



2021 TTC & Wheel-Trans Operating Budget and 2021 Capital Investment Plan & 2021-2030 Capital Budget & Plan

**TTC Board Meeting
December 21, 2020**

2021 Budget Highlights



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



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



- **Maintains City's operating funding at 2020 level**
0% increase

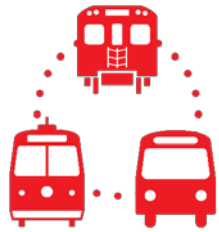


- **Includes 2021 COVID-19 impact of \$796.4M**
Partially offset by Federal/Provincial Safe Restart Agreement



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

TTC's Service Objectives and Outcomes



Provide Safe, Seamless & Reliable Transit Service

Customer Satisfaction



Transform to Solidify Fiscal Foundation

Financial sustainability



Inclusive & Accessible Service Provider

Inclusion and Accessibility



Innovate for Future Demand

System Resiliency

Key 2020 Accomplishments

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



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



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



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



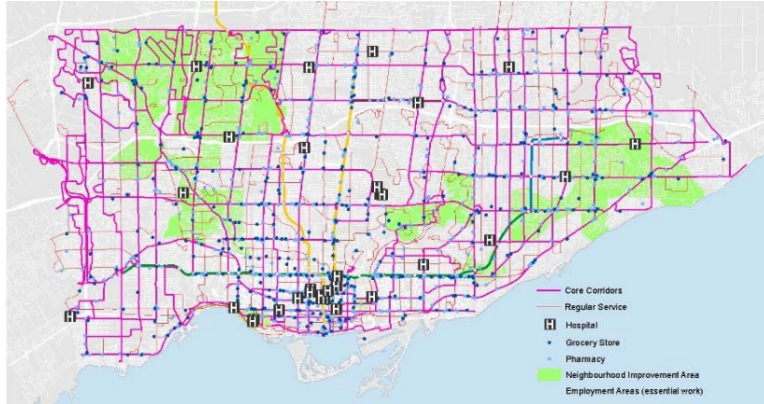
- ✓ Installed Eglinton East Bus Priority Lane
- ✓ Advanced service integration with regional partners

▪ Agile and effective response to COVID-19:

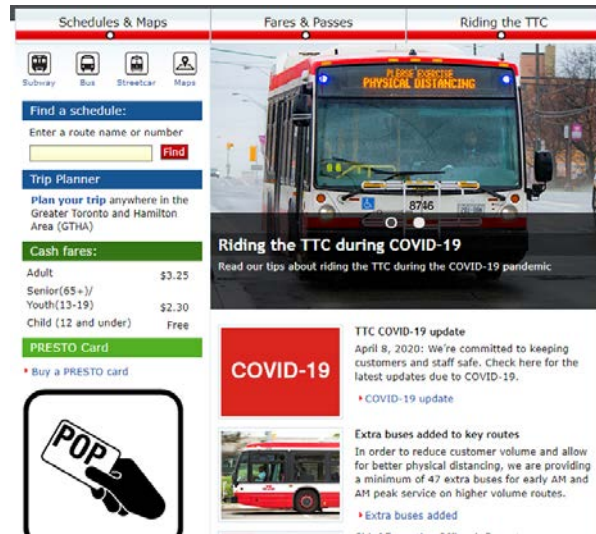


- ✓ Delivered demand responsive transit service throughout the pandemic.
- ✓ Partnered with City of Toronto to meet needs of most vulnerable during the pandemic (SSHA, EMS)
- ✓ Implemented proactive safety measures: disinfection; mandatory masks
- ✓ Expected to achieve \$151 million in savings to mitigate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

COVID-19: TTC's Service Response



Demand-responsive service plan



Keeping our customers informed



Designated seats to support physical distancing



Additional messaging and social media



Physical changes to vehicles to support physical distancing



Physical changes to vehicles to support physical distancing

Keeping Vehicles Safe

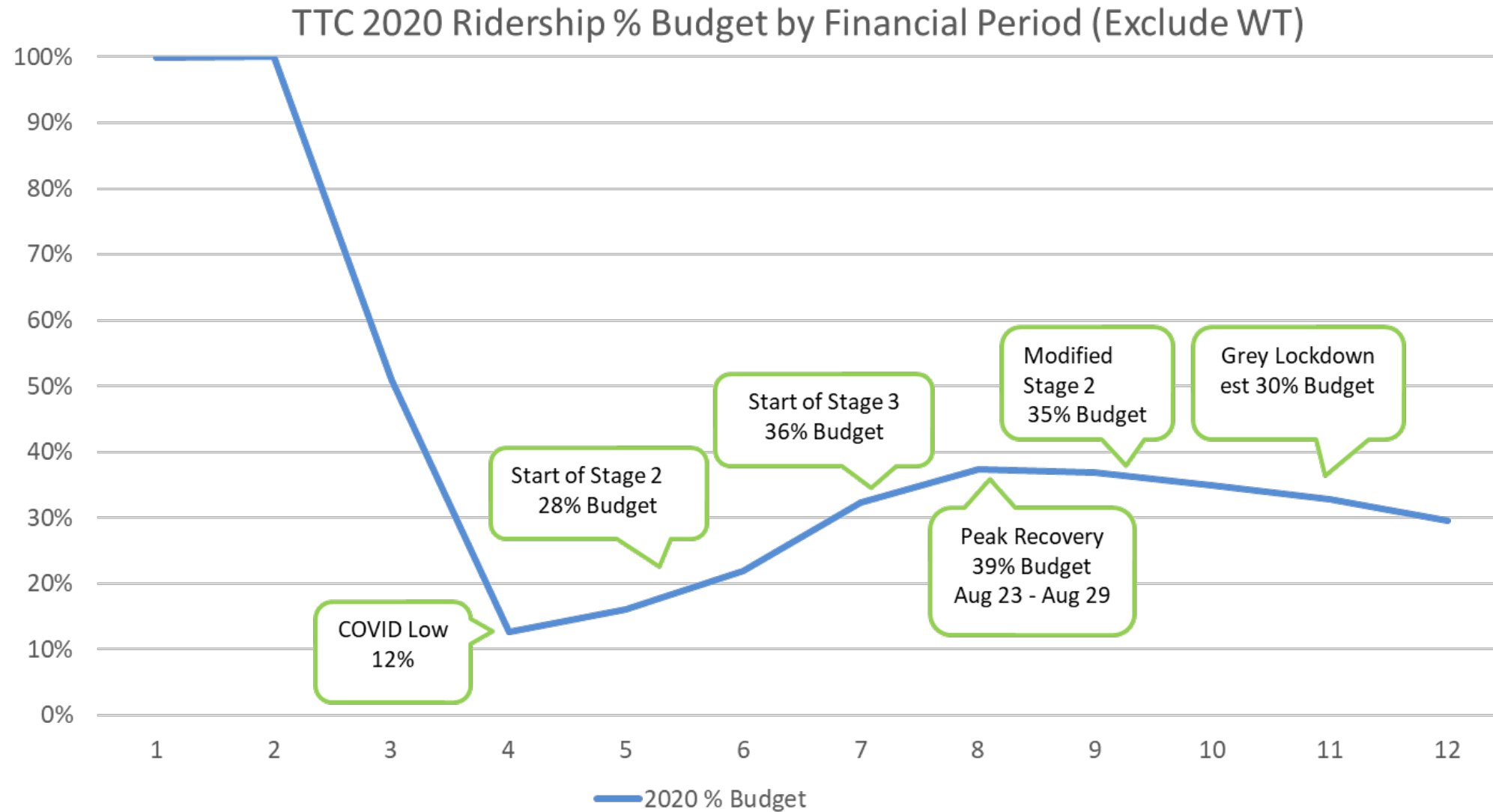


COVID-19: Partnering to Help the Most Vulnerable

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



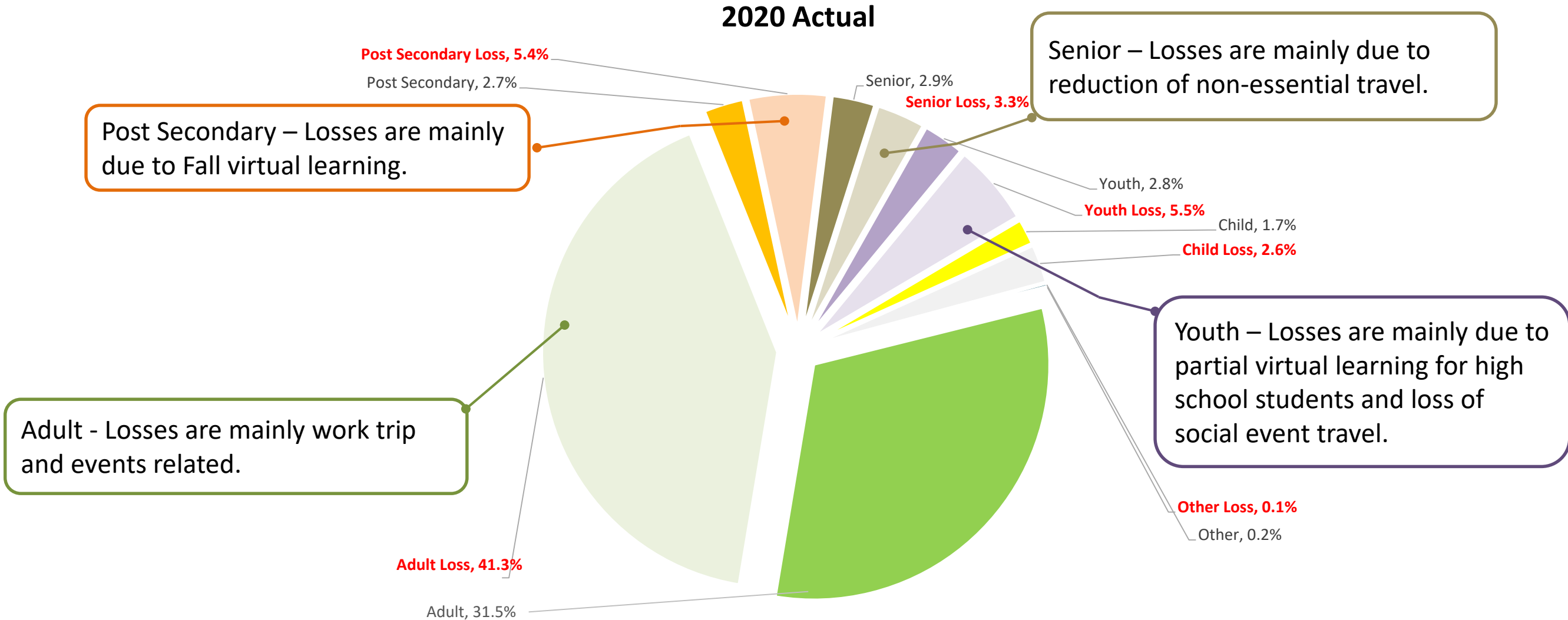
COVID-19: Impact on 2020 Revenue Ridership



2020 Ridership	
Budget	533.5M
Actual / Projected	224.6M
Variance	(308.9M)
% of Budget	(-57.9%)

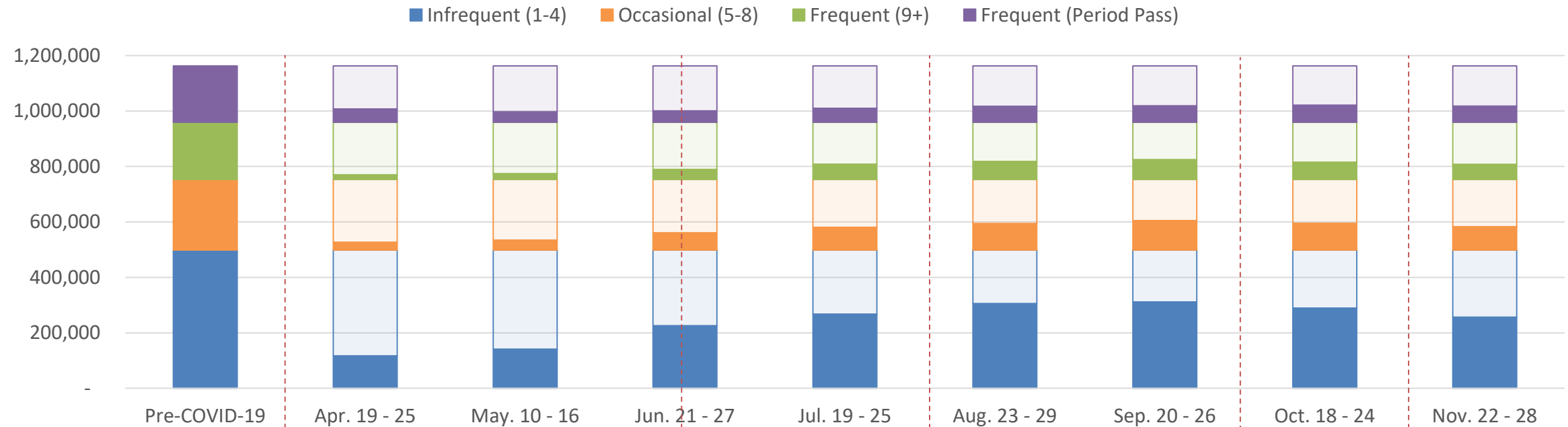


2020 Revenue Ridership Impact: By User Group



2020 Revenue Ridership Impact: By User Frequency

User Count by Usage Frequencies



City of Toronto
State of Emergency

Start of Stage 2

Start of Stage 3

Mod. Stage 2

Grey Lockdown

Rider Type	Pre-COVID-19	Apr. 19 - 25	May. 10 - 16	Jun. 21 - 27	Jul. 19 - 25	Aug. 23 - 29	Sep. 20 - 26	Oct. 18 - 24	Nov. 22 - 28
Frequent (Period Pass)	17%	23%	16%	11%	11%	11%	11%	12%	13%
Frequent (9+)	18%	8%	9%	10%	12%	13%	13%	12%	12%
Occasional (5-8)	22%	13%	15%	17%	18%	18%	19%	19%	18%
Infrequent (1-4)	43%	55%	60%	62%	59%	58%	57%	57%	57%
Total	1,163,135	210,018	234,122	364,843	455,771	524,335	548,145	508,255	452,863

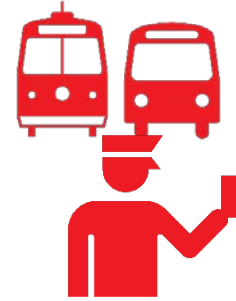


COVID-19: TTC's Cost Management Response



▪ Contained Costs

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



▪ Deferred Implementation of New Service Priorities

- Surface Transit Improvements
- Transit Fare Inspectors



▪ Matched Service Capacity to Demand

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



▪ Revisited Capital Program

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

COVID-19 2020 Financial Impact - Operating

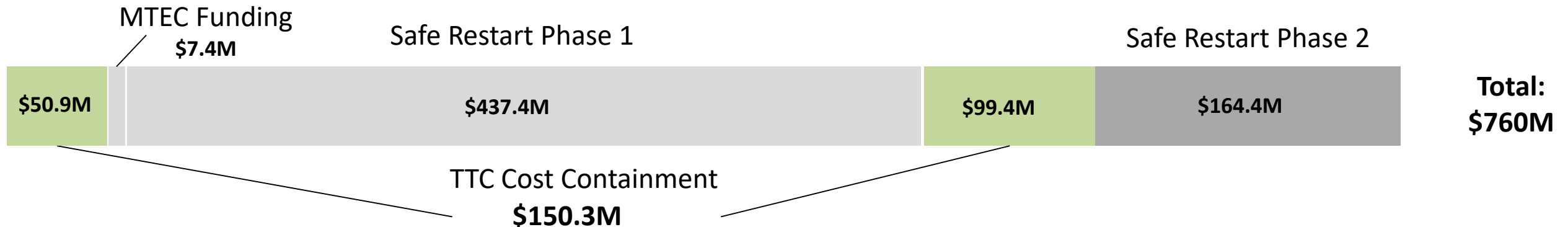
COVID-19 Gross Financial Impact



Gross Impact by Time Period (before TTC Cost Containment)

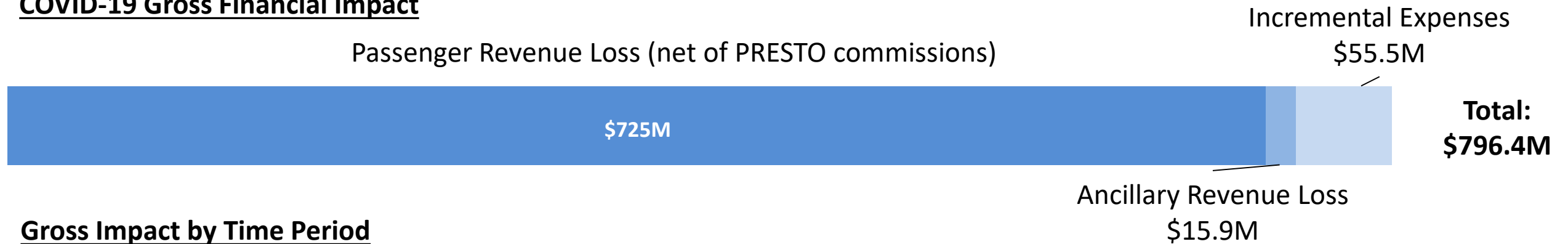


Funding Sources



COVID-19 2021 Financial Impact - Operating

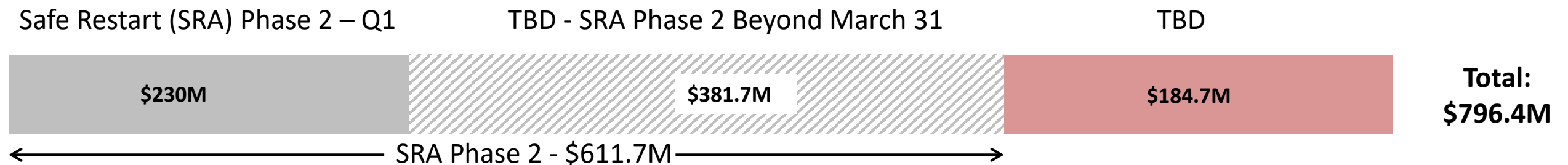
COVID-19 Gross Financial Impact



Gross Impact by Time Period



Funding Sources



COVID-19: 2020 Capital Financial Impact

2020-2029 Approved Capital Budget and Plan

(\$000s)				
COVID-19 Impacts	2020	2021	2022-2029	Total 2020-2029
Change in Projects - Reduced/Deferred				
Subway Track	(8,606.0)			(8,606.0)
Signal Systems	(8,196.0)	355.0	7,470.0	(371.0)
Equipment	(13,887.0)	1,814.0	5,727.0	(6,346.0)
Purchase of WT Buses	(14,125.0)	14,125.0		
Computer Equipment and Software	(30,096.7)	7,964.8	12,277.8	(9,854.2)
Service Planning	(13,297.0)	(900.0)	3,273.0	(10,924.0)
Other Buildings and Structures	(45,601.7)	31,846.7	(26,459.0)	(40,214.0)
Purchase of LRVs	(51,793.0)	51,793.0		
TYSSE	(12,417.6)	37,806.0	(25,388.4)	
Various Projects	(58,981.0)	(6,313.0)	21,296.4	(43,997.6)
Sub-Total	(257,001.0)	138,491.5	(1,803.2)	(120,312.8)
Change in Projects - Accelerated				
Easier Access Phase III	7,758.0	(1,090.0)	(6,668.0)	
Environmental Programs	26,041.0	(210.0)	(25,831.0)	
Various Projects	15,088.3	(11,577.0)	(699.0)	2,812.3
Sub-Total	48,887.3	(12,877.0)	(33,198.0)	2,812.3
Total COVID-19 2020 Impact	(208,113.7)	125,614.5	(35,001.2)	(117,500.4)



COVID-19: 2021 Capital Financial Impact

2021-2030 Capital Budget and Plan Submission

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



Key Challenges and Risks

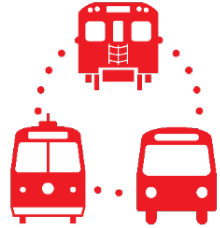
Operating

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

Capital

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

2021 Service Initiatives



Safe, Seamless & Reliable Transit Service

Priority Initiatives

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

New:

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

Capital:

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



Transform to Solidify Fiscal Foundation

Priority Initiatives

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

New:

- ModernTO

Capital:

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



Inclusive & Accessible Service Provider

Priority Initiatives

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

New:

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

Capital:

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



Innovate for Future Demand

Priority Initiatives

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

New:

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

Capital:

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





2021 Operating Budget and 2022-2023 Outlook

2021 Operating Budget Submission



TTC Conventional & Wheel-Trans Operating Budgets							
(In \$Millions)	2020 Approved Budget	2021 Base Budget Changes	2021 New & Enhanced	2021 COVID Impact	2021 Recommended Budget	Change v. 2020 Budget	
Total Revenues	1,353.8	(13.8)	-	(773.3)	566.8	(787.1)	-58.1%
Total Gross Expenditures	2,143.7	(26.8)	13.0	23.1	2,153.0	9.3	0.4%
Total City Funding	789.8	(13.0)	13.0	796.4	1,586.2	796.4	100.8%
COVID Impact	-	-	-	796.4	796.4	796.4	-
Total City Funding ex COVID	789.8	(13.0)	13.0	(0.0)	789.8	(0.0)	0.0%
Approved Operating Positions	13,720	(218)	270	17	13,789	69	0.5%

- Base Budget Reduction of \$13M; Used to Fund New & Enhanced Priorities.
- City Funding Maintained: 0% Increase
- COVID Impact of \$796.4M



2021 Base Budget Pressures



Base Pressures (\$Millions)				
Description	TTC	WT	Total	Pos.
Base Pressures:				
Prior Year Impacts	(0.1)	(1.0)	(1.1)	(30)
Economic Factors (Based on City Factors)	23.1	2.9	26.0	
Legislative Changes & Calendar Impact	3.5		3.5	
Operating Impact of Capital	13.6		13.6	49
Other Base Changes	49.1	(34.6)	14.5	(130)
Efficiencies, Reduction & Balancing Actions	(65.8)	(3.7)	(69.5)	(107)
Total 2021 TTC & WT Operating Funding Pressure - Base	23.4	(36.4)	(13.0)	(218)

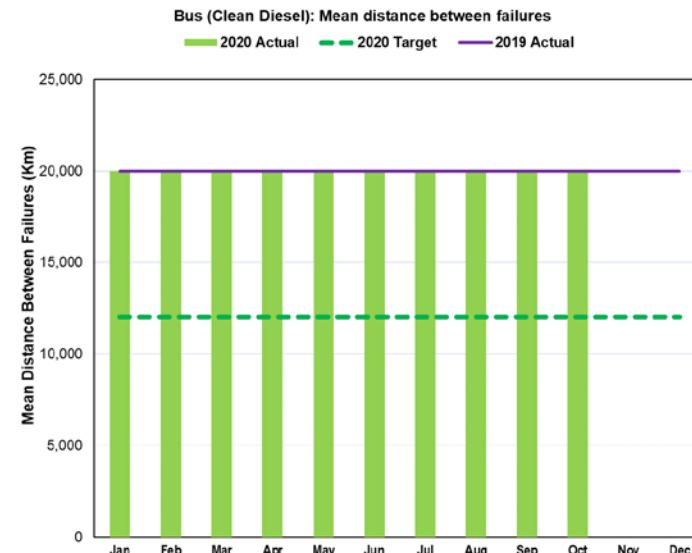
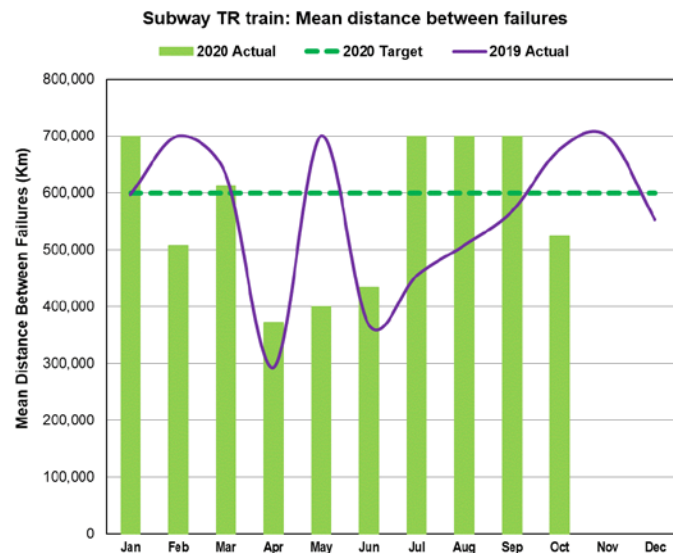
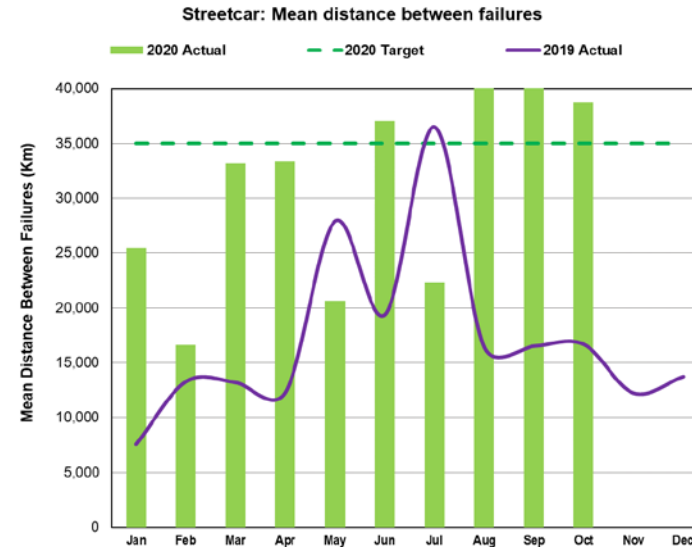
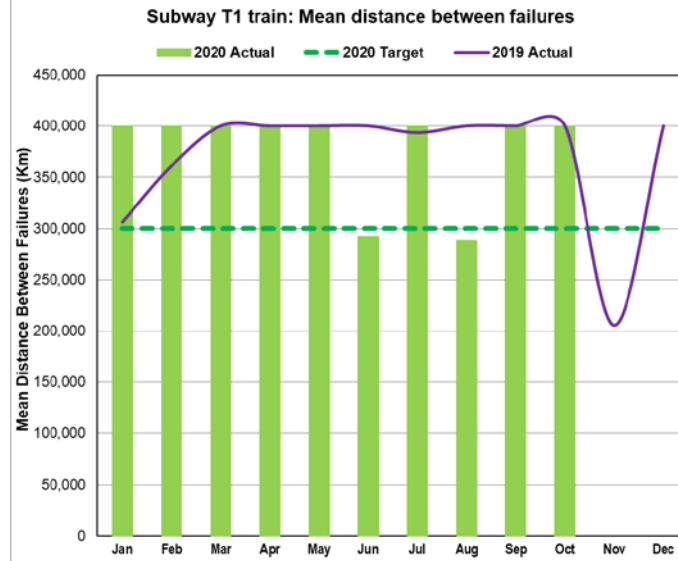
Base Budget \$13M lower

- Reinvested in new priorities.

- ✓ Protects Bus Service
- ✓ Opens McNicoll Garage
- ✓ Addresses Vehicle Maintenance
- ✓ Accommodates inflationary and unavoidable pressures
- ✓ Enhances sustainability by reversing reserve draws
- \$69.5M in savings
 - No impact on service.



Vehicle Reliability

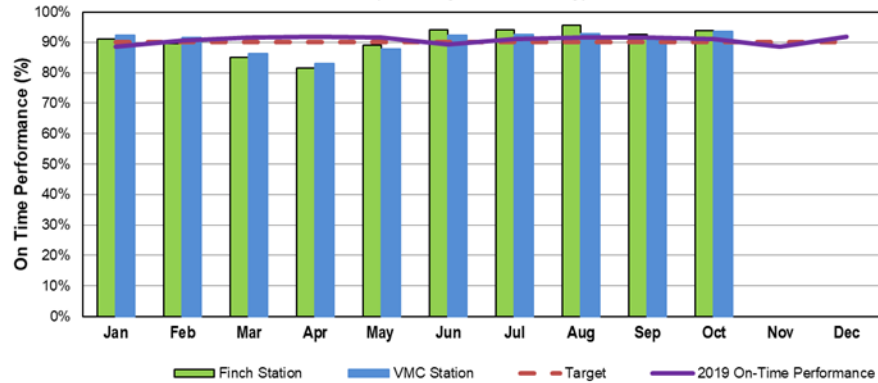


- **Vehicle fleet meeting or exceeding reliability targets**
- **Contributing factors include:**
 - Replacement of end of life vehicles
 - Improved preventative maintenance programs
- **Additional resources due to:**
 - Expiring warranty periods for the LRV and Bus fleets
 - Increased complexity and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

On-Time Performance

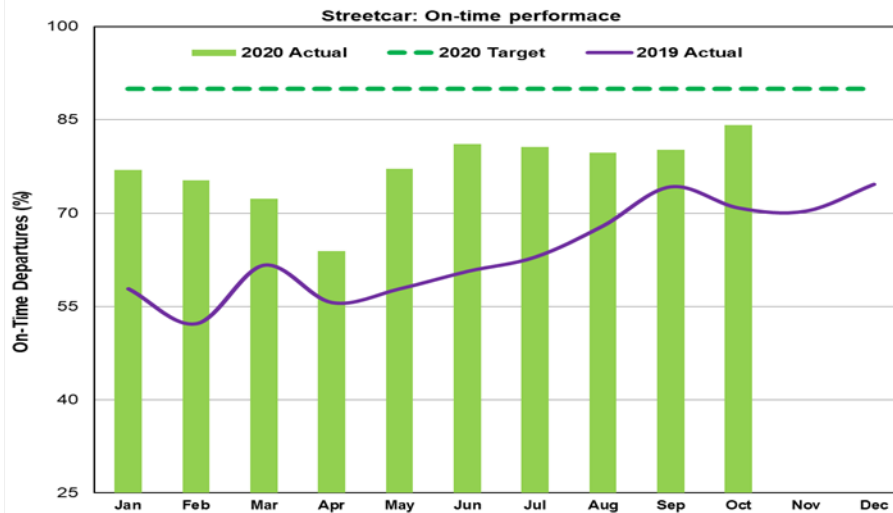
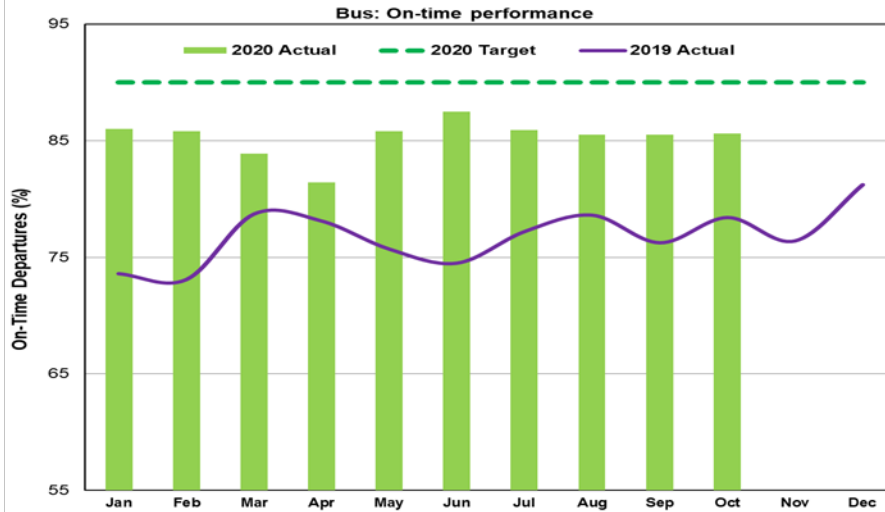
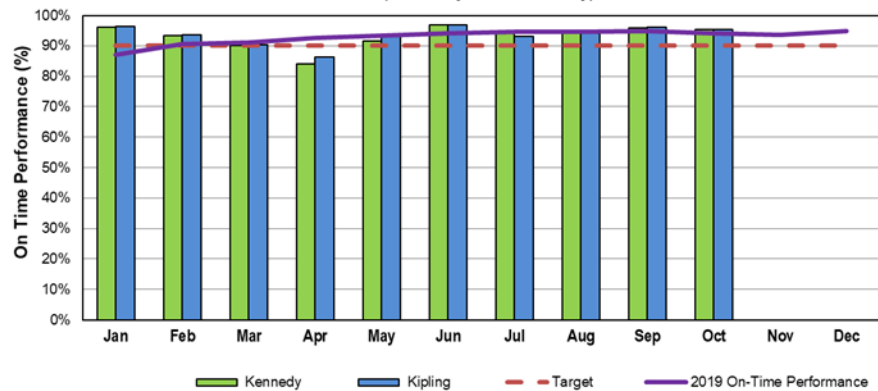
1 Yonge - University Line - On Time Performance - 2020

Finch & VMC Terminal Stations
(Headway + 0.5 Headway)



2 Bloor - Danforth Line - On Time Performance - 2020

Kennedy & Kipling Terminal Stations
(Headway + 0.5 Headway)



- Subway target being met.
- Continued Bus & Streetcar improvement
- Opening of the new McNicoll bus garage expected to yield further improvements in 2021.

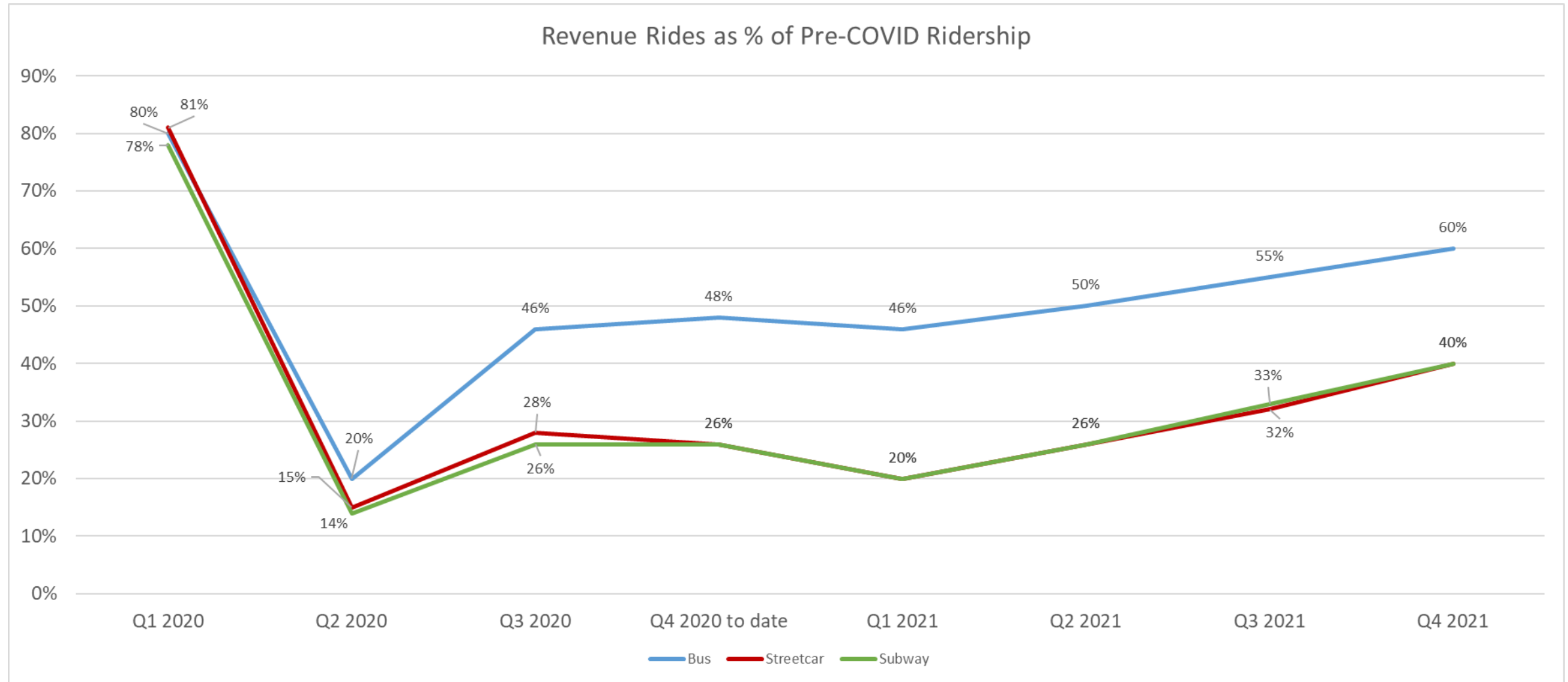
McNicoll Bus Garage



- Opening March 2021
- Reduces deadhead hours
 - \$0.3M Savings
- Increases indoor bus storage
- Maintains up to 250 buses
- Built to Toronto Green Standards
- 24/7 Operation

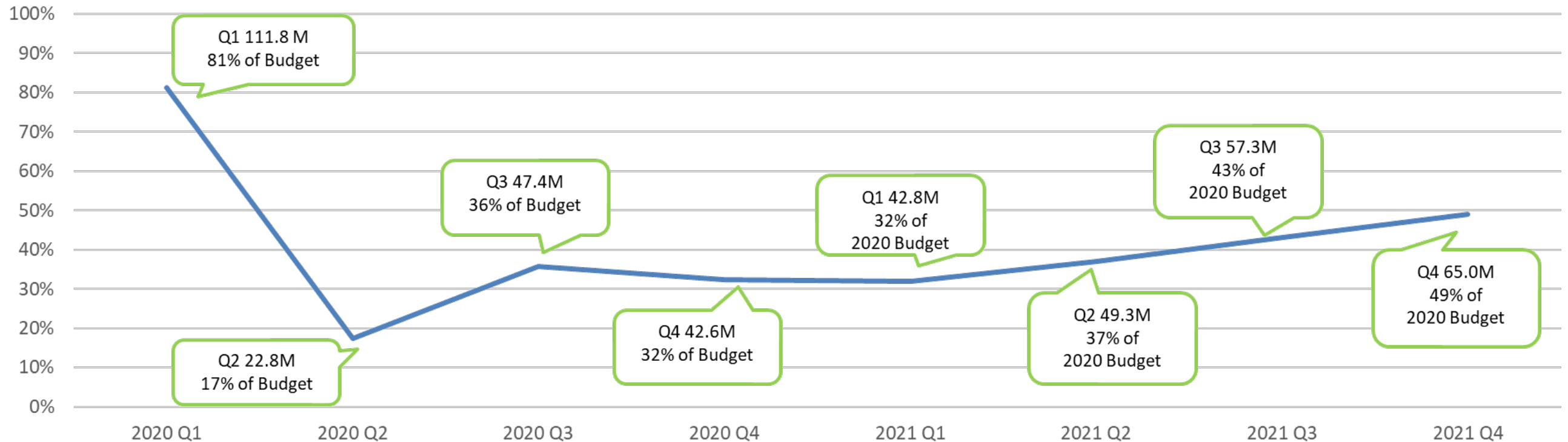


Service Demand by Mode



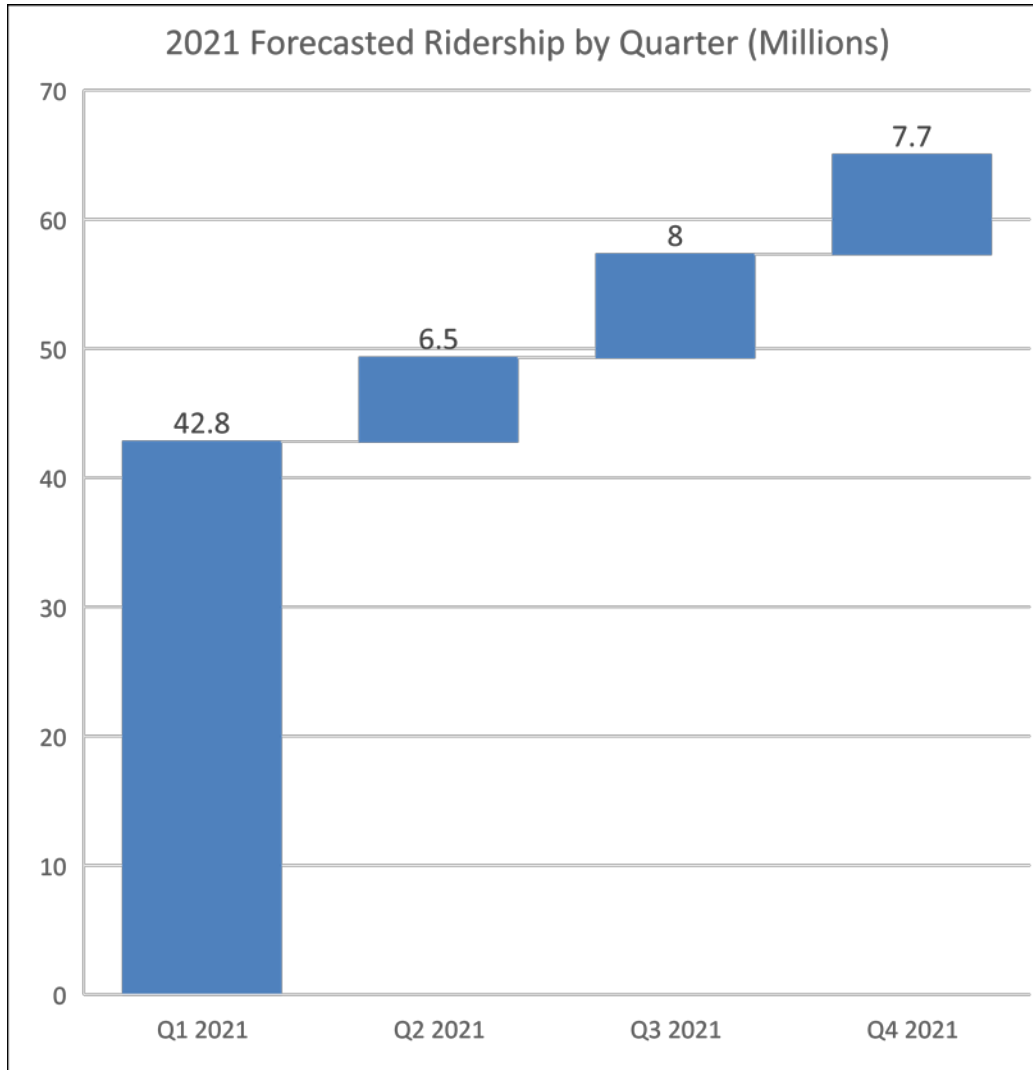
2021 Forecast Revenue Ridership

2020 Actual / Projected + 2021 Forecast Ridership (Exclude WT)



- The TTC is anticipating a slow gradual recovery in ridership demand throughout 2021
- Widespread vaccine availability is a pre-requisite for more substantial ridership recovery

2021 Forecast Model Assumptions



- **Q1 2021 → 32% of Budget (42.8M Rides)**
 - Based on ridership levels in Stage 2, 2020
- **Q2 additions → 37% of Budget (49.3M Rides)**
 - Increase in infrequent and occasional riders
 - Return to ridership levels in Stage 3, 2020
- **Q3 additions → 43% of Budget (57.3M Rides)**
 - Increase in period pass and transit dependent riders
 - Partial return work and school
- **Q4 additions → 49% of Budget (65M Rides)**
 - Increase in all ridership frequency categories
 - Continued return of non-essential trips
 - Further return to work and school
- **2021 → Total Rides 214.4M rides**

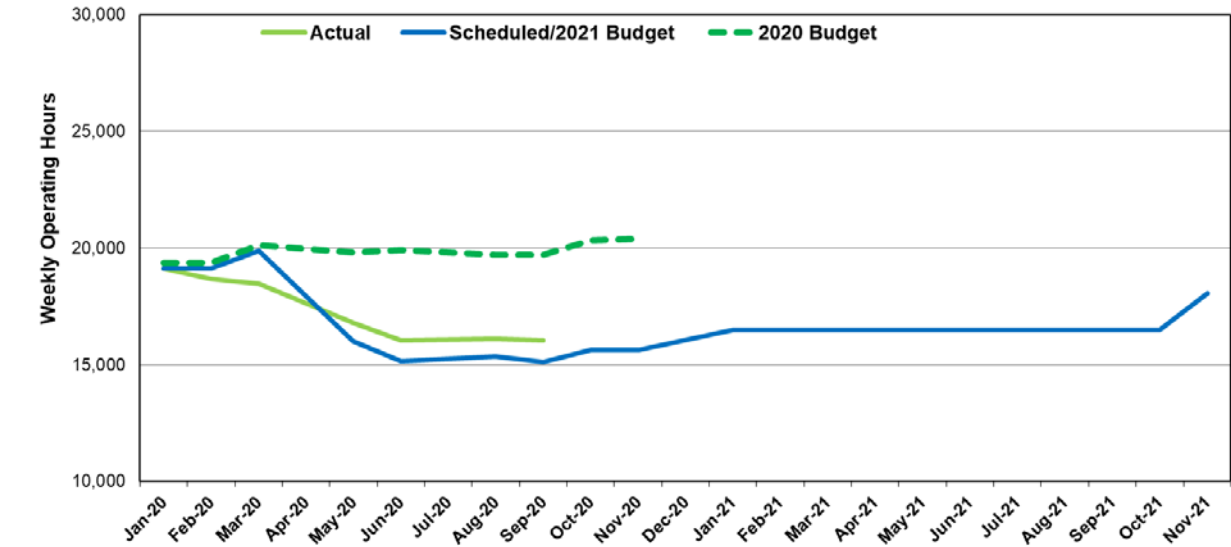
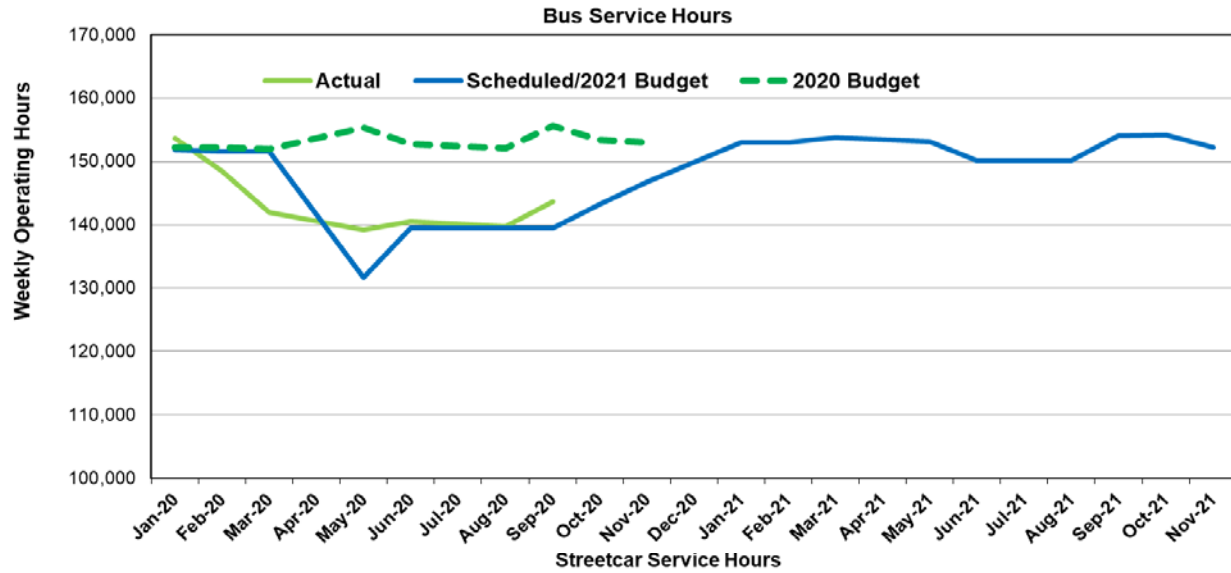


TTC Conventional Operating Service Hours: Matching Service to Demand

	Total Operating Service Hours			2021 Plan vs. 2020 Budget		
Mode	2020 Budget	2020 Projection	2021 Plan	Calendar & Service Efficiencies	Demand Responsive Service Change	Total Change 2020 Budget vs 2021
Bus	7,416,000	7,051,000	7,358,000	(79,000)	21,000	(58,000)
Streetcar	1,048,000	925,000	921,000	20,000	(147,000)	(127,000)
Subway	1,198,000	1,045,000	1,080,000	(18,000)	(100,000)	(118,000)
Total (Regular Service)	9,662,000	9,021,000	9,359,000	(77,000)	(226,000)	(303,000)
LRT Construction (supplemental bus)	199,000	101,000	138,000	-	(61,000)	(61,000)
Total (Regular Service + LRT Construction)	9,861,000	9,122,000	9,497,000	(77,000)	(287,000)	(364,000)

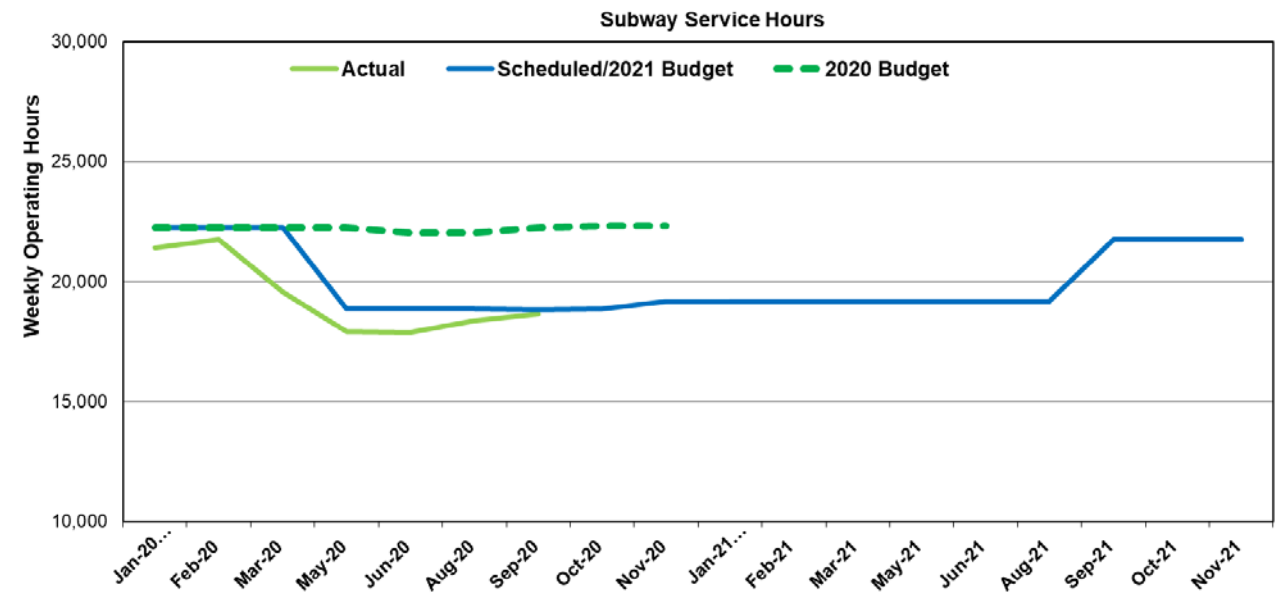


Weekly Service Hours by Mode



■ Demand Responsive Service Plan

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



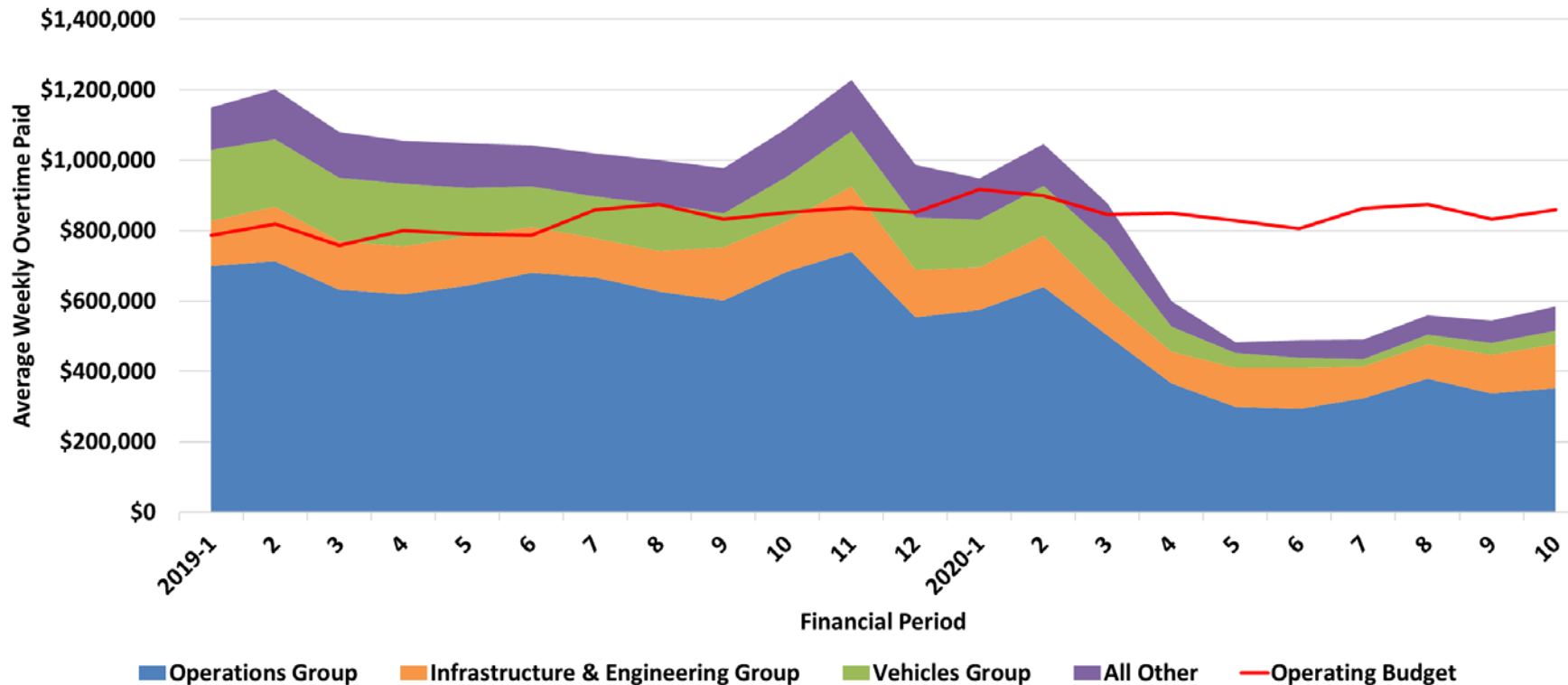
Budget Efficiency, Reduction & Balancing Actions

Efficiencies, Reductions & Balancing Actions (\$Millions)				
Description	TTC	WT	Total	Pos.
Base Budget Reductions:				
Fuel & Utilities	(29.4)	(0.6)	(30.0)	
IT: Software Maintenance & Cellular Phones	(2.9)		(2.9)	
Accident Claims	(8.2)		(8.2)	
Other Line by Line Reductions	(1.2)	(1.3)	(2.5)	(18)
Subtotal: Base Budget Reductions	(41.7)	(1.9)	(43.6)	(18)
Implementation of AG Recommendations:				
Alternate Source Savings	(0.3)		(0.3)	5
After Market Parts Warranty	(0.4)		(0.4)	2
Subtotal: Implementation of AG Recommendations	(0.7)	0.0	(0.7)	7
Efficiency Measures:				
Service Efficiencies:	(2.7)	(1.2)	(3.9)	(51)
Service Delivery Efficiencies	(0.8)	(0.5)	(1.3)	(27)
Contract Efficiencies	(2.1)		(2.1)	0
Divisional Clerical Efficiencies	(0.8)		(0.8)	(10)
Overtime Savings & Crew Efficiencies	(1.3)	(0.1)	(1.4)	(8)
Subtotal: Efficiency Measures	(7.7)	(1.8)	(9.5)	(96)
Total 2021 Efficiencies & Reduction Measures before Reserve Draw	(50.1)	(3.7)	(53.7)	(107)
MX Settlement Reserve Draw	(15.8)		(15.8)	
Total 2021 Efficiencies, Reduction & Balancing Actions	(65.8)	(3.7)	(69.5)	(107)

- **\$53.7M in Savings**
- **No Impact to Service**
 - Fuel Hedging and Consumption
 - Reduced Accident Claim Payments
 - Auditor General Recommendations
 - Service Efficiencies (no impact to service capacity).
 - Eglinton East
 - ATC
 - McNicoll Deadhead
 - WT Dispatch
 - Managing Overtime
- **\$15.8M Reserve Draw**
 - To fund LRT supplemental construction service

Managing Operating Overtime Costs

Average Weekly Overtime Spend - Operating (Excludes COVID-19 OT)



Strategies:

- Maximizing use of regular time resources.
- Leveraging schedule adjustments.

Results:

- Approximately 50% decline in operating overtime. (September vs February 2020)



New & Enhanced Service Priority Actions

New & Enhanced Conventional & Wheel Trans (\$Millions)						
Description	TTC	WT	Total	Pos.	Equity Impact	Key Outcome Supported
2021 Base Pressures	23.4	(36.4)	(13.0)	(219)		
New & Enhanced Service Request:						
Accessibility & Diversity						
Wheel-Trans Reservationist Wait-Time		1.7	1.7		High	Accessibility
Anti-Racism & Diversity	1.1		1.1	5	High	Diversity
Reliability						
Vehicle Maintenance (SOG & SWIS)	2.7		2.7	18	Medium	Safety & Reliability
Head of Night Operations	0.2		0.2	1	Medium	Safety & Reliability
Resiliency						
Business Continuity & Emergency Management	0.9		0.9	6	Medium	Resiliency
Council Approved						
Eglinton LRT Operations	3.9		3.9	235	High	Council Approved
Cybersecurity	1.8		1.8		Low	Council Approved
ModernTO	0.7		0.7	5	Low	Council Approved
Subtotal: New & Enhanced Service Priority Actions	11.3	1.7	13.0	270		
Total 2021 Base Pressures and New & Enhanced	34.7	(34.7)	0.0	51		

2022 & 2023 Outlooks

\$150M+ Pressure expected for 2022.

2022/2023 Key Drivers:

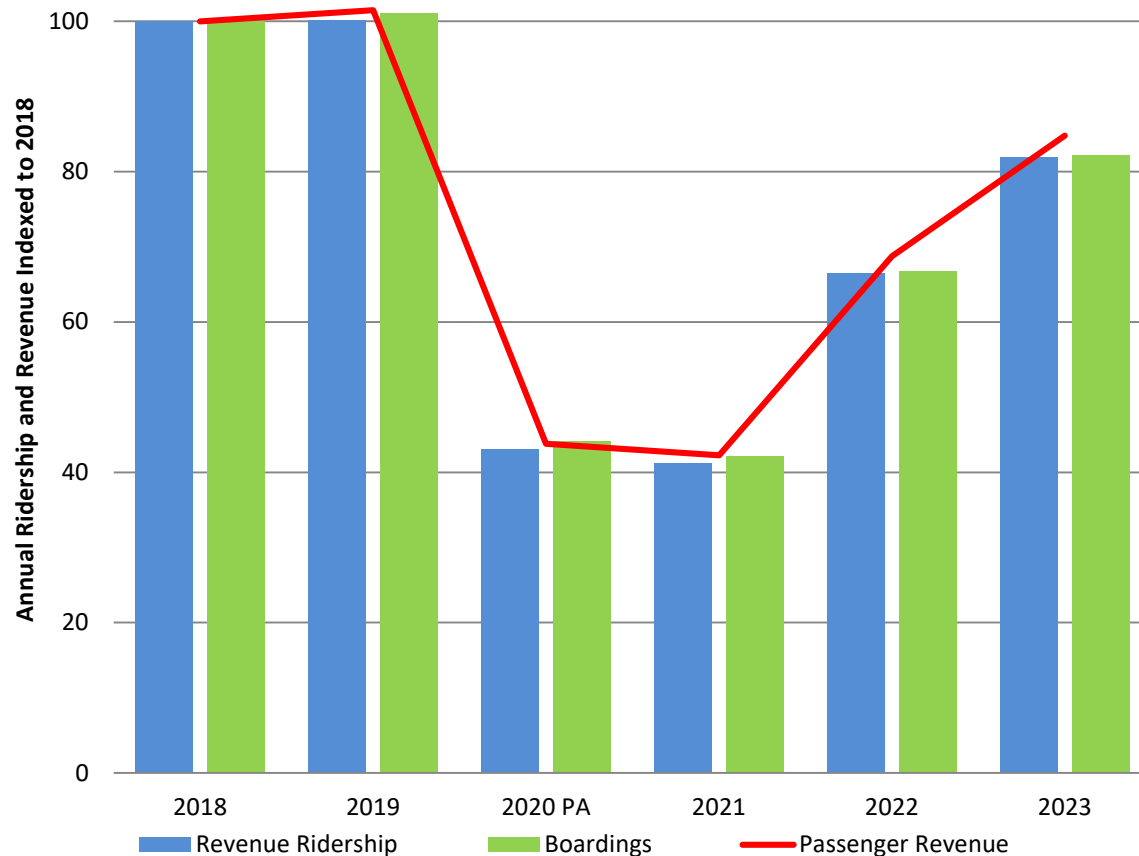
- Opening of Eglinton & Finch West LRTs
- Demand Responsive Service Plan
 - Restores Subway, Streetcar, WT to 2020 Levels.
- Annual Escalation of Energy, Benefits, Contracts.
- Excludes CBA Impact after contract expiry (March 31, 2021 for Local 113).

TTC & WT Outlook 2022 and 2023: Incremental Funding Requirements excluding COVID-19 Impact		
(\$Millions)	2022	2023
Economic Factors & Prior Year Impacts:		
Annual Escalation of Energy, Benefits & Contracts	55.2	28.9
Streetcar, Subway, Wheel-Trans: Restoring 2020 service levels	45.3	5.4
Other	3.5	2.1
City Initiatives/Expansion:		
LRT Expansion	50.6	30.5
Base Changes:		
Base Changes	8.1	7.8
Efficiencies		
Scheduling Efficiencies	(5.6)	(18.0)
Other Efficiencies & Line by Line	(3.4)	(1.5)
Revenue Changes:		
LRT Revenue	(5.4)	(3.1)
Other Revenue & Reserve Draw Changes	1.0	(2.0)
Total 2020 Operating Funding Pressure - Base	149.3	50.1
New Requests & Initiatives		
Cybersecurity	2.0	
5-Year Service Plan	-	9.6
Other Vehicle Maintenance/Safety/Reservations	1.6	(0.8)
Total 2022 & 2023 Operating Funding Pressure - Base & New	152.9	58.9



Ridership and Revenue Forecast: 2022 and 2023

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



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

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



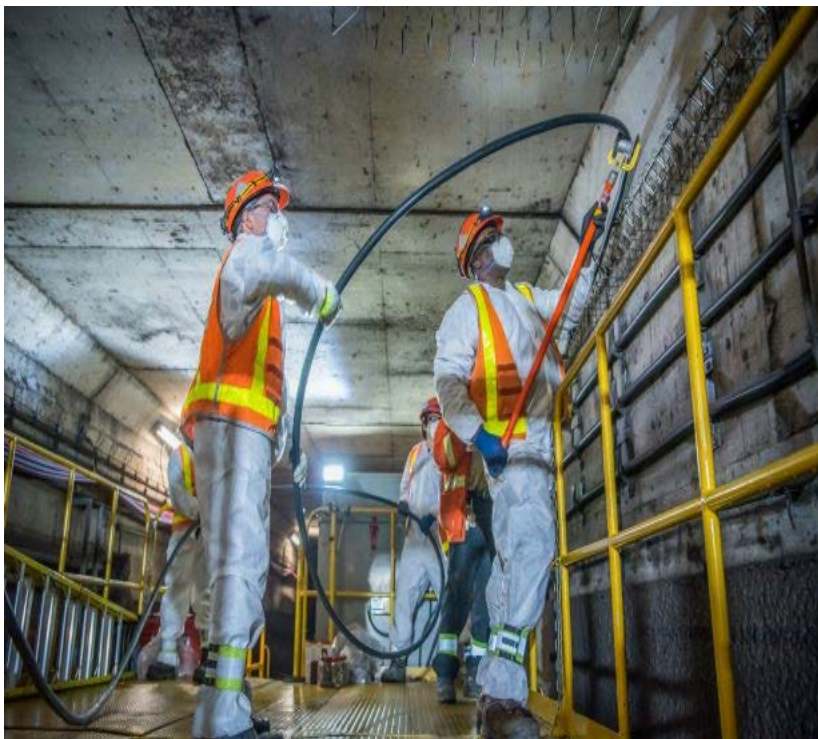
COVID-19 Impact on 2022 and 2023

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

Notes:

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

- Financial impact of COVID-19 expected to remain a factor through 2023.
- Financial Impact of COVID-19 will not be eliminated until ridership fully recovers.



2021 Capital Investment Plan and 2021-2030 Capital Budget & Plan

\$19.4 B Capital Asset Inventory to Deliver Services



**Tunnels &
Structures**
\$6.749 billion



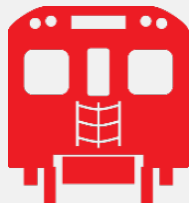
**Buildings &
Structures**
\$4.162 billion



**Surface Track
System**
\$2.623 billion



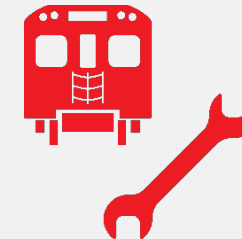
Other
\$0.085 billion



Rolling Stock
\$4.113 billion

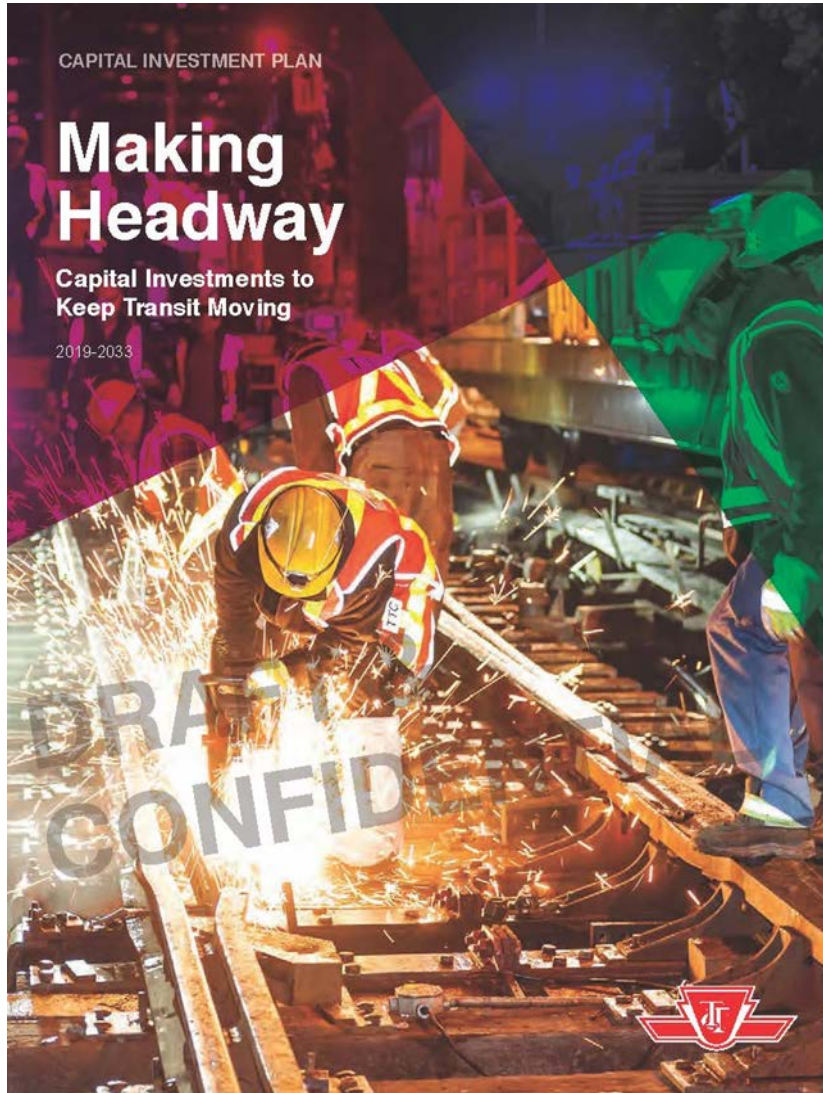


Buses
\$1.552 billion



Rail Service Equipment
\$0.151 billion

Capital Investment Plan: Benefits



The Capital Investment Plan provides:

- Awareness, education and better understanding of required capital needs
- A clear view of required capital investments over the next 15 years
- Increased focus on (base) state of good repair and projects that improve capacity; support growth
- A distinction between what capital requirements are funded vs. unfunded
- The value of investing and the risks of failing to invest
- A multi-year planning tool; forms basis for 2021

Capital Investment Plan: 2020 Results

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



Fleet Procurement Strategy



Need: 60 Streetcars
Estimated Cost: \$500M
Funding: \$140M
Initial Procurement: 13 Streetcars



Need: 1,422 Buses
Estimated Cost: \$2.05B*
Funding: \$688M*
Initial Procurement: 300 Buses



Need: 512 Wheel-Trans Buses
Estimated Cost: \$206M*
Funding: \$48M
Initial Procurement: 70 Buses



Need: 80 Subway Trains
Estimated Cost: \$2.24B
Funding: \$624M
Initial Procurement: n/a

*Change from October 22 Board Report entitled "TTC Fleet Procurement Strategy and Plan" is a result of the change over the nine common years and the new tenth year for the 2021-2030 Budget Submission

Bloor-Yonge Capacity Improvements

Project Schedule

Stage Gate	Milestone	Start	Finish	2020				2021				2022				2023				2024				2025				2026				2027				2028				2029				2030			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4								
	10 % Conceptual Design	2018	Mar 2020	✓																																											
	Conceptual Design Review	Mar 2020	May 2020		✓																																										
SG2	Stage Gate 2 - Approved for Design		Jun 2020		◆																																										
	Baseline Design Development (30%)	Q1 2020	Q1 2021																																												
	Procurement Options Analysis	Q1 2020	Q4 2020																																												
	Prepare Project Baseline Documentation	Q3 2020	Q2 2021																																												
SG3	Stage Gate 3 - Project Baseline Approval		Q3 2021						◆																																						
	Detailed Design	Q3 2021	Q4 2023																																												
	Early Works	Q1 2022	Q4 2023																																												
SG4	Stage Gate 4 - Approved for Procurement		Q4 2023																																												
	Procurement	Q4 2023	Q1 2024																																												
SG5	Stage Gate 5 - Approved for Implementation		Q1 2024																																												
	Primary Construction	Q1 2024	Q4 2029																																												
SG6	Stage Gate 6 - Approval of Project Deliverables		Q4 2029																																					◆							
	Project Closeout	Q1 2030	Q4 2030																																												
SG7	Stage Gate 7 - Approved for Handover		Q4 2030																																					◆							

Note: Schedule is based on Design Bid Build delivery strategy and is subject to the findings of the Procurement Options Analysis

✓ Completed as planned

On Schedule

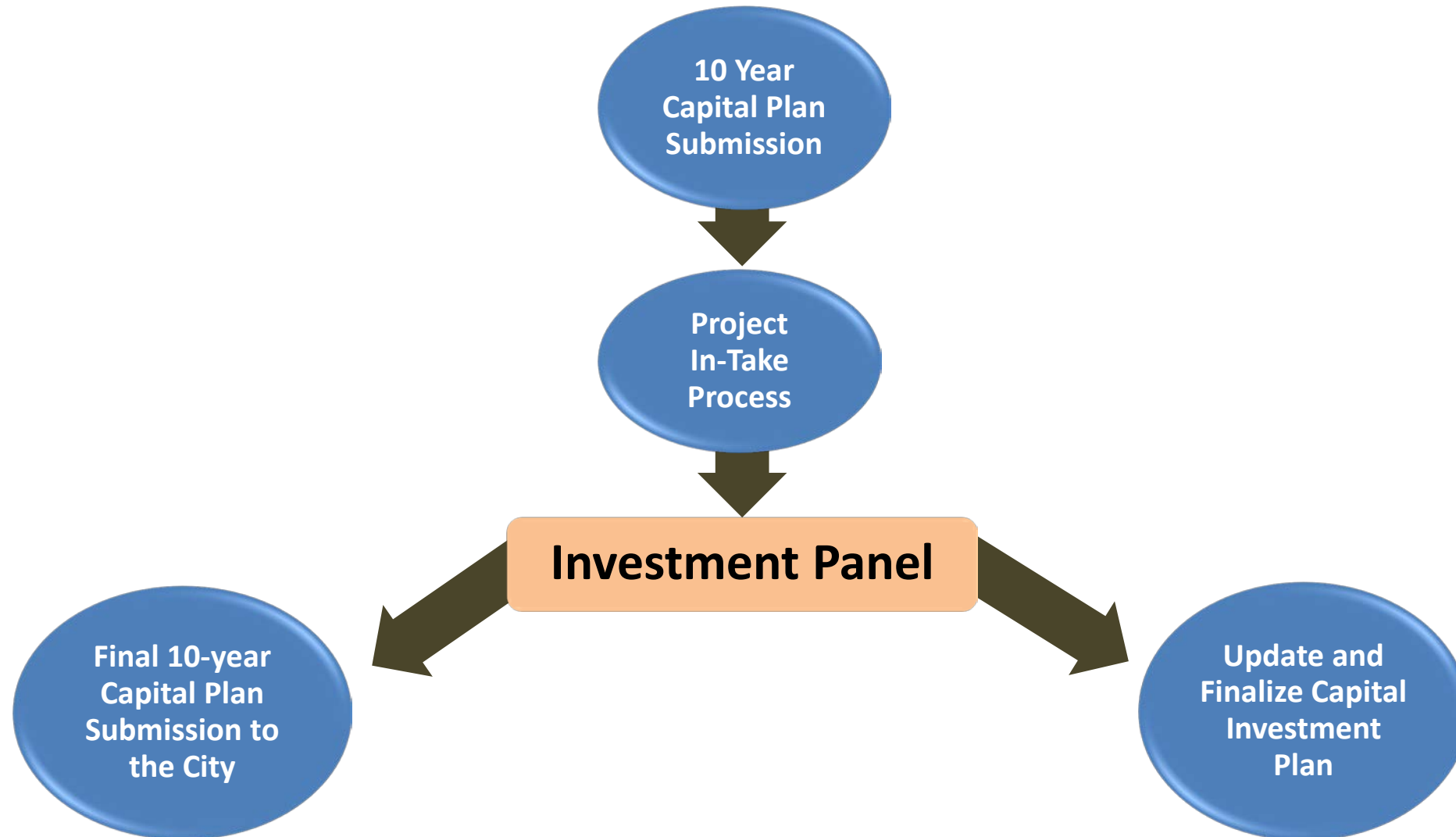
✓ Completed Late

Tracking behind Schedule

✓ Completed with Impact

Poses Risk to Schedule

| 2021 Capital Process: 3 Step Approach



2021 Budget Process: Actions & Results

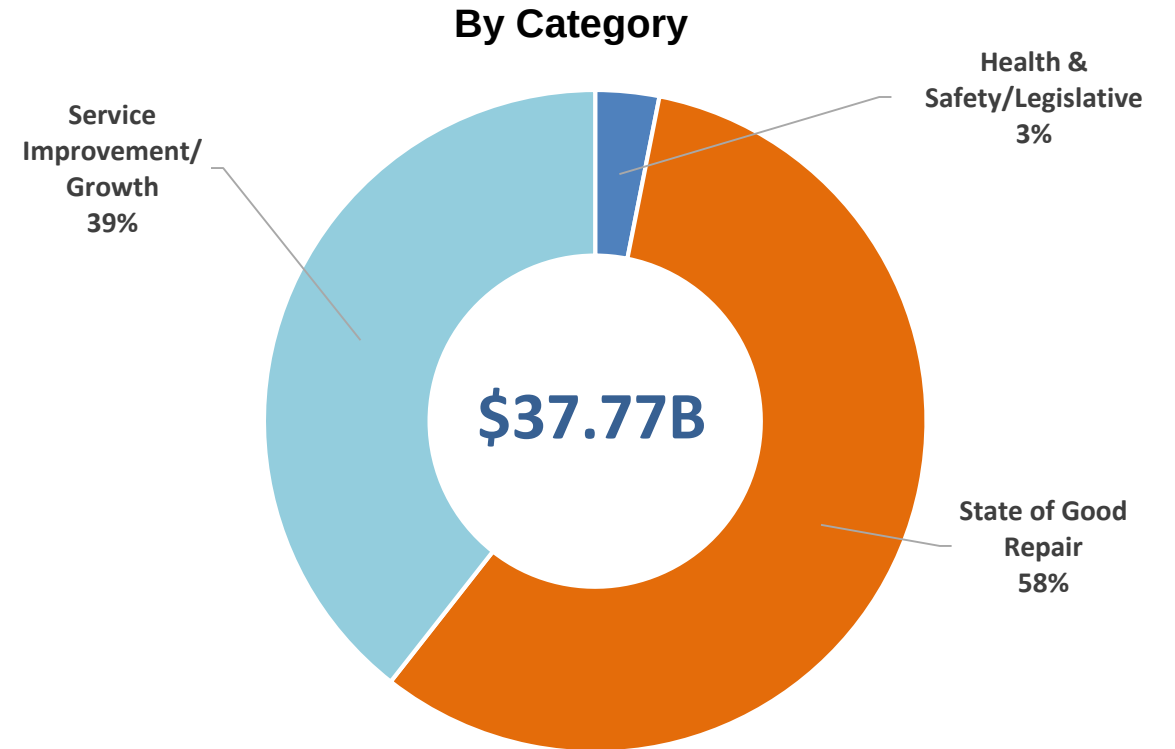
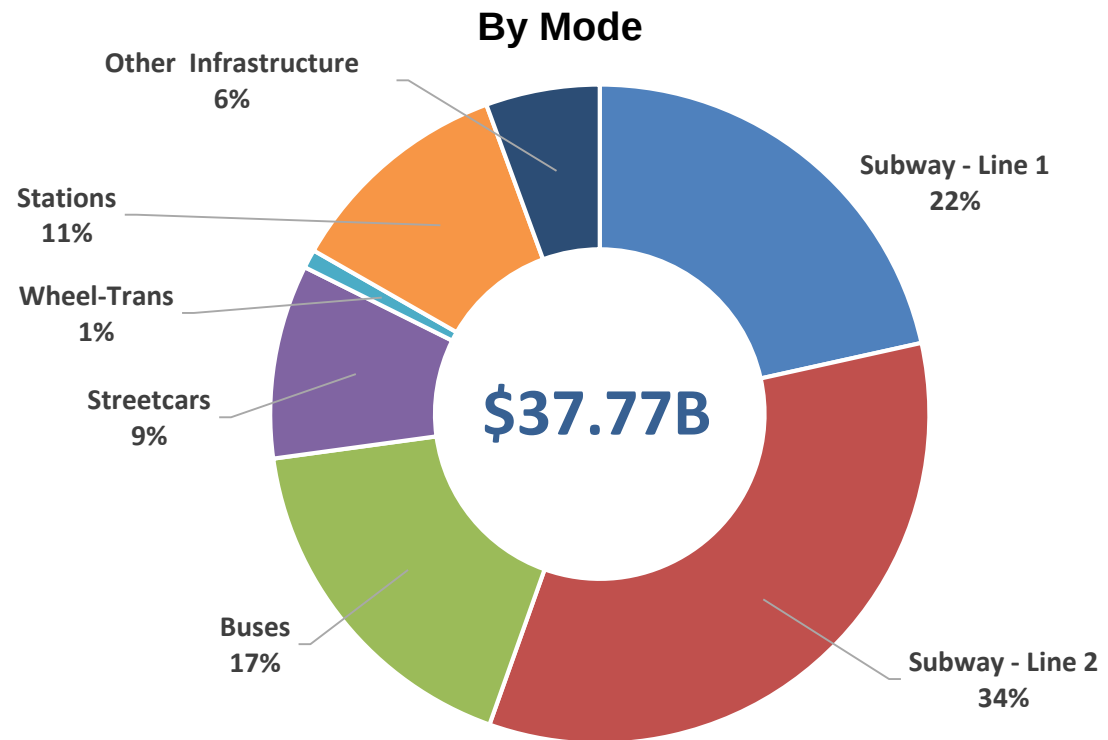
Actions:

- Recalibrated the 10-year Capital Plan's project estimates
- Reviewed requirements for major capital projects based on stage gating press;
- Revisited assumptions, scope, and timing to confirm existing capital priorities and requirements
- Identified and confirmed emergent capital priorities to be funded

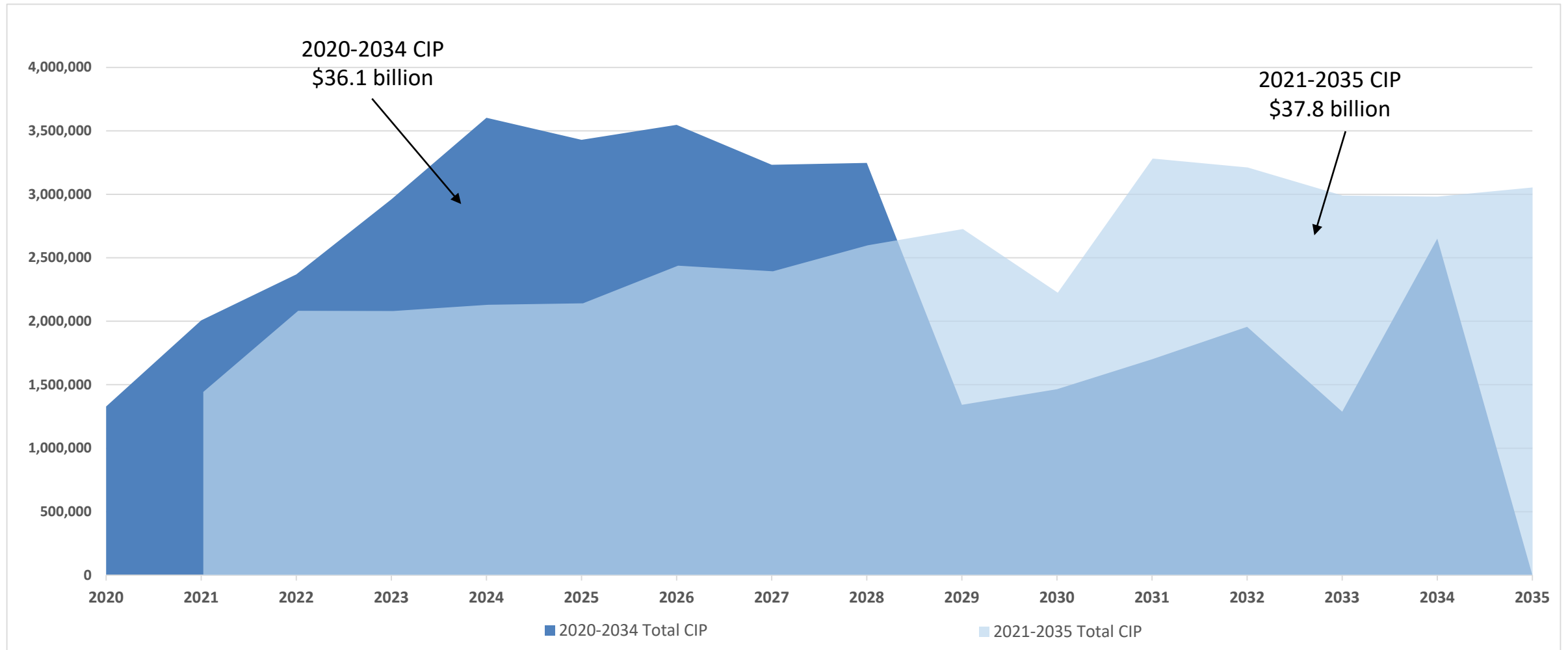
Results:

- Created “funding room” of \$787.2 million
- Added eligible development charge funding of \$323.7 million
- Able to fund \$1.11 billion in unfunded capital priorities and needs
- 95% of funding provided for Health and Safety, Legislated and State of Good Repair projects

2021-2035 Capital Investment Plan: Overview



Change in Capital Investment Plan

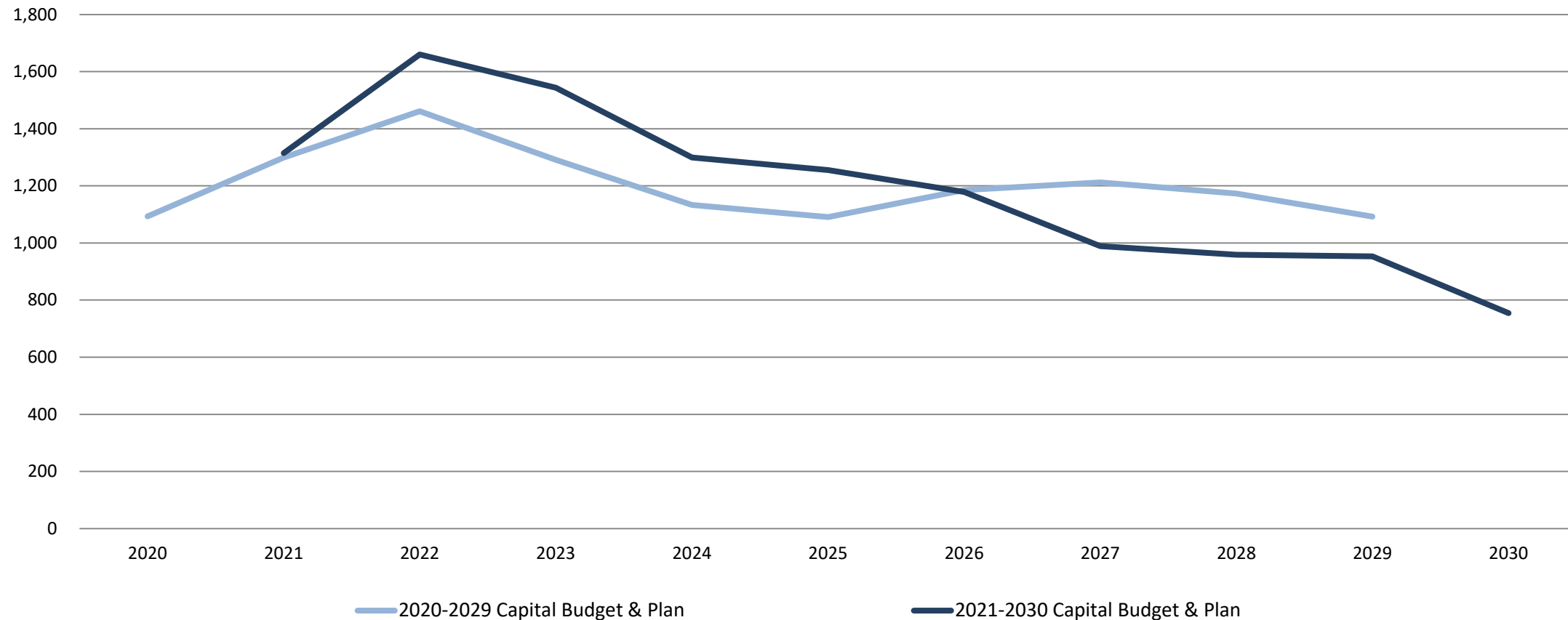


2021-2030 Capital Budget & Plan: Key Highlights

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



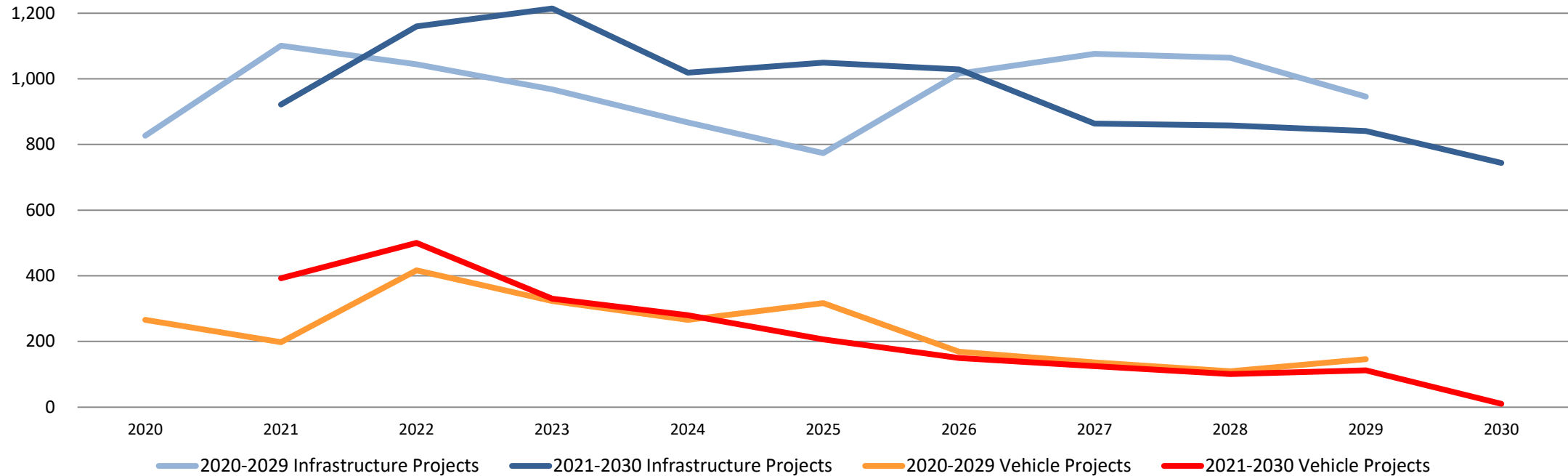
| 2021-2030 Capital Budget & Plan vs. 2020 Comparison



2021 - 2030 Capital Budget and Plan												
(\$ Millions)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10-Year Total
2020-2029 Capital Budget & Plan	1,093	1,299	1,461	1,291	1,133	1,091	1,185	1,212	1,173	1,092		12,030
2021-2030 Capital Budget & Plan		1,315	1,660	1,544	1,299	1,255	1,179	989	959	953	754	11,907
Variance	(1,093)	16	199	253	166	164	(6)	(223)	(214)	(139)	754	(123)



| 2021-2030 Capital Budget & Plan: Vehicle vs. Infrastructure



2021 - 2030 Capital Budget and Plan												
(\$ Millions)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10-Year Total
2020-2029 Infrastructure Projects	806	1,082	1,031	964	863	770	1,013	1,076	1,064	946		9,615
2021-2030 Infrastructure Projects		903	1,146	1,209	1,014	1,046	1,027	865	858	842	744	9,654
Variance	(806)	(179)	115	245	151	276	14	(211)	(206)	(104)	744	39

2021 - 2030 Capital Budget and Plan												
(\$ Millions)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10-Year Total
2020-2029 Vehicle Projects	287	217	430	327	270	321	172	136	109	146		2,415
2021-2030 Vehicle Projects		412	514	335	285	209	152	124	101	111	10	2,253
Variance	(287)	195	84	8	15	(112)	(20)	(12)	(8)	(35)	10	(162)



Major Programs: 10-Year Capital Plan

\$ 11,906.87 M



Buildings & Structures

\$2,517.66M

21%

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



Capacity Improvements

\$4,003.86 M

34 %

Bloor-Yonge Capacity
Improvements
Line 1 & 2 Capacity
Enhancements



Signal systems

\$1,012.73 M

9%

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



Vehicles

\$2,206.18 M

18%

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



Track work

\$725.04 M

6%

Subway Track
Surface Track
Subway Rail Grinding



Information Technology

\$381.52 M

3 %

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



Electrical systems

\$573.77 M

5 %

Traction Power
Power Distribution /
Electric Systems
Communications



Equipment & Other

\$486.11 M

4%

Shop & Maintenance
Equipment
Revenue & Fare Handling
Equipment
Fare System

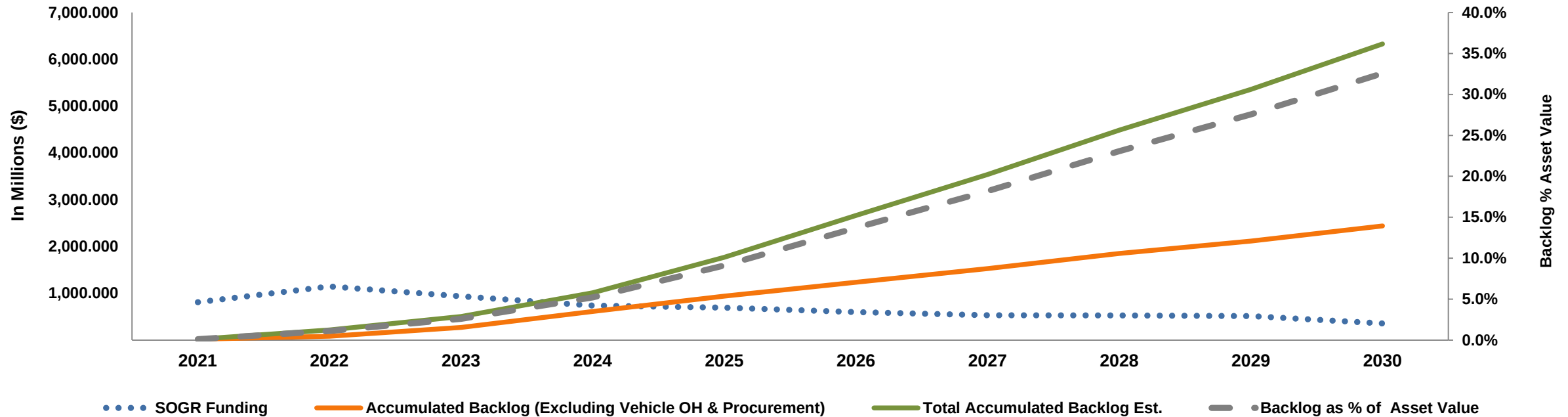


| How the Capital Program is Funded

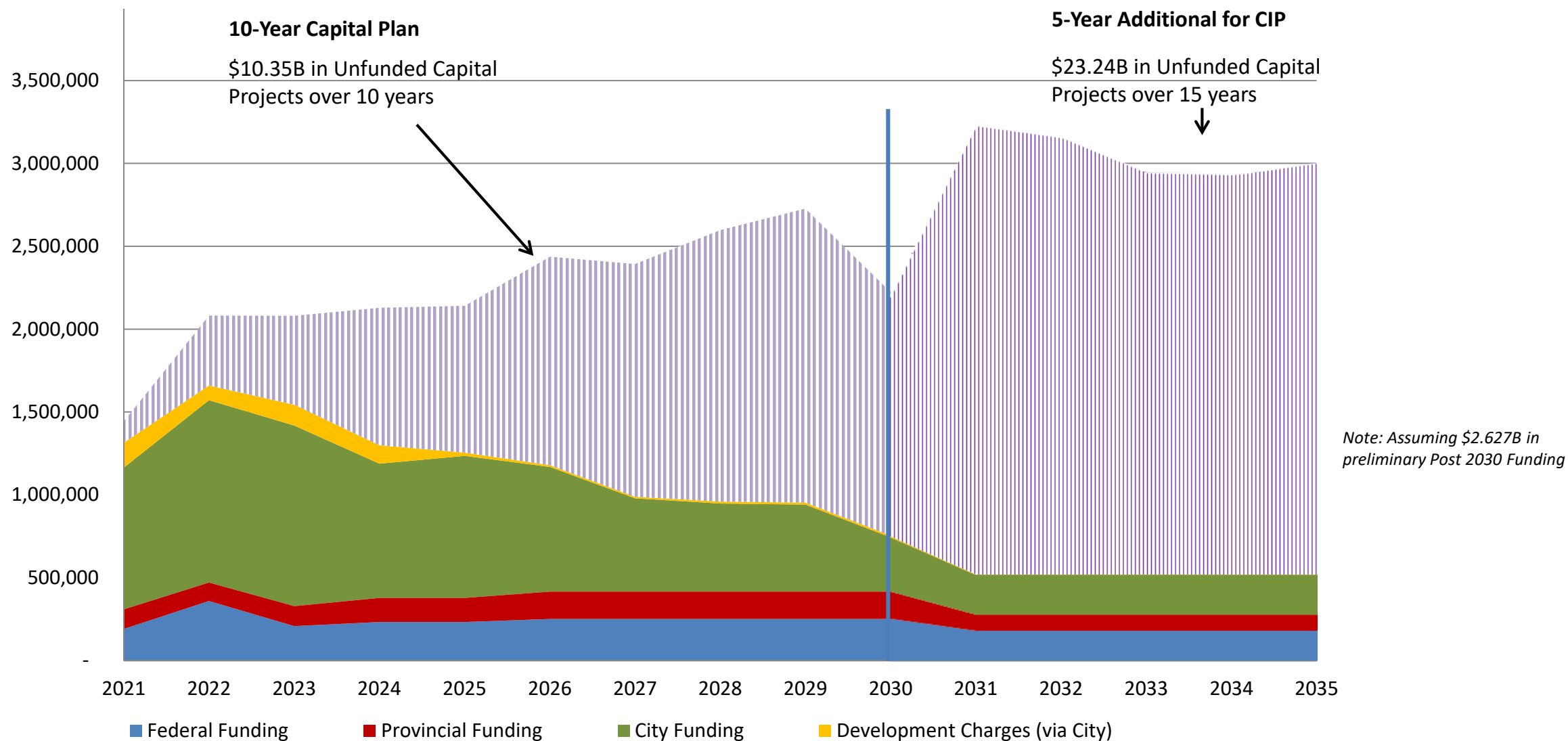
City of Toronto Funding		Provincial Funding		Federal Funding	
\$7,961.7M		\$1,458.8M		\$2,486.4M	
67%		12%		21%	
Recoverable Debt	\$6,684.1M	PGT	\$934.0M	FGT	\$1,969.3M
Debt	\$544.6M	PTIF 2	\$500.0M	PTIF 1	\$14.0M
Development Charges	\$564.8M	204 LRV	\$24.3M	PTIF 2	\$500.0M
Other	\$168.2M	Other	\$0.5M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



State of Good Repair (SOGR) Funding and Backlog



2021-2035 Capital Investment Plan: Funded vs Unfunded



Capital Needs Constraints

Project Description	Cash Flow (In \$ Millions)									
	2021	2022	2023	2024	2025	5 Year Total	2026 to 2030	10 year Total	2031 to 2035	15 Year Total
HEALTH & SAFETY/LEGISLATIVE	0.9	19.7	25.6	16.3	13.6	76.1	43.5	119.6	62.4	182.0
FLEET PURCHASE PROGRAMS	99.3	212.7	191.7	172.0	313.8	989.5	2,486.4	3,475.9	17.0	3,492.9
PURCHASE OF BUSES			4.9	12.1	231.9	248.9	1,270.5	1,519.4		1,519.4
PURCHASE OF SUBWAY CARS		168.3	83.4	48.6	80.1	380.4	1,215.9	1,596.2	17.0	1,613.3
PURCHASE OF STREETCARS	99.3	44.5	103.4	111.3	1.8	360.2		360.2		360.2
OVERHAUL PROGRAMS			36.5	104.3	133.7	274.5	829.4	1,103.9	764.0	1,868.0
BUS OVERHAUL				59.7	69.3	129.0	332.4	461.4	307.0	768.4
STREETCAR OVERHAUL				20.2	20.3	40.5	54.9	95.5	357.0	452.5
SUBWAY OVERHAUL			36.5	24.4	44.1	105.0	442.1	547.1	100.0	647.1
SERVICE PLANNING	7.8	23.1	37.9	54.1	35.7	158.8	213.0	371.8	14.0	385.8
KEY BUILDINGS AND STRUCTURES		1.5	11.3	37.3	31.3	81.4	1,490.2	1,571.6	2,079.4	3,651.0
Hillcrest Track Replacement Expansion		1.5	11.3	37.3	31.3	81.4		81.4		81.4
Line 1 Capacity Enhancement							1,490.2	1,490.2	2,079.4	3,569.6
STATE OF GOOD REPAIR	20.8	56.6	179.5	338.1	323.6	918.7	1,501.2	2,419.9	7,711.7	10,131.6
SERVICE IMPROVEMENTS	0.4	2.6	14.6	17.1	8.5	43.2	257.5	300.7	4,325.6	4,626.2
GROWTH	0.2	104.9	39.3	90.8	25.5	260.7	725.4	986.1	543.1	1,529.2
Total Unmet Needs (Not Included)	129.5	421.2	536.4	830.1	885.7	2,802.9	7,546.6	10,349.5	15,517.2	25,866.7

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



2021 BUDGET PROCESS NEXT STEPS



| 2021 Budget Process: What's Next

Item	Date
2021 Budget Administrative Review	December 2, 2020
Informal Budget Committee Review	December 3, 2020
TTC Budget Working Group	December 9, 2020
→ Special Board Meeting	December 21, 2020
Public Budget Launch	January 14, 2021
Budget Committee Reviews	January 20-22, 2021
Special Executive Committee Meeting	February 11, 2021
Special City Council Meeting	February 18, 2021
Council Approval	February 2021 (TBD)



THANK YOU

QUESTIONS?







Appendix

December 21, 2020



Appendix 1: 2021-2030 Capital Investment Plan

(In \$000s)	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2021 - 2030 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
ATC Resignalling	63,600	79,723	100,930	65,000	100,000	100,000	100,000	100,000	100,000	100,000	909,253		909,253	
Bicycle Parking at Stations	586										586			586
Bridges & Tunnels	33,811	49,493	52,127	49,112	47,585	48,102	46,813	49,767	50,682	52,136	479,628	7,000	472,628	
Bus Overhaul	62,855	55,911	58,891	59,700	70,100	77,447	64,022	63,821	65,611	66,459	644,817	2,805	642,012	
Communications	17,836	16,543	16,063	15,072	13,302	14,653	13,635	14,955	15,718	19,271	157,048	5,333	151,671	44
Computer Equipment & Software	83,573	78,190	77,182	67,053	46,278	34,139	13,940	15,195	14,539	14,316	444,406	4,780	423,285	16,341
Corporate Initiatives	10,780	10,780	9,139	10,780	9,480	9,480	9,480	9,480	9,395	9,395	98,189		98,189	
Easier Access Phase III	83,475	99,106	132,282	130,650	143,326	107,516					696,355	696,355		
Environmental Programs	7,575	13,496	10,599	8,672	9,668	9,842	10,020	10,263	5,783	5,000	90,918	90,918		
Equipment	51,724	78,743	91,528	154,256	170,761	111,786	102,493	113,328	99,755	77,354	1,051,728	40,257	1,011,471	
Fare System	4,578	6,951	33,013	24,744							69,286		591	68,695
Finishes	24,861	57,117	54,196	27,787	24,276	10,713	10,061	10,314	10,583	10,860	240,768	20,540	204,973	15,255
Fire Ventilation Upgrade	30,623	49,461	42,173	35,916	38,736	28,144	44,500	60,676	76,258	34,284	440,771		440,771	
Furniture & Office Equipment	276	154	320	141	305	157	149	302	35	84	1,923		1,923	
Kipling Station Improvements	708										708			708
Leslie Barns	4,450	11,983	7,930	8,700	10,200	72,700	93,200	71,500	28,400		309,063		309,063	
McNicoll New Bus Garage	650	5,760									6,410			6,410
On-Grade Paving Rehabilitation Program	9,474	22,748	10,869	8,998	8,172	9,038	12,500	12,500	12,000	12,000	118,299		118,299	
Other Buildings and Structures	130,550	314,909	481,240	474,113	417,228	605,082	693,012	1,002,663	1,188,181	858,901	6,165,879	115,487	1,340,014	4,710,378
Other Maintenance Equipment	3,047	2,156	1,191	1,206	1,221	1,237	1,595	1,624	1,356	1,417	16,050		16,050	
Power Distribution/Electric Systems	7,741	9,345	9,523	15,317	20,001	25,466	32,203	31,822	24,618	14,330	190,366	2,413	184,828	3,125
Purchase Automotive Non-Revenue Vehicles	5,716	17,465	13,470	16,702	8,817	5,468	4,948	5,440	6,929	6,948	91,903		62,658	29,245
Purchase of Buses	6,481	347,343	167,384	162,176	227,107	246,183	219,485	222,020	211,920	246,208	2,056,307		2,033,569	22,738
Purchase of Streetcars	334,788	45,890	103,375	111,295	1,757						597,104		97,810	499,294
Purchase of Subway Cars	11,771	174,858	101,465	97,858	233,780	403,919	412,893	293,909	298,772	196,946	2,226,171		1,732,669	493,502
Purchase of Buses - Wheel Trans Buses	27,657	8,698	12,050	13,565	13,302	41,585	44,338	24,173	4,387		206,017		206,017	
Purchase Rail Non-Revenue Vehicles	4,404	9,381	10,057	4,866	4,481	1,946	711	726	742	2,009	39,323		39,323	
Queensway Bus Garage Renovation		650	2,600	7,550							10,800		10,800	
Rail Non-Revenue Vehicle Overhaul	1,045	6,496	5,833	17,401	3,015	7,577		2,166	4,062	3,902	51,496		38,117	13,380
Revenue & Fare Handling Equipment	8,387	3,250	2,250	1,800	1,200	400	400	1,300	1,300	1,300	21,587		21,587	
Safety Program	1,434	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	37,434	37,434		
Service Planning	42,302	63,467	54,270	64,945	43,098	48,043	52,672	38,837	49,825	37,628	495,087	37,419	37,030	420,638
Sheppard Subway		3,705									3,705			3,705
Shop Equipment	14,424	13,448	9,440	5,546	4,485	2,749	3,397	3,720	3,739	4,170	65,120		65,120	
Signal Systems	18,732	15,748	18,405	13,871	12,361	10,552	5,624	3,576	3,770	4,005	106,644		106,644	
Streetcar Network Upgrades & BRT	5,031	10,788	9,728	2,923							28,470	25,670		2,800
Streetcar Overhaul	4,641	15,657	17,938	32,996	21,336	21,078	2,447	3,175	3,368	25,474	148,110	9,708	138,402	
Subway Car Overhaul	32,153	35,251	72,742	55,666	75,457	96,973	90,807	94,596	109,112	109,742	772,499	15,355	757,144	
Subway Track	41,272	30,981	29,395	27,589	32,164	39,716	39,372	37,443	37,566	34,805	350,303		347,737	2,566
Surface Track	51,544	66,308	89,540	105,877	95,242	45,926	47,167	55,838	46,232	47,000	650,674		553,331	97,343
Toronto Rocket/T1 Rail Yard Accommodation	34,735	42,541	37,146	28,894	25,274						168,590		168,590	
Traction Power	35,642	37,100	29,678	37,698	44,796	42,215	40,420	39,071	39,028	40,383	386,031		386,031	
Transit Shelters & Loops	545	545	545	545	545	545	545	545	565	652	5,577		5,577	
Warehouse Consolidation	1,941	64									2,005		2,005	
Yonge-Bloor Capacity Improvement	45,000	55,000	80,500	155,700	154,000	179,000	179,000	179,000	179,000	179,000	1,385,200			1,385,200
Expansion Projects														
Scarborough Subway Extension	55,629	64,465	523								120,617			120,617
Toronto York Spadina Subway Extension	19,644	13,248	4,050	4,062	3,347	2,837					47,188		47,188	
Waterfront Toronto	6,400	32,766	10,810								49,976			49,976
Total Capital Plan (including carry forward from 2020)	1,444,091	2,081,681	2,080,602	2,129,227	2,140,467	2,437,931	2,393,096	2,597,910	2,727,017	2,224,366	22,256,388	1,111,474	13,182,369	7,962,545

Appendix 2: 2021 Capital Budget; 2022 - 2030 Capital Plan Including Carry Forward Funding

(In \$000s)	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2021 - 2030 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
ATC Resignalling	63,600	79,723	100,930	65,000	100,000	100,000	100,000	100,000	100,000	100,000	909,253		909,253	
Bicycle Parking at Stations	586										586			586
Bridges & Tunnels	33,711	49,393	52,027	49,012	47,485	46,802	45,513	48,467	49,382	50,836	472,628		472,628	
Bus Overhaul	62,855	55,911	58,891	15	798	1,059	934	951	967	1,065	183,446	2,805	180,641	
Communications	17,166	15,372	15,281	13,879	12,375	13,758	12,182	11,321	10,717	10,988	133,039	4,335	128,660	44
Computer Equipment & Software	82,726	76,849	74,345	63,096	43,505	23,001	8,137	3,207	3,168	3,494	381,526	4,780	360,406	16,341
Corporate Initiatives	10,780	10,780	9,139	10,780	9,480	9,480	9,480	9,480	9,395	9,395	98,189		98,189	
Easier Access Phase III	83,475	99,106	132,282	130,650	143,326	107,516					696,355	696,355		
Environmental Programs	7,075	12,396	5,999	4,972	5,968	6,142	6,320	6,563	5,783	5,000	66,218	66,218		
Equipment	51,724	65,320	68,914	46,264	25,009	23,491	22,480	23,387	18,924	11,044	356,557	40,257	316,300	
Fare System	4,578	4,951	6,013	4,744							20,286		591	19,695
Finishes	24,861	48,644	29,446	9,546	7,405	760	800	800	800	800	123,862	3,039	117,145	3,678
Fire Ventilation Upgrade	30,623	49,461	42,173	35,916	38,736	28,144	44,500	60,676	76,258	34,284	440,771		440,771	
Furniture & Office Equipment	276	154	320	141	305	157	149	302	35	84	1,923		1,923	
Kipling Station Improvements	708										708			708
Leslie Barns	4,450	11,613									16,063		16,063	
McNicoll NewBus Garage	650	5,760									6,410			6,410
On-Grade Paving Rehabilitation Program	9,474	22,748	10,869	8,998	8,172	9,038	12,500	12,500	12,000	12,000	118,299		118,299	
Other Buildings and Structures	128,403	202,477	383,870	261,224	302,575	343,507	282,319	257,573	248,438	208,278	2,618,664	115,487	508,986	1,994,191
Other Maintenance Equipment	3,047	1,826	1,191	1,206	1,221	1,237	1,264	1,293	1,356	1,417	15,058		15,058	
Power Distribution/Electric Systems	7,741	9,337	8,836	12,625	15,443	20,908	27,645	27,264	20,062	9,267	159,128	2,413	153,815	2,900
Purchase Automotive Non-Revenue Vehicles	5,716	14,194	4,499	2,812	2,812	2,812	2,812	2,812	2,841	2,841	44,151		14,906	29,245
Purchase of Buses	6,481	347,343	167,384	162,176	8,743	611	611	611	611	611	695,182		672,444	22,738
Purchase of Streetcars	235,456	1,426									236,882		97,810	139,072
Purchase of Subway Cars	11,771	6,574	18,089	49,227	153,710	116,294	111,011	83,885	79,394		629,955		466,065	163,890
Purchase of Buses - Wheel Trans Buses	27,657	8,698	11,345								47,700		47,700	
Purchase Rail Non-Revenue Vehicles	4,404	9,381	10,057	4,866	4,481	1,946	711	726	742	2,009	39,323		39,323	
Queensway Bus Garage Renovation														
Rail Non-Revenue Vehicle Overhaul	1,045	6,496	5,833	17,401	3,015	7,577		2,166	4,062	3,902	51,496		38,117	13,380
Revenue & Fare Handling Equipment	8,387	3,250	2,250	1,800	1,200	400	400	1,300	1,300	1,300	21,587		21,587	
Safety Program	1,434	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,434	10,434		
Service Planning	34,155	34,285	10,363	6,380	2,800	2,800	2,800	2,800	2,800	2,800	101,983	16,129	15,741	70,113
Sheppard Subway		3,705									3,705			3,705
Shop Equipment	8,681	7,408	5,241	1,455	2,637	941	955	963	969	1,592	30,842		30,842	
Signal Systems	16,850	14,898	17,966	13,871	12,361	10,552	5,624	3,576	3,770	4,005	103,473		103,473	
Streetcar Network Upgrades & BRT	5,031	2,321									7,352	4,552		2,800

Appendix 2: 2021 Capital Budget; 2022 - 2030 Capital Plan Including Carry Forward Funding

(In \$000s)	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2021 - 2030 Total	Health & Safety & Legislated	SOG	Growth & Improved Service
<i>Streetcar Overhaul</i>	4,641	15,657	17,938	12,797	1,000	620					52,654	9,708	42,946	
<i>Subway Car Overhaul</i>	32,153	35,251	36,245	31,222	31,392	18,459	8,205	10,000	22,460		225,387	15,355	210,032	
<i>Subway Track</i>	41,272	28,481	27,895	26,589	32,164	39,716	39,372	37,443	37,566	34,805	345,303		342,737	2,566
<i>Surface Track</i>	51,544	64,808	49,335	36,261	23,704	28,502	31,462	38,834	26,417	28,871	379,738		363,778	15,960
<i>Toronto Rocket/T1 Rail Yard Accommodation</i>	34,735	42,541	37,146	28,894	25,274						168,590		168,590	
<i>Traction Power</i>	25,519	24,848	24,668	24,014	28,780	29,117	29,968	30,032	31,781	32,875	281,602		281,602	
<i>Transit Shelters & Loops</i>	545	545	545	545	545	545	545	545	565	652	5,577		5,577	
<i>Warehouse Consolidation</i>	1,941	64									2,005		2,005	
<i>Yonge-Bloor Capacity Improvement</i>	45,000	55,000	80,500	155,700	154,000	179,000	179,000	179,000	179,000	179,000	1,385,200			1,385,200
Expansion Projects														
<i>Scarborough Subway Extension</i>	55,629	64,465	523								120,617			120,617
<i>Toronto York Spadina Subway Extension</i>	19,644	13,248	4,050	4,062	3,347	2,837					47,188		47,188	
<i>Waterfront Toronto</i>	6,400	32,766	10,810								49,976			49,976
Total Expenditures (including carry forward from 2020)	1,314,600	1,660,473	1,544,208	1,299,140	1,254,768	1,178,728	988,698	959,476	952,562	754,215	11,906,871	991,867	6,851,189	4,063,814



Appendix 3: New Projects/ Major Scope Increases (Non-COVID)

New to the 10 Year Plan / Significant Change in Scope	(\$000s)						
	2021	2022	2023	2024	2025	2026-2030	Total 2021-2030
New Projects to the Plan							
Ongoing capital condition assessment prg	750.0	2,000.0	2,040.0	2,080.0	2,120.0	11,010.0	20,000.0
Warehouse Consolidation - Materials Mgmt	176.0						176.0
Warehouse Consolidation - Vehicle Eng.SE	882.0	64.0					946.0
Warehouse Consolidation - Barcoding	883.4						883.4
Streetcar Camera & Monitoring Systems	853.7	8,854.3					9,708.0
Overhaul RT40 - Trucks & Conveyer	53.0	1,687.1	2,825.0				4,565.1
Eglinton Crosstown LRT - Faregates	4,322.0						4,322.0
Finch West LRT - Faregates	315.0						315.0
CCMS System for Maintenance Manuals	490.0	975.0	635.0				2,100.0
Digital Asset Management	225.0	40.0					265.0
SAP SOGR	100.0	100.0	100.0	100.0	100.0	500.0	1,000.0
ITS Service Management	1,279.0	220.0					1,499.0
Mobile Bi-Law Ticketing	970.0						970.0
Case Management for DHRD	1,029.9						1,029.9
Bus Lane Implementation	8,755.0						8,755.0
Subtotal	23,866.9	16,860.3	7,400.0	3,180.0	3,220.0	12,130.0	66,657.2
Major Scope Increases (>\$5M)							
Tangent Surf Track Replacement Program	4,983.0	6,257.0				63,539.0	74,779.0
Special Surf Track Replacement Program	2,238.0	7,674.0			3,168.0	15,842.0	28,922.0
Reconstruction of Streetcar Overhead		3,913.0	3,737.0	1,594.0			9,244.0
Subway Escalator Overhaul Program	747.0	824.0	782.0			5,597.0	7,950.0
Fall Prevention Systems		200.0	1,000.0	2,000.0	1,200.0	20,400.0	24,800.0
Fire Ventilation Upg & 2nd Exits Program						240,963.0	240,963.0
Easier Access Phase III					136,087.0	107,516.0	243,603.0
Vehicle Engineering Additions			1,067.0	2,812.0	2,812.0	14,118.0	20,809.0
Subtotal	7,968.0	18,868.0	6,586.0	6,406.0	143,267.0	467,975.0	651,070.0
Total Capital Recast	31,834.9	35,728.3	13,986.0	9,586.0	146,487.0	480,105.0	717,727.2



Appendix 4: Capital Recast: Project Deferrals / Scope Decreases

Capital Recast: Project Deferrals/Scope Decreases	(\$000s)						
	2021	2022	2023	2024	2025	2026-2030	Total 2021-2030
Major Deferrals/Decreases (>\$5M)							
Escalator Replacement Program	(3,808.0)	1,777.0	1,890.0	889.0	1,582.0	(9,903.0)	(7,573.0)
Streetcar Network Upgrades LRV	(1,763.0)	(3,852.0)	(114.0)	(2,116.0)			(7,845.0)
McNicoll Bus Garage	(15,760.0)	5,760.0					(10,000.0)
Subway Facility Renewal Program	(1,412.8)	(58.0)	(5,140.0)	(10,010.0)	(9,515.0)	(1,000.0)	(27,135.8)
Bloor-Yonge Capacity Improvements		(355.0)	500.0	700.0	(106,000.0)	(5,000.0)	(110,155.0)
Line 1 Capacity Enhancement	2,505.0	9,898.0	104,747.0	48,875.0	118,667.0	(588,759.0)	(304,067.0)
Line 2 Capacity Enhancement	611.0	3,655.0	8,544.0	10,195.0	24,044.0	(126,254.0)	(79,205.0)
Bus (e-Vehicle) Additional - Purchase	5,565.0	(53,265.0)	24,684.0	44,988.0	(137,763.0)		(115,791.0)
SMS Replacement	(3,826.0)	(4,392.0)					(8,218.0)
Total Capital Recast	(17,888.8)	(40,832.0)	135,111.0	93,521.0	(108,985.0)	(730,916.0)	(669,989.8)



Appendix 5: Investment Panel Review Breakdown

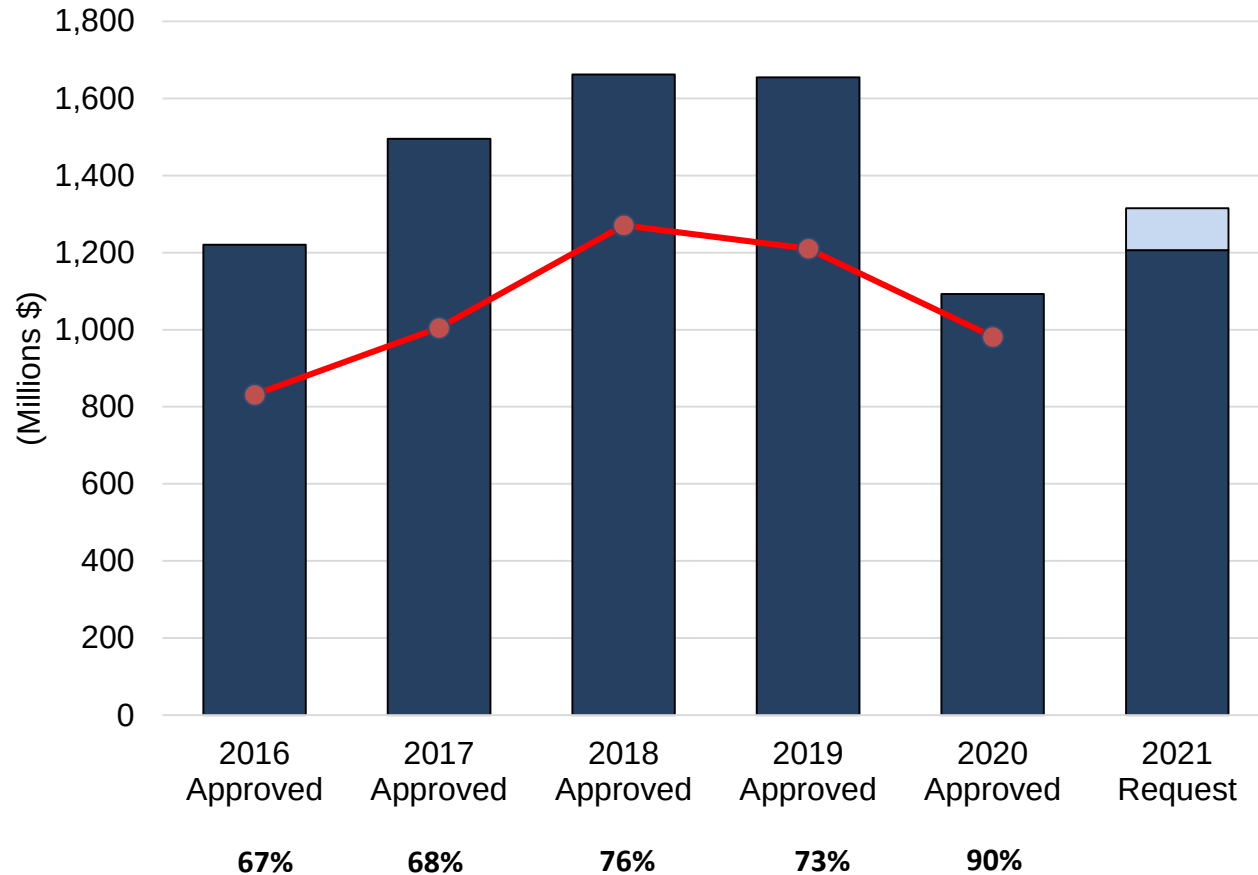
Investment Panel Review Summary - By Category												
Cat. Code	Category	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total 10 Year
H&S	Health & Safety	8,092	10,992	1,674	1,000	1,000	1,000	1,000	1,000	1,000	1,000	27,758
LEGIS	Legislated	750	1,450	1,500	2,500	137,287	109,716	4,400	4,600	4,600	4,600	271,403
SOGR	State of Good Repair	17,156	27,864	18,447	34,869	90,287	160,278	131,569	114,316	103,045	61,150	758,980
SI	Service Improvement	14,838	12,198	4,946	3,892	2,812	2,812	2,812	2,812	2,841	2,841	52,804
Total		40,836	52,504	26,567	42,261	231,386	273,806	139,781	122,728	111,486	69,591	1,110,945

Investment Panel Review Summary - By Program												
Program	Program Desc	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total 10 Year
1.2	Surface Track	9,454	18,058	584	0	3,168	10,155	16,490	25,783	13,082	13,871	110,645
2.1	Traction Power	0	3,913	3,737	1,594	203	205	206	207	218	229	10,512
2.2	Power Distribution/Electrical Systems	20	50	200	200	180	0	0	0	0	0	650
2.3	Communications	240	745	445	1,721	4,213	3,791	2,256	726	431	651	15,219
3.2	Equipment	1,997	7,524	10,293	12,580	5,333	9,008	11,094	11,332	12,029	10,704	91,894
3.4	Bridges & Tunnels	0	0	47	2,105	2,267	220	0	0	0	0	4,639
3.9	Buildings & Structures	2,271	64	0	13,311	210,972	238,318	105,200	77,876	76,981	34,284	759,277
4.13	Bus Overhaul	2,805	0	0	0	0	0	0	0	0	0	2,805
4.15	Streetcar Overhaul	2,441	9,904	1,800	1,000	1,000	620	0	0	0	0	16,765
4.16	Subway Car Overhaul	1,216	0	0	0	0	0	0	0	0	0	1,216
4.21	Purchase of Non-Revenue Vehicles	0	0	1,067	2,812	2,812	2,812	2,812	2,812	2,841	2,841	20,809
4.22	Rail Non-Revenue Vehicle Overhaul	53	1,687	2,825	0	0	0	623	726	742	2,009	8,665
4.23	Purchase of Rail Non-Revenue Vehicles	0	0	0	4,758	138	7,577	0	2,166	4,062	3,902	22,602
5.2	Revenue & Fare Handling Equipment	4,637	0	0	0	0	0	0	0	0	0	4,637
6.1	Enviormental Programs	1,250	1,250	1,500	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,000
7.10	Service & Program Management	5,497	2,473	1,409	100	100	100	100	100	100	100	10,079
9.2	Service Plannint	8,955	6,836	2,660	1,080	0	0	0	0	0	0	19,531
Total		40,836	52,504	26,567	42,261	231,386	273,806	139,781	122,728	111,486	69,591	1,110,945



Appendix 6: Capacity to Spend

Carry Forward Impact Vs. Capacity to Spend



Budget Vs. Actual Spending by Category

