	11,687	10,887	11,246	95,542	1,633	93,909	
Equipment				37,528	21,705	20,309	19,072	24,368	25,135	148,117		148,117	
Finishes		1,417	1,469	1,521	1,574	1,626	1,680	1,745	1,810	12,842	12,842		
Fire Ventilation Upgrade	9,900	14,551	16,071	34,192	39,442	40,585	27,052	20,348	14,944	217,085		217,085	
Furniture & Office Equipment		150	100	227	50	75	270	50	50	972		972	
On-Grade Paving Rehabilitation					21,398	14,811	822	14,700	14,994	66,725		66,725	
Other Maintenance Equipment			1,055	983	1,067	1,146	1,148	1,161	957	7,517		7,517	
Power Dist./Electric Systems		464	494	497	723	752	9,751	10,400	8,257	31,338	2,984	25,930	2,424
Purchases of Buses		25,053								25,053		25,053	
Signal Systems			17,303	7,940	7,367	7,269	12,854	13,216	10,332	76,281		76,281	
Subway Track		34,624	34,112	33,346	33,481	34,719	33,000	33,549	34,000	270,831		270,831	
Surface Track			43,121	48,717	34,554	36,001	36,001	36,000	45,000	279,394		279,394	
Tools and Shop Equipment		2,976	2,252	2,388	1,437	1,573	1,535	1,583	2,051	15,795		15,795	
Traction Power		27,125	26,628	28,115	28,822	29,875	23,790	21,676	31,889	217,920		217,920	
Transit Shelters & Loops				568	579	590	603	658	628	3,626		3,626	
Total Expenditures	17,751	112,728	223,206	312,288	326,412	323,263	299,245	316,151	327,064	2,258,108	17,459	2,230,180	10,469

Appendix 6

Reporting on Major Capital Projects: Status Update

Division/Project name	2023 Cash Flow (Active Projects)			Total Project Cost (Active Projects)		Current Status	Start Date	End Date		On Budget	On Schedule
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Toronto Transit Commission											
CTT024 Fire Ventilation Upgrades & Second Exits	37,908	10,020	24,980	555,818	389,141	Minor Delay	1998	Post 2030	Post 2032	Ⓢ	Ⓢ
Comments:	<p>To date, the following works have been completed:</p> <ul style="list-style-type: none"> Major upgrades at York Mills, Sheppard, Finch, Union and Lawrence stations. Subway Ventilation Equipment Replacement at Bloor (Fan #2), Sheppard West, Dundas West and Clanton Park Emergency Service Building (ESB), and Sherbourne stations. <p>Second Exits/Entrances:</p> <p>To date, the following outlines the status of the 14 Second Exits in the program:</p> <ul style="list-style-type: none"> Seven stations now have second exits/entrances in-service: Broadview, Castle Frank, Pape, Dufferin, Woodbine, Wellesley and Chester. Three stations are currently under construction: Donlands, College and Museum. Summerhill Station is currently in Detailed Design. Two stations are in the planning and property search phase: Greenwood and Dundas. Obtained Board approval at the February 2023 meeting for the execution of the design and construction agreement with Metrolinx for Dundas West Station. Awarded the contract (managed by Metrolinx) for Dundas West and Metrolinx Bloor GO/UP Express Interchange connection. 										
Explanation for Delay:	<ul style="list-style-type: none"> Unforeseen site conditions or labour strikes at College, Donlands and Museum Stations. 										
CTT028 Easier Access III & Station Redevelopment	112,885	57,315	103,922	1,168,733	598,139	Minor Delay	2007	31/12/2026	31/12/2027	Ⓢ	Ⓢ
Comments:	<p>To date, 54 out of the 70 subway stations have been made accessible. The following summarizes the current phase of the remaining stations in the program:</p> <ul style="list-style-type: none"> 15 stations are under construction: <ol style="list-style-type: none"> Seven stations commenced construction in 2022 (Lawrence, High Park, Christie, Museum, Warden (Easier Access), Spadina and King); Two stations commenced construction in 2023 (Islington Station and Warden Station (Redevelopment Contract)). Yorkdale Station is accessible and construction continues in order to reach Substantial Performance (SP) while Lansdowne and Dupont stations have reached SP in 2023. Warden Station Redevelopment contract was awarded in August 2023. 										
Explanation for Delay:	YTD cost and schedule are tracking behind due to changes to progress of construction, finalizing deficiencies and contract changes.										
CTT046 Purchase of Subway Cars	2,310	1,249	2,310	817,050	6,639	Significant Delay	2020	Post 2032	Post 2032	Ⓢ	Ⓢ
Comments:	<p>In June 2023, the TTC was required to cancel the active RFP for the new subway train procurement due to lack of full funding commitment to advance. The TTC continues to seek matching funding from other orders of government in order to restart the procurement process. A separate report has been prepared for the Board to provide an overview of the implications and recommended next steps.</p> <p>The TTC had previously communicated the requirement for matching funding by Q1 2023 to the prospective vendors and other levels of government, in order to proceed with the next steps of procurement (City of Toronto has committed \$817.1M).</p> <p>As of this submission, there is currently no full funding commitment for the new subway train order. On November 27, 2023, the Provincial government has committed to funding \$758 million as its one-third share of the cost of procuring 55 replacement subway trains for Line 2, conditional on matching funds from all three orders of government as part of the terms in the Ontario -Toronto New Funding Agreement.</p>										
Explanation for Delay:	<ul style="list-style-type: none"> The recent cancellation of the RFP, which was issued in October 2022, has resulted in the need to update and rebaseline the schedule and cost estimates based on a number of scenarios, including implications to the system. The TTC is actively engaged with its Federal and Provincial partners. A separate report was presented at the November 22, 2023 Board meeting, outlining recommendations and next steps. Recent increases in market conditions will potentially result in an increase in overall cost. The TTC will continue to monitor producer's price indices, update escalation projections and identify potential offsets to the greatest extent possible. 										

Appendix 6 (continued)

Reporting on Major Capital Projects: Status Update (Cont'd)

Division/Project name	2023 Cash Flow (Active Projects)			Total Project Cost (Active Projects)		Current Status	Start Date	End Date		On Budget	On Schedule
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Toronto Transit Commission											
CTT111 Purchase of Buses	275,925	154,377	207,553	1,118,880	384,050	Delayed	2018	31/12/2036	31/12/2036	Ⓜ	Ⓜ
Comments:	<p>336 Hybrid-Electric Buses:</p> <ul style="list-style-type: none"> Pre-production meetings with the vendors have been completed and the buses are currently in production. The First Article Inspections for the NOVA 12-metre (40-foot), New Flyer 12-metre (40-foot), and New Flyer 18-metre (60 foot) hybrid buses were completed in March 2023. Vehicle deliveries commenced in April 2023, with 160 buses out of 336 delivered to-date, of which 98 are in-service, and the remaining are undergoing commissioning. <p>340 Zero Emission Buses/eBuses:</p> <ul style="list-style-type: none"> The TTC submitted an application for grant funding under the Federal government's Zero Emission Transit Fund (ZETF). The application was approved and the Federal announcement was made on April 24, 2023. A competitive Request for Proposal (RFP) process was concluded for the procurement of eBuses, and two vendors were awarded the Contract (New Flyer and NOVA) for a total of 310 eBuses. An amendment for an additional 30 eBuses was issued, bringing the total to 340 eBuses. Pre-production meetings were completed and deliveries are expected to start in Q2 2024. 										
Explanation for Delay:	<p>Hybrid-Electric:</p> <ul style="list-style-type: none"> Scheduled vehicle deliveries have been delayed by both vendors due to supply chain challenges. 										
CTT122 Streetcar - Purchase (Growth)	54,044	36,094	54,044	468,000	173,149	On Track	2019	31/12/2026	31/12/2026	Ⓞ	Ⓞ
Comments:	<ul style="list-style-type: none"> The first car of the 60 streetcars was delivered on schedule in August 2023, and routine tests have been completed and passed successfully. The second car was delivered and accepted by the TTC in November 2023. 										
Explanation for Delay:	NA										
CTT155 Yonge-Bloor Capacity Improvements	19,351	8,679	18,828	1,440,109	68,754	Minor Delay	2015	30/09/2033	Post 2032	Ⓞ	Ⓜ
Comments:	<ul style="list-style-type: none"> Negotiations are continuing regarding property acquisition and chiller plant replacement works. A Request for Pre-Qualification (RFPQ) for a Progressive Design-Build closed on October 19, 2023. The TTC will be undertaking evaluations and shortlisting proponents before issuing the Request for Proposal (RFP) in early Q1 2024. 										
Explanation for Delay:	<ul style="list-style-type: none"> Negotiations and/or expropriations impacting the property requirements of the project. 										
CTT156 Line 1 Capacity Enhancement Program	25,426	14,898	23,353	1,385,313	55,211	On Track	2019	Post 2032	Post 2032	Ⓞ	Ⓞ
Comments:	<ul style="list-style-type: none"> St Andrew Station: Completed construction for Phase 1 of the St Andrew – Concourse Modification in August 2023. Detailed Design (100%) for the Positive and Negative Feeders and Duct Bank Replacement at the Duncan, Richmond and Granby substations commenced as planned in Q1 2023 and is expected to be completed by Q1 2025. Detailed Design (100%) for the Negative Reinforcing Cables – Vaughan Metropolitan Centre to Sheppard West stations commenced as planned in Q4 2022 and is expected to be completed by Q2 2024. Detailed Design (100%) for St Clair West Station Fire Ventilation System commenced in Q2 2023 and is expected to be completed by Q4 2024. 										
Explanation for Delay:	<ul style="list-style-type: none"> Potential changes to forecast demand may impact the program objectives. The TTC is closely monitoring the demand model and adjusting program scope and schedule, as required. The TTC is also monitoring the progress by Metrolinx on the Line 1 Yonge North Subway Extension (YNSE) to assess implications on timing for achieving Line 1 capacity and service requirements to accommodate growth in ridership demand to 2041. A new Train Maintenance and Storage Facility (TMSF) is essential to store and maintain the new subway trains required for Line 1. Both the TMSF and the New Subway Trains for Line 1 are not fully funded. Funding for the New Subway Trains and TMSF is part of the ongoing intergovernmental funding advocacy. A separate report was presented at the November 22, 2023 Board meeting, outlining recommendations and next steps. 										

Appendix 6 (continued)

Reporting on Major Capital Projects: Status Update (Cont'd)

Division/Project name	2023 Cash Flow (Active Projects)			Total Project Cost (Active Projects)		Current Status	Start Date	End Date		On Budget	On Schedule
	Appr.	YTD Spend	YE Project Spend	Appr. Budget	Life to Date			Planned	Revised		
Toronto Transit Commission											
CTT157 Line 2 Capacity Enhancement Program	13,334	8,004	12,512	867,156	27,609	On Track	2019	Post 2032	Post 2032	Ⓞ	Ⓞ
Comments:	<ul style="list-style-type: none"> • Spadina Station: Detailed Design (100%) for the Spadina Station – Streetcar Platform Extension was approved by Stakeholders and tender preparation is in progress. Developer portion of work is expected to be completed by Q2 2024. • Broadview Substation: Detailed Design (100%) for the Positive and Negative Feeders at the Broadview Substation commenced in August 2023. • Indian Grove Substation: Detailed Design (100%) for the Positive and Negative Feeders at the Indian Grove Substation commenced in September 2023. 										
Explanation for Delay:											

On/Ahead of Schedule
 Minor Delay < 6 months
 Significant Delay > 6 months

Ⓞ >70% of Approved Project Cost
 Ⓢ Between 50% and 70%
 Ⓡ < 50% or > 100% of Approved Project Cost

Note: Reflects project status as of period 9, 2023.

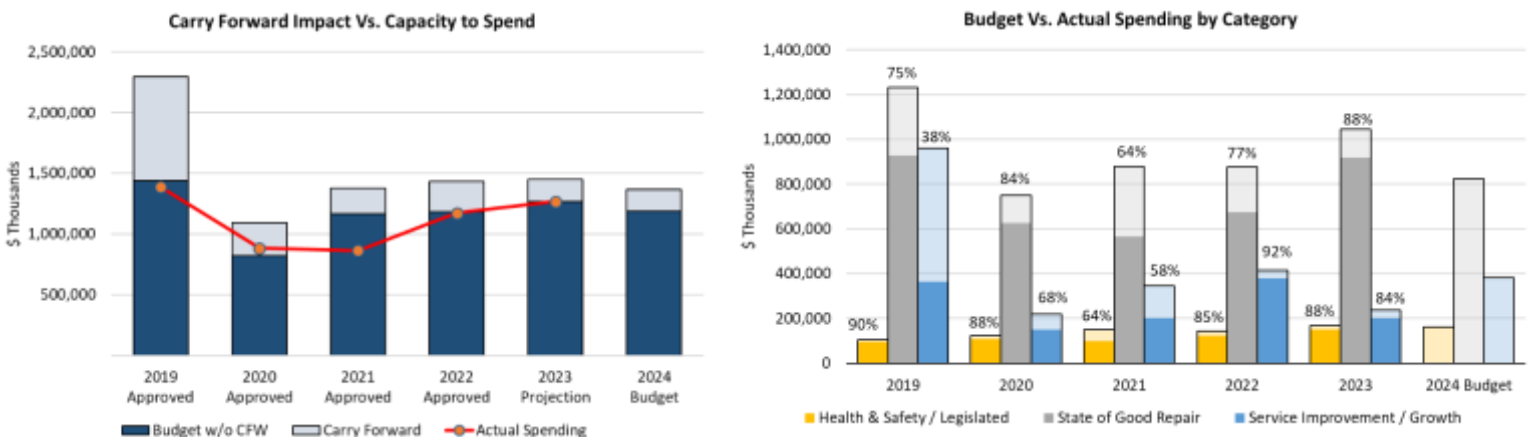
Appendix 7

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 TTC’s ability to spend and the markets capacity to deliver.

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 3 below) as well as the level of projected 2023 underspending that will be carried forward into 2024 to complete capital work.

Chart 4 – Capacity to Spend



Capacity to Spend Review Impact on the 10-Year Plan

TTC’s actual spending over the previous five years, from 2019 to 2023, has averaged \$1.1 billion per year or 75%.

The projected spending for 2023 is \$1.269 billion or 88% of the 2023 Council Approved Capital Budget. Challenges in spending for projects are mainly due to resourcing and supply chain constraints, adjustments to project schedules due to dependencies with third parties/other projects and unforeseen factors. The unspent cash flow funding of \$180 million has been carried forward into 2024 to continue and complete the required capital work.

The 10-year Capital Plan establishes a steady state investment plan to ensure critical assets are maintained in a state of good repair to preserve system safety and reliability and improve capacity to meet service objectives. As part of the 2024 Capital review process, steps were taken to achieve an optimal outcome within available funding sources, and it was important to:

- Recalibrate the 10-Year Capital Plan’s project estimates based on previous spending results and project readiness and adjust annual cash flow estimates to tightly align cash flow spending with project schedules;
- Review requirements for major capital projects based on the progress made through the stage-gating process;
- Revisit assumptions on needs, scope, and timing to confirm existing capital priorities and requirements, some of which have been moved beyond the 10-year timeframe, and one project cancelled to reallocate funds;
- Ensure funding commitments are fully funded, including cost escalation for in-flight projects; and;
- Identify any emergent capital priorities that must be funded to address critical health, safety or state of good repair requirements.

As a result of the work undertaken for the 2024 Budget process, the 2024-2033 Capital Budget and Plan:

- Reprioritizes \$500M in approved funding to address critical priorities and fully fund cost escalations for in-flight projects, while staying within the existing funding projections;
- Defers \$180 million in capital spending originally cash flowed in 2023 to 2024 based on a historical review of spending;
- Maintains and/or improves steady-state funding for essential SOGR capital work to ensure safety and reliability of our system, addressing the risk on Line 2 state of good repair;
- Fully funds the City/TTC's one-third share for the Line 2 subway car procurement to ensure readiness to proceed with the procurement of 55 subway trains, once matching funding from the Federal government is confirmed;
- Continues funding to deliver 60 new Streetcars; the upgrade to the Hillcrest Facility and the renewal of the Russell Carhouse to support the storage and maintenance of new streetcars;
- Continues funding for 336 Hybrid Buses, 340 eBuses and charging infrastructure based on revised delivery schedules;
- Advances work on major capacity improvement projects (including Bloor-Yonge Capacity Improvements and Line 1 and Line 2 Capacity Enhancement projects);
- Establishes a steady-state cybersecurity SOGR program; and;
- Continues business modernization (SAP, Maximo, Vision, Wheel-Trans, Stations Transformation, Service Planning and Scheduling and Enterprise Asset Management).

Appendix 8

Summary of Capital Needs Constraints

Project Description	Total Project Cost	Non-Debt Funding	Debt Required	Cash Flow (In \$ Thousands)									
				2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Automotive Non-Revenue Vehicles	120,566	6,652	113,914			8,913	13,666	12,674	16,378	13,848	9,757	19,922	25,408
Bridges and Tunnels - Various	29,017		29,017				5,017	8,000	8,000	8,000			
Bus Overhaul Program	252,528		252,528	1,010	29,558	68,915	66,492	27,340	23,346	4,482	12,186	14,006	5,193
Communications - Various	90,175		90,175	5,301	8,511	8,281	10,926	8,459	6,602	6,189	11,986	12,117	11,803
Environmental Programs	6,141		6,141		1,248	1,002	2,100	1,791					
Equipment - Various	1,301,857	74,316	1,227,541	100,520	178,597	161,217	242,946	122,097	109,769	139,312	84,780	79,640	82,979
Fare System	49,000	18,954	30,046		2,000	27,000	20,000						
Finishes - Various	279,232		279,232		4,649	42,450	58,784	38,617	50,125	46,544	15,146	11,917	11,000
Fire Ventilation Upgrade	27,897	10,574	17,323			408	1,428	1,224	3,929	1,530	4,205	9,344	5,829
Information Technology System-Infrastructure	128,606		128,606	5,837	14,257	30,090	38,722	28,660	7,549	584	386	392	2,129
Line 1 Capacity Enhancement	3,000,492	414,130	2,586,362			53,202	159,607	304,524	236,777	460,847	860,677	678,708	246,150
Line 2 Capacity Enhancement	150,605	35,159	115,446					2,278	25,600	20,105	18,606	30,006	54,010
On-Grade Paving Rehabilitation	14,500		14,500								14,500		
Other Bldgs & Structures Projects	3,302,128	747,274	2,554,854	1,508	20,948	101,172	234,496	352,586	350,423	437,162	673,559	592,811	537,463
Other Service Planning	326,678	112,878	213,800		8,544	25,505	33,275	51,135	59,385	50,278	41,852	41,852	14,852
Power Dist./Electric Systems - Various	67,272		67,272	826	3,808	5,322	5,337	5,353	5,756	14,738	15,711	5,155	5,266
Purchase of 360 Wheel-Trans Vehicles	168,217	9,827	158,390			2,331	2,814	47,028	56,435	9,297	11,283	7,939	31,090
Purchase of Subway Cars	1,833,133	133,438	1,699,695		160,310	104,957	77,622	31,223	340,265	267,526	325,651	306,399	219,180
Purchases of Buses	2,669,577		2,669,577	17,719	135,514	265,748	262,968	374,537	324,970	372,060	335,125	301,884	279,052
Queensway Bus Garage Renovations	11,243	4,155	7,088		683	2,705	7,855						
Signal Systems - Various	196,096		196,096	5,177	7,391	6,294	14,166	31,675	31,739	35,929	36,664	20,633	6,428
Streetcar Overhaul Program	374,921		374,921	1,000	18,534	64,108	25,251	40,329	13,506	22,104	63,331	63,395	63,363
Subway Car Overhaul Program	115,738		115,738			30,666	31,651	33,931	4,590	5,600	5,177	4,123	
Surface Track	37,444		37,444						10,446	8,999	8,999	9,000	
Tools and Shop Equipment	74,256	5,070	69,186	1,174	6,989	11,168	9,860	7,171	6,539	9,089	6,218	9,209	6,839
Toronto Rocket Yard & Storage Track Accommodation	10,606	10,606			902		3,171	3,234	3,299				
Traction Power - Various	73,724		73,724	5,397	2,373	2,426	2,562	1,656	8,657	8,661	15,740	17,752	8,500
Transit Shelters & Loops	35,994		35,994		604	6,976	14,759	12,828	827				
Other Maintenance Equipment	1,454	793	661	712				680	62				
TransformTO	3,110,931		3,110,931	106,405	124,400	367,442	412,127	320,486	378,727	372,115	369,676	359,877	299,676
Total Needs Constraints (Not Included)	17,860,028	1,583,826	16,276,202	252,586	729,820	1,398,298	1,757,602	1,869,516	2,083,701	2,314,999	2,941,215	2,596,081	1,916,210

Appendix 9

Capital Program Provincial/Federal Funding Streams by Project

(In \$000s)	Intergovernmental Funding Program	Provincial Funding	Federal Funding	Total Funding
<i>ATC Resignalling</i>	PGT, CCBF	95,111	149,041	244,152
<i>Bridges and Tunnels</i>	PGT, CCBF	130,889	185,568	316,457
<i>Bus Overhaul Program</i>	PGT, CCBF	115,094	118,356	233,450
<i>Easier Access Phase III</i>	PGT, CCBF	95,106	134,511	229,617
<i>Equipment</i>	CCBF, ZETF		173,143	173,143
<i>Fire Ventilation Upgrade</i>	PGT, CCBF	91,777	127,315	219,092
<i>Line 1 Capacity Enhancement</i>	PGT, CCBF	102,322	355,419	457,741
<i>Line 2 Capacity Enhancement</i>	CCBF		299,919	299,919
<i>On-Grade Paving Rehabilitation</i>	PGT, CCBF	3,749	6,117	9,866
<i>Other Buildings & Structures Projects</i>	PGT, CCBF	111,318	59,075	170,393
<i>Power Distribution / Electric Systems</i>	PGT	4,535		4,535
<i>Purchase of Wheel-Trans Vehicles</i>	CCBF		4,473	4,473
<i>Purchase of Streetcars</i>	Streetcar	114,353	102,824	217,177
<i>Purchases of Buses</i>	ZETF		222,708	222,708
<i>Streetcar Overhaul Program</i>	CCBF		13,791	13,791
<i>Subway Car Overhaul Program</i>	PGT, CCBF	25,926	8,647	34,573
<i>Subway Track</i>	PGT, CCBF	6,800	134,677	141,477
<i>Surface Track</i>	PGT, Streetcar	157,127	39,348	196,475
<i>Toronto Rocket Yard & Storage Track Accommodation</i>	CCBF		22,600	22,600
<i>Traction Power</i>	CCBF		53,578	53,578
<i>Bloor-Yonge Capacity Improvements</i>	PTIF2	380,620	420,388	801,008
Total Funding		1,434,727	2,631,498	4,066,225

Although the Province has noted in the New Deal Agreement that it would fund one third share of the cost for 55 new subway trains to replace the current aging Line 2 subway cars, the provincial funding for this program is not reflected in the TTC's 10 Year Capital Budget and Plan, and therefore does not appear in the table above. The potential \$758 million of provincial funding for the 55 subway trains cannot be committed as it is subject to a matching funding commitment from the federal government.

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds 2024 Operating Budget

Program Specific Reserve / Reserve Funds

Long Term Liability Reserve (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2024	2025	2026
		\$	\$	\$
Beginning Balance		35,814.0	32,814.0	29,814.0
Long Term Liability Reserve	XR1728			
<i>Withdrawals (-)</i>				
<i>Projected Accident Claim Payments</i>		(20,590.0)	(20,590.0)	(20,590.0)
<i>Contributions (+)</i>				
<i>Budgeted Contribution</i>		17,590.0	17,590.0	17,590.0
Total Reserve / Reserve Fund Draws / Contributions		32,814.0	29,814.0	26,814.0
Balance at Year-End		32,814.0	29,814.0	26,814.0

TTC Stabilization Reserve (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2024	2025	2026
		\$	\$	\$
Beginning Balance		99,908.0	39,457.2	12,354.0
TTC Stabilization Reserve	XR1056			
<i>Reserve Commitments (-)</i>				
<i>CEO Authority - Emergency</i>		(15,000.0)	(15,000.0)	(15,000.0)
<i>Insurance Deductible</i>		(2,500.0)	(2,500.0)	(2,500.0)
Adjusted Opening Balance		82,408.0	21,957.2	(5,146.0)
<i>Withdrawals (-)</i>				
<i>LRT Construction Disruption Service</i>		(2,550.6)		
<i>2024 One-Time Negotiations, Consulting, CUTA</i>		(4,115.3)		
<i>2023 Time-Limited New & Enhanced</i>		(1,859.6)		
<i>LRT Start-Up One-Time Costs</i>		(12,131.3)		
<i>One-Time Reserve Draw - Balancing Action</i>		(25,000.0)	(10,000.0)	
<i>Contributions (+)</i>				
<i>Budgeted Contribution - Proceeds on Disposal of Buses</i>		2,706.0	396.8	
Total Reserve / Reserve Fund Draws / Contributions		39,457.2	12,354.0	(5,146.0)
Balance at Year-End		39,457.2	12,354.0	(5,146.0)

Note: TTC Stabilization Reserve balance will have a negative balance in 2026. TTC is working with the City of Toronto to develop a funding strategy to restore the reserve balance to a positive position by 2026 and ensure future stabilization funding commitments and actions can be addressed.

Appendix 10 (continued)

Inflows and Outflows to/from Reserves and Reserve Funds 2024 – 2033 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Withdrawals (-) / Contributions (+)									
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
XR3027	Beginning Balance	26,292	99	100	101	101	102	103	104	104	105
Toronto-York Spadina	<i>Withdrawals (-)</i>										
Subway Exten WK RF	<i>Spadina Subway Extension</i>	(26,292)	-	-	-	-	-	-	-	-	-
	Total Withdrawals	(26,292)	-	-	-	-	-	-	-	-	-
	<i>Contributions (+)</i>	-	-	-	-	-	-	-	-	-	-
	Total Contributions	-	-	-	-	-	-	-	-	-	-
	Total Reserve / Reserve Fund Draws/ Contributions	(26,292)	-	-	-	-	-	-	-	-	-
	Other Program / Agency Net Withdrawals & Contributions	-	-	-	-	-	-	-	-	-	-
	<i>Interest Income</i>	99	1	1	1	1	1	1	1	1	1
Balance at Year-End		0	99	100	101	101	102	103	104	104	105

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Withdrawals (-) / Contributions (+)									
		2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
XQ0011	Beginning Balance	473,216	333,944	334,863	291,203	279,907	286,926	288,589	298,463	313,613	333,443
Capital Financing	<i>Withdrawals (-)</i>										
	<i>Finishes - Various</i>	(21,000)	-	-	-	-	-	-	-	-	-
	<i>Fire Ventilation Upgrade</i>	(9,651)	-	-	-	-	-	-	-	-	-
	Total Withdrawals	(30,651)	-	-	-	-	-	-	-	-	-
	<i>Contributions (+)</i>	-	-	-	-	-	-	-	-	-	-
	Total Contributions	-	-	-	-	-	-	-	-	-	-
	Total Reserve / Reserve Fund Draws/ Contributions	(30,651)	-	-	-	-	-	-	-	-	-
	<i>Other Program - Withdrawals - Operating</i>	(15,997)	-	-	-	-	-	-	-	-	-
	<i>Other Program - Withdrawals - Capital</i>	(92,624)	(39,081)	(84,661)	(52,296)	(33,981)	(39,337)	(31,126)	(25,850)	(21,170)	(451)
	<i>Other Program - Contributions - Operating</i>	-	40,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000
	Other Program / Agency Net Withdrawals & Contributions	(108,621)	919	(43,661)	(11,296)	7,019	1,663	9,874	15,150	19,830	40,549
Balance at Year-End		333,944	334,863	291,203	279,907	286,926	288,589	298,463	313,613	333,443	373,992

Appendix 10 (continued)

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Withdrawals (-) / Contributions (+)									
		2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
XR2109	Beginning Balance	826,573	868,485	847,020	830,281	844,092	898,733	1,109,271	1,309,905	1,523,414	1,737,073
Development Charges Reserve Fund - Transit	<i>Withdrawals (-)</i>										
	<i>ATC Resignalling</i>	(17,066)	(30,593)	(54,706)	(65,866)	(69,700)	(25,139)	(11,753)	-	-	-
	<i>Automotive Non-Revenue Vehicles</i>	-	(5,191)	(194)	-	-	-	-	-	-	-
	<i>Communications - Various</i>	(419)	(460)	(468)	(474)	(482)	-	-	-	-	-
	<i>Easier Access Phase II & III</i>	(45,743)	(55,331)	(29,261)	(17,858)	(5,999)	-	-	-	-	-
	<i>Equipment - Various</i>	(18,819)	(11,097)	(1,349)	(1,066)	(709)	-	-	-	-	-
	<i>Fare Handling Equipment</i>	-	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(397)	-	-	-
	<i>Fare System</i>	(1,364)	(860)	(890)	-	-	-	-	-	-	-
	<i>Fire Ventilation Upgrade</i>	(10,741)	(12,056)	(10,240)	(8,787)	(2,765)	-	-	-	-	-
	<i>Leslie Barns Streetcar Maint. & Storage Facility</i>	(97)	(719)	(1,581)	(1,345)	-	-	-	-	-	-
	<i>Line 1 Capacity Enhancement</i>	(13,785)	(40,713)	(56,490)	(65,435)	(43,841)	-	-	-	-	-
	<i>Line 2 Capacity Enhancement</i>	(7,887)	(24,395)	(46,698)	(29,078)	(33,359)	-	-	-	-	-
	<i>McNicoll Bus Garage Facility</i>	(157)	(762)	(863)	(295)	-	-	-	-	-	-
	<i>Other Bldgs & Structures Projects</i>	(11,112)	(11,986)	(23,394)	(7,679)	(4,715)	-	-	-	-	-
	<i>Other Maintenance Equipment</i>	-	(1,966)	(1,386)	(995)	(922)	(1,004)	(1,082)	(1,084)	(1,095)	(891)
	<i>Other Service Planning</i>	(10,514)	(10,673)	(11,363)	(12,170)	(5,567)	(1,760)	(1,760)	(1,760)	(1,760)	(1,760)
	<i>Purchase of 360 Wheel-Trans Vehicles</i>	(8,093)	(1,267)	(615)	-	-	-	-	-	-	-
	<i>Purchase of Streetcars</i>	(50,123)	(20,927)	(3,762)	-	-	-	-	-	-	-
	<i>Purchase of Subway Cars</i>	(683)	(24,837)	(16,257)	(12,031)	(4,816)	(7,598)	-	-	-	-
	<i>Purchases of Buses</i>	(68)	-	-	-	-	-	-	-	-	-
	<i>Surface Track</i>	(30)	(456)	(855)	(811)	(547)	-	-	-	-	-
	<i>Tools and Shop Equipment</i>	-	(3,756)	-	-	-	-	-	-	-	-
	<i>Toronto Rocket Yard & Storage Track Accommodation</i>	(1,790)	(12,362)	(5,894)	(3,443)	(5,895)	-	-	-	-	-
	<i>Transit Projects</i>	(33)	(25)	(25)	(408)	(4,890)	(3,699)	(1,752)	-	-	-
	<i>Transit Shelters & Loops</i>	(395)	(443)	(445)	(450)	(454)	-	-	-	-	-
	<i>Yards and Roads - Various</i>	(286)	(62)	(741)	-	-	-	-	-	-	-
	<i>Yonge Bloor Capacity Improvements</i>	(4,048)	(5,783)	(11,777)	(24,316)	(30,272)	(5,815)	(11,740)	(17,521)	(11,152)	(6,563)
	<i>Debt Servicing Costs</i>	-	-	(106)	(740)	(2,025)	(3,313)	(4,601)	(5,889)	(7,177)	(8,465)
	Total Withdrawals	(203,253)	(277,720)	(280,360)	(254,247)	(217,958)	(49,328)	(33,085)	(26,254)	(21,184)	(17,679)
	<i>Contributions (+)</i>										
	<i>Development Charges / Section 42 Contributions</i>	238,924	249,939	257,447	261,802	266,089	252,364	224,682	229,178	222,662	227,101
	Total Contributions	238,924	249,939	257,447	261,802	266,089	252,364	224,682	229,178	222,662	227,101
	Total Reserve / Reserve Fund Draws/ Contributions	35,671	(27,781)	(22,913)	7,555	48,131	203,036	191,597	202,924	201,478	209,422
	<i>Other Program ~ Withdrawals - Operating \$</i>	(92)	(93)	(93)	-	-	-	-	-	-	-
	<i>Other Program ~ Withdrawals - Capital</i>	(2,457)	(4,635)	(3,094)	-	-	-	-	-	-	-
	Other Program / Agency Net Withdrawals & Contributions	(2,549)	(4,728)	(3,187)	-	-	-	-	-	-	-
	<i>Interest Income</i>	6,333	6,409	6,266	6,255	6,511	7,502	9,038	10,585	12,181	13,813
	Balance at Year-End	866,028	842,385	827,187	844,092	898,733	1,109,271	1,309,905	1,523,414	1,737,073	1,960,308

Appendix 11

Glossary

Approved Position: Total approved permanent or temporary positions that support the delivery of City services and service levels in the annual budget.

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 and Plan: A Capital Budget and Plan is the City's 10-year strategy to acquire / build assets or extend the useful life of existing assets. The Capital Budget is the first year of approved cash flows and future year's commitments and the remaining nine years include project estimates.

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

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

New / Enhanced Service Priorities: 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.

Operating Impact of Completed Capital Projects: The change in operating expenditure and / or revenue which is projected to occur during the implementation of a capital project and/or when a capital project is completed.

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

Staff Complement: The operating and capital positions that support the delivery of City services and service levels in the annual budget (see Approved Positions).

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.