



Proposed 2017-2026 TTC Capital Budget





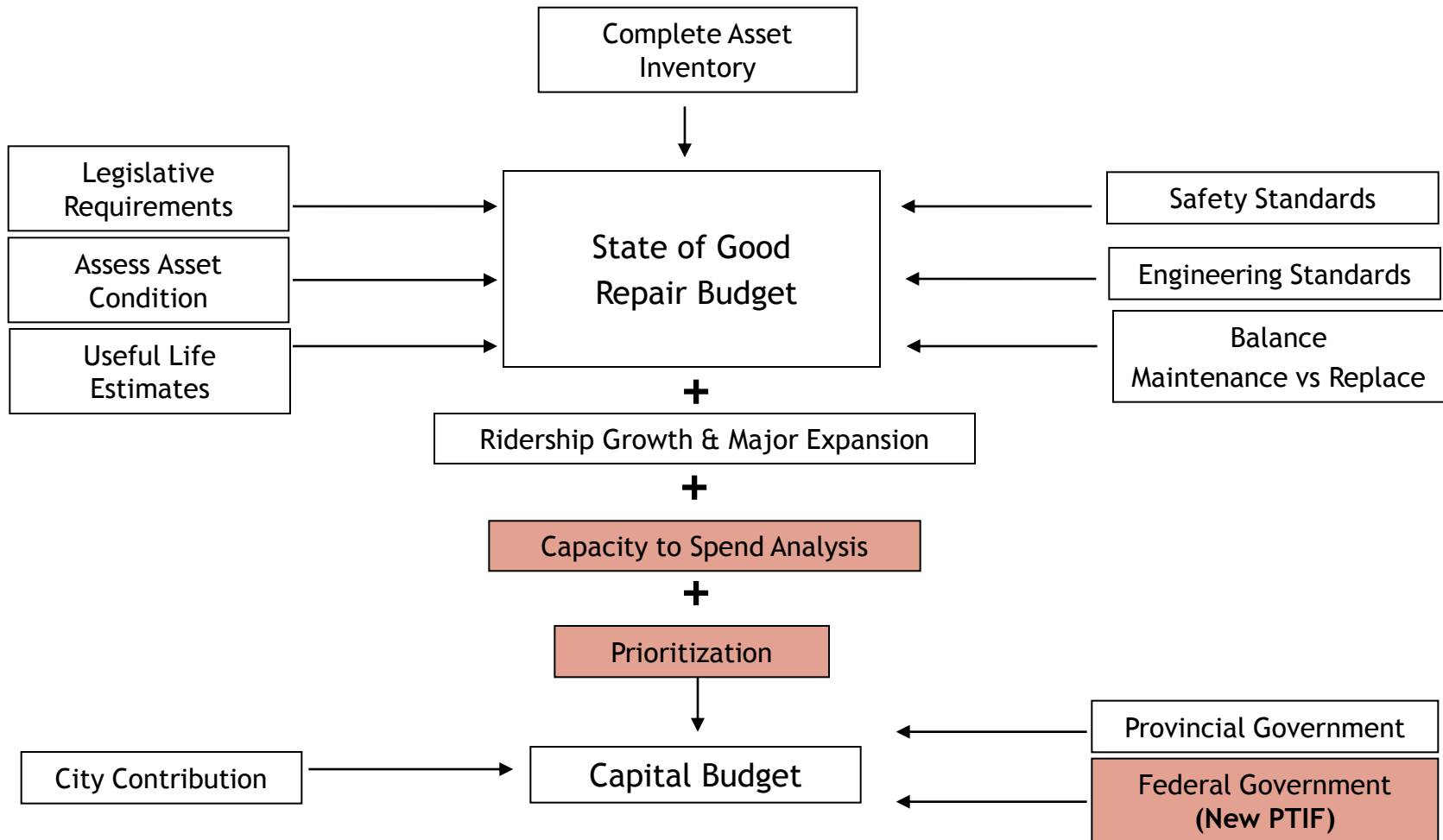
Overview

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4. Funding
5. Toronto York Spadina Subway Extension
6. Scarborough Subway Extension
7. Projects for Future Consideration
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Constructing the Capital Budget





	(\$ Billions)
10-Year Base Needs	9.4
Traditional Capital Funding Available	<u>6.3</u>
Shortfall	3.1
PTIF - TTC only	1.2 *
Capacity to Spend Reduction	<u>0.9</u>
Net Unfunded Capital	<u><u>1.0</u></u>

* **Note** : Full PTIF funding is \$1.680 b: City \$0.229 b, TTC \$1.466 b. Of the TTC share of \$1.466 b \$0.214 b will be received in 2016.





10 - Year Capital Budget Comparison

Base Program

(\$Billions)

	2014 - 2023 <u>Approved</u>	2015 - 2024 <u>Approved</u>	2016 - 2025 <u>Approved</u>	2017 - 2026 <u>Request</u>
Budget/Request	9.036	9.268	9.316	9.417
Funding Available	<u>6.493</u>	<u>6.901</u>	<u>6.637</u>	<u>6.298</u> *
Shortfall	<u>2.543</u>	<u>2.367</u>	<u>2.679</u>	<u>3.119</u> **

Note:

* Excludes announced New Federal Public Transit Infrastructure Fund (PTIF) of \$506 m

** After applying the capacity to spend reduction of \$858 m the net shortfall is \$1.754



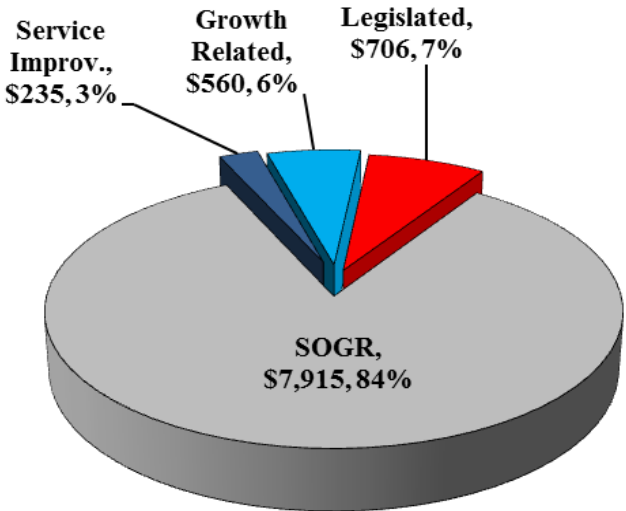


The 2017-2026 Capital Budget request of \$9.417 B does not include an additional \$70 million of proposed projects. This will be incorporated in the final iteration to be presented to the Board for approval at its meeting on September 28, 2016.

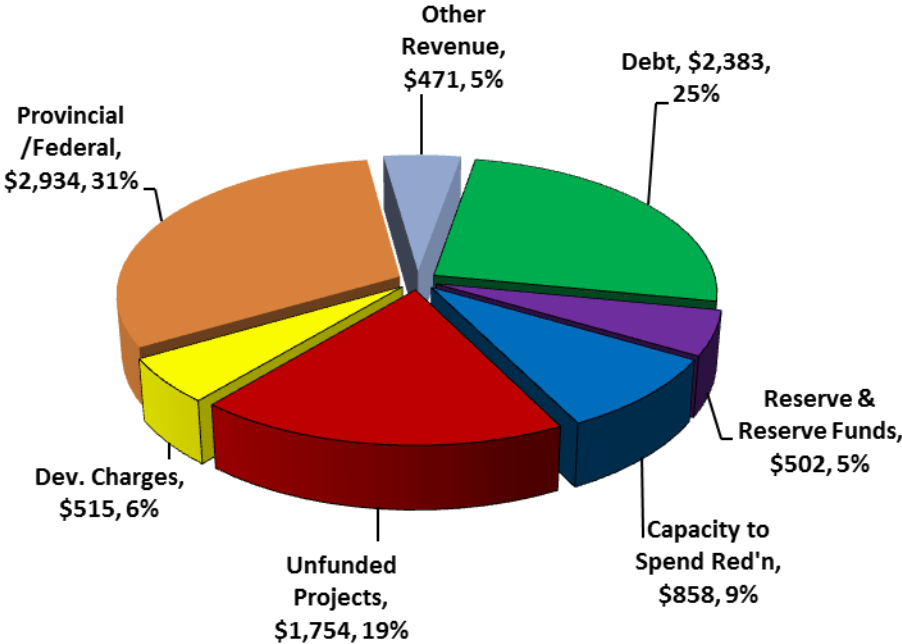




Where the Money Goes
\$9,417 Million



Where the Money Comes From
\$9,417 Million

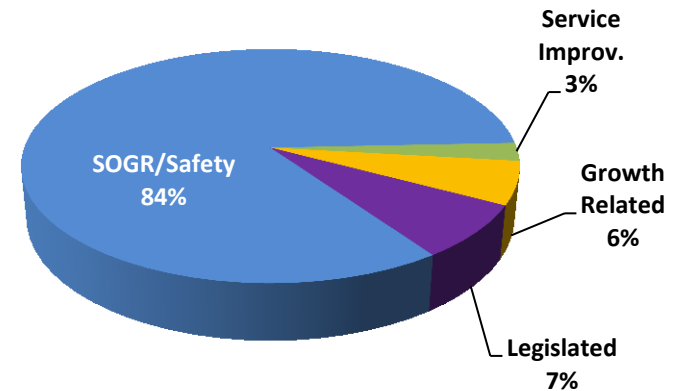




2017-2026 BASE CAPITAL BUDGET

Ten Year Envelope
By Category
(\$Millions)

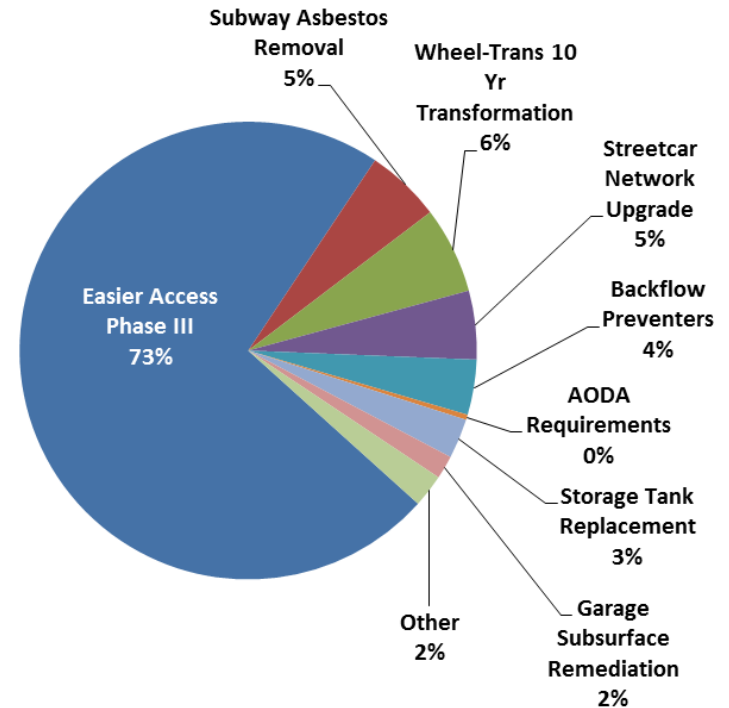
	<u>2017</u>	<u>2017-2026</u>	
Legislated	70	706	7%
SOGR/Safety	927	7,915	84%
Service Improvement	40	235	3%
Growth Related	305	560	6%
<i>Total</i>	1,342	9,417	100%





LEGISLATED 2017-2026 (\$Millions)

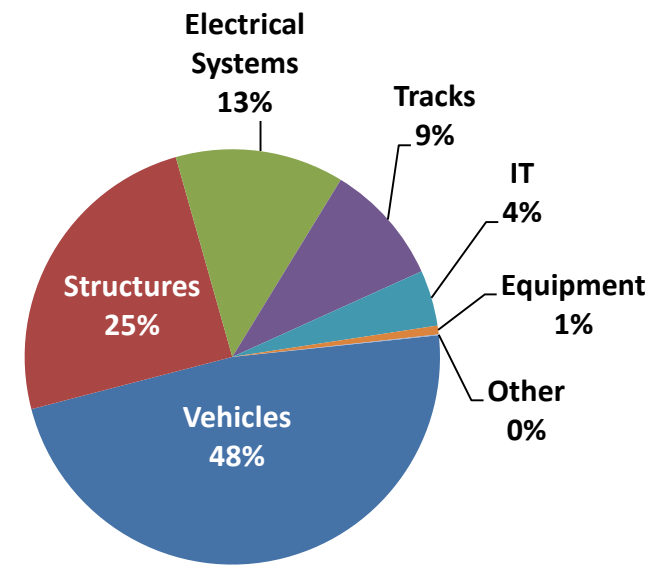
	2017	2017-2026	%
Easier Access Phase III	43	513	73%
Subway Asbestos Removal	3	37	5%
Wheel-Trans 10 Yr Transformation	7	43	6%
Streetcar Network Upgrade	2	34	5%
Backflow Preventers	2	27	4%
AODA Requirements	3	3	0%
Storage Tank Replacement	4	20	3%
Garage Subsurface Remediation	0	12	2%
Other	6	16	2%
Total	70	706	100%





STATE OF GOOD REPAIR/SAFETY 2017-2026 (\$Millions)

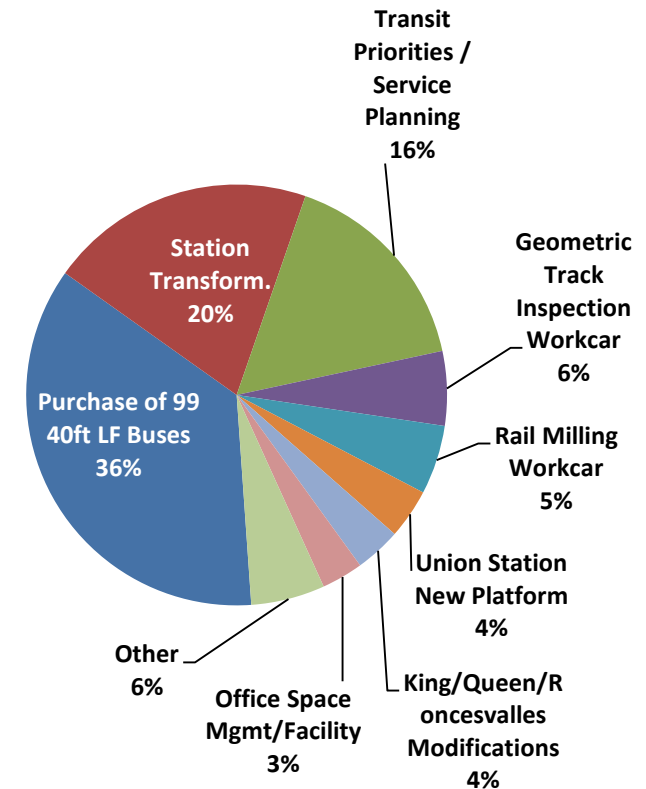
	2017	2017-2026	%
Vehicles	368	3,791	48%
Structures	242	1,963	25%
Electrical Systems	134	999	13%
Tracks	84	756	9%
IT	83	346	4%
Equipment	14	54	1%
Other	2	5	0%
Total	927	7,915	100%





SERVICE IMPROVEMENT 2017-2026 (\$Millions)

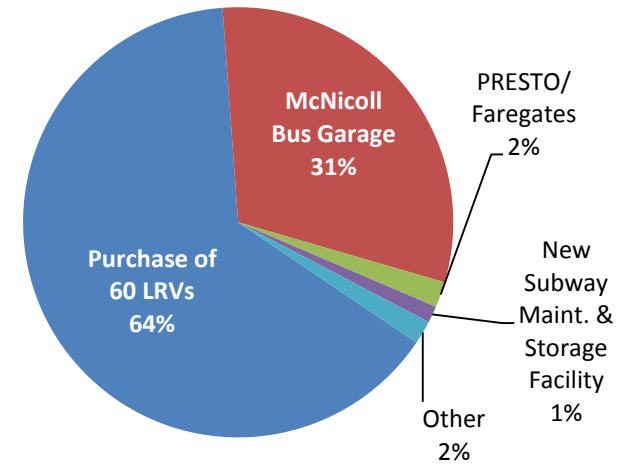
	2017	2017-2026	%
Purchase of 99 40ft LF Buses	3	85	36%
Station Transformation	9	48	20%
Transit Priorities / Service Planning	9	38	16%
Geometric Track Inspection Workcar	0	13	6%
Rail Milling Workcar	0	13	5%
Union Station New Platform	9	9	4%
King/Queen/Roncesvalles Modifications	0	8	4%
Office Space Management/Facility	2	8	3%
Other	8	13	6%
Total	40	235	100%





GROWTH RELATED 2017-2026 (\$Millions)

	2017	2017-2026	%
Purchase of 60 LRVs	275	361	64%
McNicoll Bus Garage	15	172	31%
PRESTO/Faregates	9	11	2%
New Subway Maint. & Storage Facility	0	7	1%
Other	7	10	2%
Total	305	560	100%



Proposed 2017-2026 TTC Capital Budget



TTC 2017 BASE CAPITAL BUDGET

Vehicles:

Purchase of Low Floor 40' Diesel Buses - SOGR	71	} \$649 48%
Purchase of 99 LF 40' Diesel Buses - Service Improvements	3	
Purchase of 400 Future Wheel Trans Buses	7	
Purchase of remaining TR Subway Cars	21	
Purchase of 204 (\$140M) & 60 (\$275M) LRV Cars	415	
Vehicle Overhaul Programs (Bus, WT, Subway, Streetcar)	118	
Other (Non-Revenue Vehicle Purchase & Overhaul)	15	

Infrastructure Projects:

Track Programs	87	} \$693 52%
Electrical Systems	59	
Signal Systems (Incl. Line 1 (YUS) and Line 2 (BD))	77	
Finishes	19	
Equipment	36	
Yards & Roads	12	
Bridges & Tunnels	42	
Building & Structures:		
- Fire Ventilation Upgrade	14	
- Easier Access Phase III	43	
- TR/T1 Rail Yard Accommodation	48	
- McNicoll Bus Garage	15	
- Leslie Barns	20	
- Other Building & Structure Projects	<u>96</u>	
Environmental Projects	7	
Information Technology	83	
Other Projects	34	
Total - Base Program Request	<u><u>\$1,342</u></u>	



Proposed 2017-2026 TTC Capital Budget

TTC 2017-2026 BASE CAPITAL BUDGET REQUEST

Vehicles:

		(\$Millions)		
Purchase of Buses	1,261	}	\$4,267	45%
Purchase of Subway Cars	1,210			
Purchase of LRVs	972			
Vehicle Overhaul Programs (Bus, Subway, Streetcar)	704			
Purchase of NRV/NRV Overhaul	120			

Infrastructure Projects:

Track Programs	768	}	\$5,150	55%
Electrical Systems	389			
Signal Systems (Incl. Line 1 (YUS - \$240) and Line 2 (BD - \$300))	619			
Finishes	157			
Equipment	228			
Yards & Roads	178			
Bridges & Tunnels	416			
Building & Structures:				
- Fire Ventilation Upgrade	284			
- Easier Access Phase III	513			
- TR/T1 Rail Yard Accommodation	341			
- McNicoll Bus Garage	172			
- Leslie Barns	26			
- Wheel-Trans 10 Yr Transformaton Program	43			
- Station Transformations	48			
- LRV Carhouse Facility	46			
- Subway Facility Renewal	57			
- Wilson Garage Ventilation Upgrade	49			
- Wilson Backup Centre	28			
- Duncan Shop Ventilation Upgrade	36			
- Backflow Preventers	27			
- Other Building & Structure Projects	<u>197</u>			
Environmental Projects	69			
Information Technology	346			
Other Projects	113			

Total - Base Program Request

\$9,417





ARTICULATED BUSES





Bus Fleet & Facilities (\$Millions)

	Program	2017-2026	EFC
Vehicles	Purchase of 153 40' LF Buses (To 2015)	0	129
	Purchase of 108 40' LF Buses (To 2016)	6	65
	Purchase of 55 40' LF Buses (To 2016)	0	33
	Purchase of 272 40' LF Buses (2017 - 2019)	205	205
	Purchase of 805 40' LF Buses (2020 - 2026)	879	879
	Purchase of 50 40' LF Buses - Customer Service Initiatives (2015 - 2016)	0	31
	Purchase of 99 40' LF Buses - Customer Service Initiatives (2017 - 2021)	85	85
	Purchase of 400 Future Wheel-Trans Buses (2019 - 2026)	87	87
	Bus Overhaul	415	614
Facilities	McNicoll Bus Garage	172	181
	Wheel-Trans 10-Yr Transformation Program	43	43
	Bus Garage/Shops Facility Renewal & Modifications	28	124
Other	Bus Cleaning Equipment Programs	9	15
	Bus Hoist	47	76
	Bus Washracks	19	29
	Bus Maintenance & Shop Equipment/Other	11	22
	Proposed Total	2,006	2,619

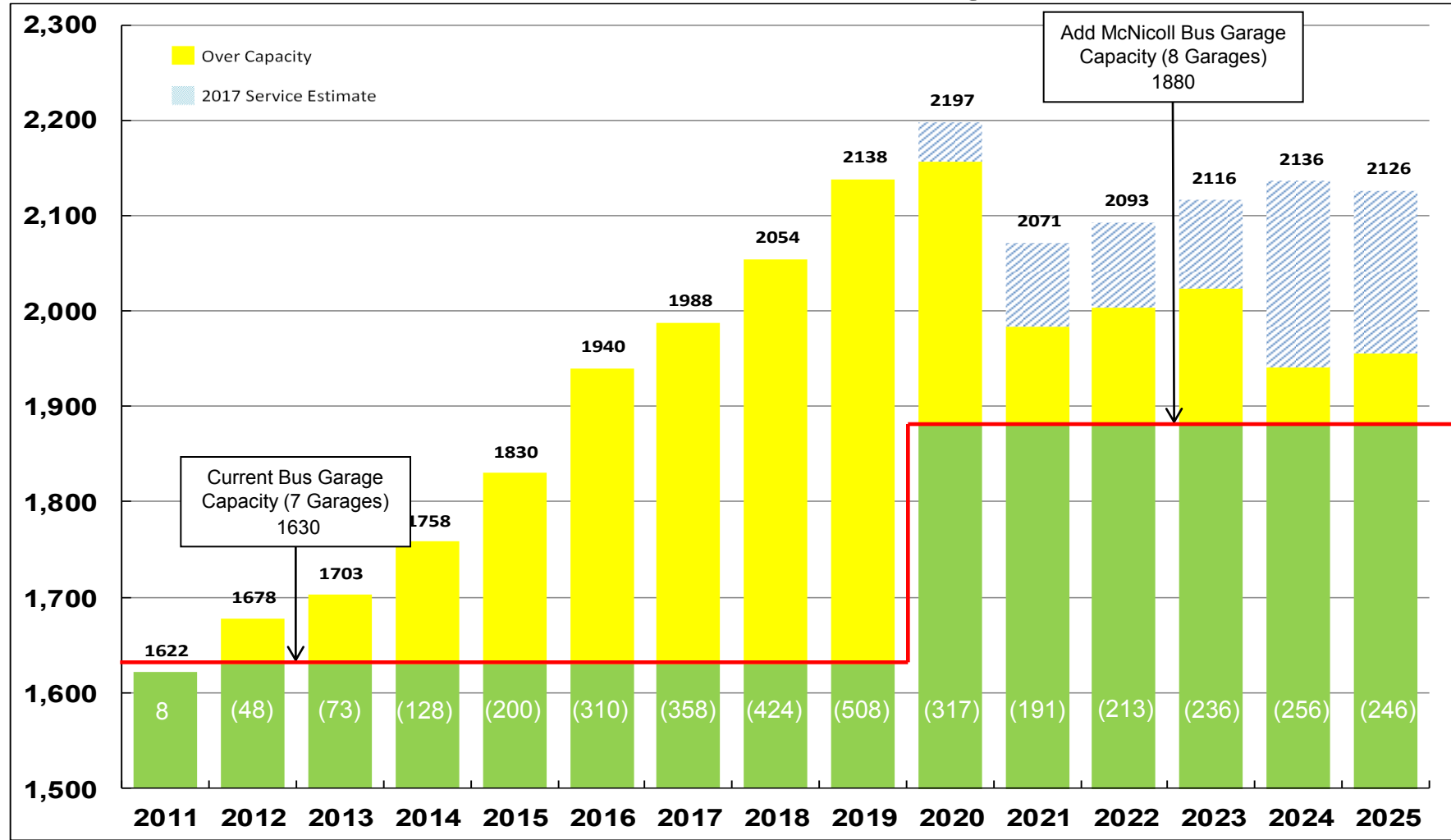


2017-2026 BUS FLEET & FACILITY PLAN



OVER CAPACITY

Bus Facility Plan - McNicoll Garage 2020





NEW LRVs





LRV Fleet & Facilities (\$Millions)

	Program	2017-2026	EFC
Vehicles	Purchase of 204 LRVs (To 2019)	611	1,187
	Purchase of 60 LRVs (2016 - 2021)	361	361
	LRVs Overhaul	27	39
	ALRV Life Extension	10	26
	AODA Requirements - Streetcars	1	2
Facilities	Leslie Barns	26	523
	LRV Carhouse Facility Renewal Program/Other	47	98
Other	Surface Track	361	616
	Streetcar Network Upgrades for LRV	34	78
	Reconstruction of Streetcar Overhead	58	123
	Traction Power Substations/Other	108	216
	O/H Pole Replacement	15	57
	Streetcar Trackswitch & Controllers Rehabilitation, Replacement & Equipm	20	27
	Streetcar Shelter Reconstruction	3	4
	Proposed Total	1,682	3,358





TORONTO ROCKETS





Subway Fleet & Facilities (\$Millions)

	Program	2017-2026	EFC
Vehicles	Purchase of 234 New Subway Cars (To 2015)	-	650
	Replacement of 126 H6 Subway Cars (To 2017)	11	295
	Purchase of 60 New Subway Cars (To 2018)	14	222
	Purchase of 372 New Subway Cars (2018 to Post 2026)	1,185	1,737
	Subway Car Overhaul	251	386
Facilities	Wilson Facility Modifications/Garage Ventilation	49	51
	New Subway Maintenance and Storage Facility	7	7
	TR/T1 Rail Yard Accommodation	341	973
	Station Transformations	48	53
	Subway Facility Renewal	69	110
	Subway Equipment	151	278
Other	Subway Track	406	557
	Line 1 (YUS) ATC Resignalling	240	563
	Line 2 (BD) ATC Resignalling	300	431
	Proposed Total	3,073	6,314





SUBWAY FACILITIES

- Wilson Facility Modifications for new TR trains nearing completion
- Wilson Garage Ventilation Upgrade
- TR/T1 Rail Yard Accommodation
 - 2015 to 2021; Post 2025
 - Additional storage tracks for increased fleet size
 - Consolidation of T1 trains on BD line
 - Address service dispatching challenges and capacity constraints
 - Rail Yard Study underway

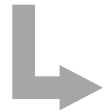


Proposed 2017-2026 TTC Capital Budget



SUMMARY OF CHANGES (\$Millions)

\$3,894 Total Change 2017-2026 (from 2016-2025 Council Approved)
(\$ 854) 2026 Additional year for existing and new projects



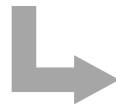
\$3,040 Net Increase from 2016-2025 Council Approved
(\$2,511) Unfunded Projects added back



\$529 Net Increase
(\$281) Slippage/Carry Forward



\$248 Net Change to 2017-2025
(\$152) New Projects (2017-2025)



\$96 Net Change to Existing Projects





The \$854 Million request relates to the 10th Year -2026 for Existing Projects including:

- \$270 million for Purchase of Subway Cars (T-1 Replacement)
- \$171 million for Purchase of Buses
- \$ 79 million for Track Work (Subway and Surface)
- \$ 52 million for Line 2 (BD) ATC Resignalling
- \$ 47 million for Bridges/Tunnels
- \$ 44 million for Bus Overhauls
- \$ 36 million for IT Systems
- \$ 28 million for Traction Power & Power Distribution
- \$ 26 million for Subway Car Overhauls
- \$ 25 million for Finishes & Equipment
- \$ 14 million for Yards & Roads
- \$ 12 million for Fire Ventilation Upgrades
- \$ 12 million for Streetcar Overhauls
- \$ 11 million for Communications Program
- \$ 11 million for Other Buildings & Structures
- \$ 16 million for Other Projects





For 2016-2024, there is \$2,511 million for previously identified but Unfunded Projects including:

- \$915 million for Purchase of 372 Subway Cars
- \$439 million for Purchase of 675 Low Floor Buses
- \$361 million for Purchase of 60 LRVs (Ridership Growth)
- \$221 million for Bus Overhaul
- \$182 million for Fire Ventilation Upgrade
- \$ 76 million for Purchase of Future Wheel Trans Buses
- \$ 75 million for Purchase of 99 Buses (Service Improvements)
- \$ 59 million for Subway Track Program
- \$ 57 million for Buildings & Structures
- \$ 51 million for Surface Track Program
- \$ 23 million for Finishes (Roofing Rehab)
- \$ 21 million for Traction Power Program
- \$ 20 million for On-Grade Paving Rehabilitation Program
- \$ 11 million for Equipment Program





For 2017-2025, there is \$152 million for New Projects including:

- \$ 51 million for Station Transformation
- \$ 43 million for Wheel Trans 10 YR Transformation Program
- \$ 16 million for Retrofit of ATP in Existing Workcars
- \$ 9 million for Streetcar Overhaul
- \$ 9 million for IT System
- \$ 8 million for RT 5, 29, 28, 55 Replacements
- \$ 7 million for New Subway Maintenance and Storage Facility
- \$ 5 million for Industrial Network Replacement
- \$ 3 million for Overhaul RT-27 (PEV Crane)
- \$ 2 million for Dual Cab Electric Flatcars





For 2017-2025, \$96 million* is for changes to Existing Projects; Included major programs are:

- \$ 125 million for the Purchase of Buses
- \$ 119 million for Easier Access III
- \$ 12 million for Subway Track
- \$ 20 million for Other Projects
- \$ (53) million for Signal Systems
- \$ (34) million for Bridges & Tunnels
- \$ (27) million for Streetcar Overhaul
- \$ (20) million for Environmental Program
- \$ (14) million for Rail Non-Rev Vehicle Overhauls
- \$ (12) million for Toronto Rocket/T1 Rail Yard Accommodation
- \$ (11) million for Automotive Non-Rev Vehicles
- \$ (9) million for Shop Equipment

** Note: Net of carryforward of \$281 million*





Base Budget Funding (\$Millions)

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
2017-2026 Proposed Capital Budget Request	1,342	1,333	1,133	900	736	886	711	685	835	854	9,417
Capacity to Spend Budget Reduction	148	175	153	117	61	46	41	38	38	41	858
Net 2017-2026 Proposed Budget Request	1,194	1,159	980	783	676	840	670	647	797	813	8,559
Funding Sources											
Provincial Gas Tax	75	75	75	75	75	75	75	75	75	75	752
Canada Strategic Infrastructure Fund (CSIF) - Interest		16									16
Capital Reserve (Metrolinx)		58									58
204 LRV Funding	44	85	58								188
Total Provincial Funding	120	234	134	75	75	75	75	75	75	75	1,014
Base Federal Gas Tax - 5 cent (population)	160	167	167	167	167	167	167	167	167	167	1,667
Canada Strategic Infrastructure Fund (CSIF)											0
Public Transit Infrastructure Fund (PTIF) - Fed 50%**	200	41	12								253
Total Federal Funding	360	208	179	167	167	167	167	167	167	167	1,920
TTC Internal (depreciation)	29	30	20	17	19	19	16	15	15	14	195
Other Funding (LRV LDs)	3	2									5
Other Reserves / Funding Partners	2	2	2	2	2	2	2	2	2	2	18
Development Charges	94	98	80	64	63	51	33	33			515
Total Other Funding	127	132	102	83	84	71	51	50	17	16	732
Public Transit Infrastructure Fund (PTIF) - City 50%**	200	41	12								253
City Debt Target (2016-2025 Council Approved)	525	481	444	174	110	31	46	44	37	250	2,142
City Carryforward - Deferred Debt Issued	241										241
City Funding - Reserve Funds (Asset Monetization)	196	130	116	60							502
Total City / Other Funding	1,289	785	673	317	193	102	97	94	54	266	3,870
Total Funding	1,769	1,227	986	560	436	345	340	336	296	508	6,804
Funding Shortfall/(Surplus)	(575)	(69)	(6)	224	240	494	330	311	500	305	1,754

*2017 includes assumed carry forward debt funding and is subject to change.

** **PTIF Funding** - Total Gross Funding announced of \$948.7 million (TTC \$719.7 million and City \$229 million).

Of the TTC Gross PTIF funding of \$719.7 million (\$360m Feds/\$360m City), \$214m (gross) is anticipated to be claimed in 2016.

Additional funding of up to \$731 m of projects are currently under review and consideration with Infrastructure Canada.





Unfunded Projects (\$Millions)

(\$000's)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2017-2026	2016-2025	Decision Date
2017-2026 Gross Budget Request	1,342,396	1,333,170	1,132,864	900,163	736,350	885,569	710,849	685,475	835,359	854,396	9,416,591	9,316,221	
2017-2026 Funding Available	1,528,001	1,227,191	985,907	557,820	437,791	345,100	339,826	336,434	296,458	508,252	6,562,780	6,437,232	
2016 Debt Carry Forward	240,912	0	0	0	0	0	0	0	0	0	240,912	200,034	
Funding (Surplus)/Shortfall*	(A)	(426,517)	105,979	146,957	342,343	298,559	540,469	371,023	349,041	538,901	2,612,899	2,678,960	
Capacity to Spend Budget Reduction **	(D)	148,027	174,559	153,222	116,820	60,844	45,983	41,066	38,201	38,472	41,264	858,458	
Net Funding (Surplus)/Shortfall	(C)	(574,544)	(68,580)	(6,265)	225,523	237,715	494,486	329,957	310,840	500,429	304,880	1,754,441	
2017 to 2026 Proposed Budget Reductions													
Finite Projects:													
4.18 Purchase of 60 Light Rail Vehicles (LRVs)	275,093	85,792	-	-	-	-	-	-	-	-	360,885	360,885	2016
4.12 Purchase of 372 New Subway Cars	-	249	524	584	1,523	293,407	161,569	158,376	298,699	270,290	1,185,221	914,931	2017
4.11 Purchase of Low Floor 40ft Buses	-	-	-	-	-	-	-	-	47,606	160,729	208,335	439,444	2017
Sub-Total: Finite Projects Unfunded	(B)	275,093	86,041	524	584	1,523	293,407	161,569	158,376	346,305	431,019	1,715,260	
TTC 2017-2026 Funding net of Unfunded Projects (surplus)/shortfall	(E)=(C)-(D)	(849,637)	(154,621)	(6,789)	224,939	236,192	201,079	168,388	152,464	154,124	(126,139)	0	

Note:
 * It is anticipated that additional Federal funding of up to \$731 million will be available under PTIF (Phase I) to reduce the funding shortfall to approx. \$900 million.
 ** The Capacity to Spend reduction is calculated based on the funded projects. It includes reductions of 15% for the years 2017 to 2020 and 10% for the years 2021 to 2026.





FUNDING (Currently Under Review)

- **Short Term - fully funded 2017-2020**
- **Long Term - \$1.754 billion shortfall from 2017-2026**
- **Strategy to close the gap:**
 - PTIF Phase I – balance \$731 m projects being proposed
 - PTIF Phase II - TBD
 - Review existing projects to identify incremental development charge opportunities
 - Pursue asset monetization (e.g. property development)





Toronto York Spadina Subway Extension (EFC \$3.2B)

- The Toronto-York Spadina Subway Extension project is jointly funded by the Government of Canada, the Province of Ontario, the City of Toronto and the Regional Municipality of York;
- The in service date is targeted for late 2017;
- Project “reset” underway;
- Management Action Plan
 - Working with contractors (claims design backlog)
 - Implemented claims resolution plan
 - Expedited design outstanding issues
 - Established handover dates for System Contractors areas
 - Expediting design and City of Toronto approval processes
 - Work has been accelerated, integrated plan in place





Scarborough Subway Extension (EFC\$3.6B)

- Replace aging Scarborough RT with a Scarborough Subway Extension;
- Scarborough Subway also includes:
 - SRT Life Extension – Facilities, Equipment & Vehicles
 - SRT Decommissioning & Demolition





SmartTrack

- Funded through the City (not part of the TTC's Capital Budget)





Projects for Future Consideration – EFC\$11.3 B

<i>TTC Recommended Projects:</i>	EFC <u>(\$Millions)</u>
Transit Shelters & Loops	7
Lighting in Open Cut Subway Right of Way Below the line	69
Warden (Phase 1 & 2)	68
Islington Station Improvements	77
Station Modernization Program	120
Wayfinding Tile Upgrade	16
Skylights Replacement Project	36
Electrical Substation Upgrade and Leak Remediation	2
New Davisville Facility Detail Design and Construction	400
Yonge Bloor Capacity Improvements	1,117
Platform Edge Doors - Line 2 (BD)	614
Platform Edge Doors - Line 1 (YUS)	570
Fire Ventilation Upgrade	1,500
Park Lawn Loop	19
Commuter Parking Expansion RGS Kipling and Islington Parking	9
New Shelters	14
McBrien Building Renovations	26
Bus Rapid Transit (BRT) Yonge Street from Finch Station to Steeles Avenue	29
Subway Station Fire Alarm Modifications	2
Downtown Relief Line Study TPAP Studies	-





Projects for Future Consideration – EFC\$11.3 B (Continued)

<i>TTC Recommended Projects:</i>	<u>EFC \$Millions)</u>
Bremner Streetcar Expansion	269
Greenwood Shop End of Life Replacement	51
New Transit Control Centre	100
Davenport Garage Renewal	64
Eglinton and Birchmount Garages – UWE Replacement	-
Ridership Growth for Lines 1 & 2 (YUS & BD)	287
<i>Total TTC Recommended Projects</i>	<u>5,466</u>
<i>Waterfront Initiatives Projects:</i>	
Purchase 5 Additional LRT Cars - West Donlands Streetcar Line	30
Purchase of 4 Additional LRT Cars -Bremner Blvd Streetcar Line	24
Purchase of 6 Additional LRT Cars - East Bayfront Streetcar Line	36
Port Lands Streetcar Expansion	206
East Bayfront Streetcar and Station Expansion	480
Bremner Streetcar Expansion	269
<i>Total Waterfront Initiatives Projects</i>	<u>1,045</u>
<i>Yonge North Subway Extension</i>	4,784
<i>Total Recommended Projects for Future Consideration</i>	<u>11,295</u>





Additional Considerations

- AODA compliance by 2025 (including Easier Access, communications upgrade, vehicles, vehicle stops)
- Bus Life Cycle (18 to 15 years)
- Fire Ventilation Upgrades
- Smart Track
- Studies underway that could lead to new projects – example:
 - ❖ Interchange Station Rehabilitation–Eglinton Crosstown LRT (\$200K)
 - ❖ Yonge-Bloor Capacity Improvements (Prelim. Design Study (\$6.0M))
 - ❖ Station Capacity Study for Increased passenger Demand (\$600K)
 - ❖ Downtown Relief Line Study (\$7.0M)
 - ❖ Platform Edge Doors (PEDs) (\$1.0M)
 - ❖ New Subway Maintenance & Storage Facility (\$7.0M)
 - ❖ Rail Yards Needs Assessment Study





BACKUP SLIDES





2017 TO 2026 CAPITAL BUDGET AND PLAN CITY DIRECTIONS AND GUIDELINES





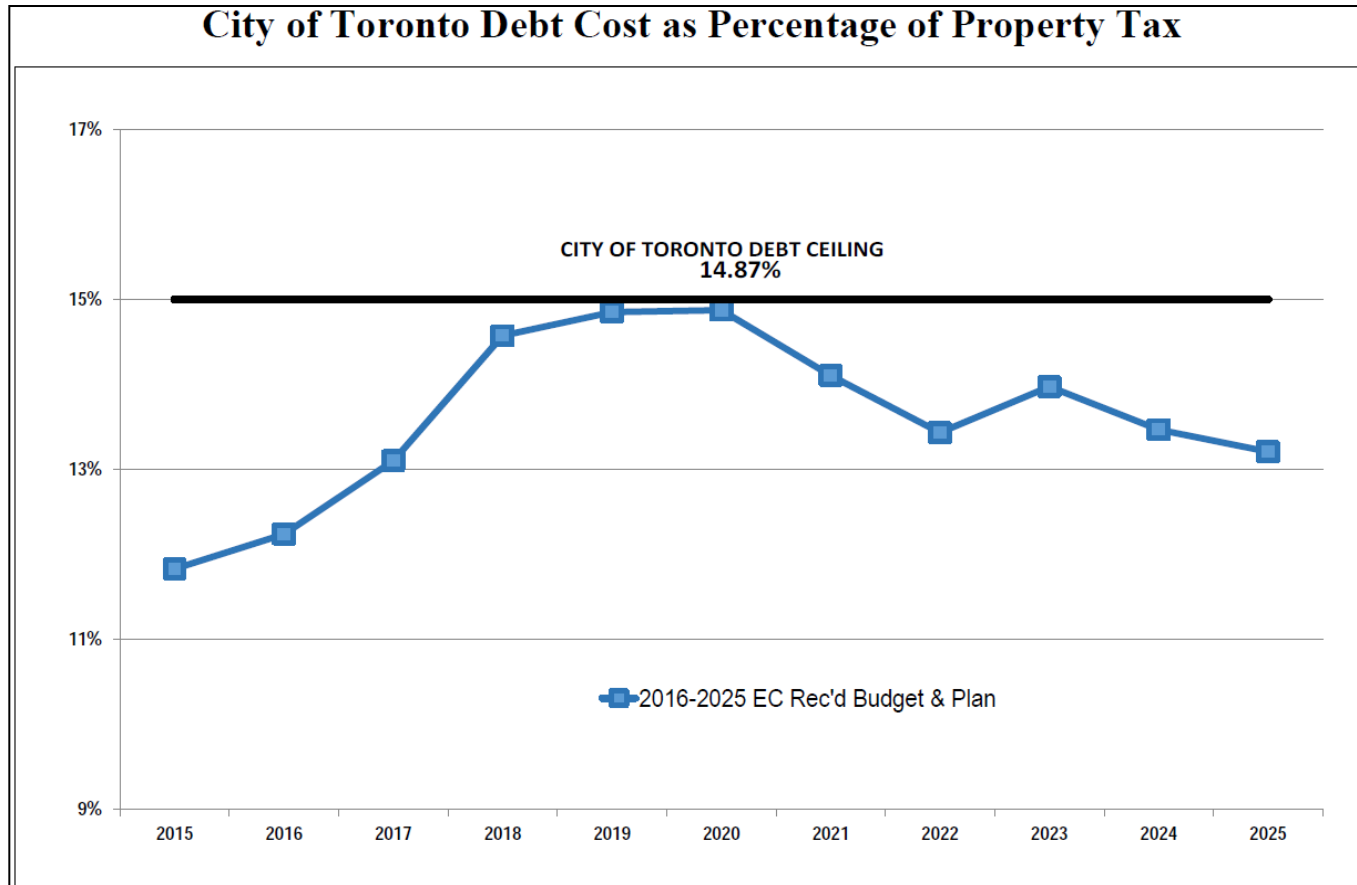
Capital Debt Targets

- Minimal changes to TTC's 2017 budget and 2018-2026 plan (as contained within the 2016-2025 approved capital budget);
- The debt affordability targets are to be considered as "upper limits, not entitled amounts";
- The debt targets for the years 2017-2025 are the same as the approved debt for those years included in the 2016-2025 capital budget. As for the new year, 2026, they have provided a debt target of \$250 million – which is an additional \$212 million from the 2025 debt target that was provided for the 2016-2025 Capital Budget;
- Need to stay within the City debt envelope that was approved as part of the 2016-2025 Capital Budget. The City has a prescribed limit for debt service charges of no more than 15% of the annual property tax assessment;
- No new projects in the first 9 years of the budget;
- New projects added in the 10th year, 2026, will be considered based on current affordability targets.





Capital Debt Targets (continued)





Unfunded Capital Needs

- Beginning in 2017 and consistent with work done to date to support the City of Toronto's long-term financial direction, there will be greater emphasis placed on all those capital project that have been identified as Below the Line (S7 in CAPTOR) to address State of Good Repair or Service Improvement projects that, to date, could not be found within current affordability targets.
- Included in the 2016-2025 Budget is a \$2.679 billion shortfall and those projects deemed unfunded cannot proceed until funding sources can be secured.





Unfunded Capital Needs (continued)

The list of unfunded capital requirements should be prioritized based on key criteria:

- ✓ Approved capital projects that are over debt target due to cost escalation;
- ✓ Capital projects to ensure legislative compliance,
- ✓ Health & Safety or SOGR projects that need to be addressed to avoid service interruption or legal claims;
- ✓ Capital projects that leverage an opportunity that would otherwise be missed (financial/timing/coordination);
- ✓ Capital projects that effect operating savings/efficiencies or cost avoidance;
- ✓ Capital projects to implement approved Council priorities;
- ✓ SOGR project that reduce backlog;
- ✓ Capital projects to address a sustained service demand.





Capital Impact on the Operating Budget

- New temporary capital positions for capital delivery and associated salary and benefit costs for time specific capital projects will be approved as part of Capital Budget. In compliance with City's corporate policy, all capital funded positions and associated salaries and benefits must be included in the Programs' operating budget submission.
- The operating impact of capital projects represents a key piece of decision-support information for allocating scarce capital funds. It is imperative that the operating impact of capital projects (both \$ and workforce) is calculated as accurately as possible at the time new capital projects are submitted in order to ensure that senior management and Council make well-informed resource allocation decisions.





2017-2026 Budget Schedule

Activity	Parking Authority, Toronto Water, Solid Waste Management	Capital Budget - City Divisions & ABCs
FPD Analyst Meetings with Programs to identify and resolve issues	May 17 - Jun. 10 <i>Debt target review, mitigation of issues, capacity to spend, capital reductions</i>	May 17 - Jun. 10 <i>Debt target review, mitigation of issues, capacity to spend, capital reductions</i>
Budget Submission	Jun. 20	Jun. 20
Budget Directions Report	June 22th BC	June 22th BC
DCM & CM/CFO Intro Meeting - Submission	Jun. 27	Jun. 27
Executive Director, Financial Planning Division Review with Programs and Agencies	Jul 5, 6, 7 & 8	Jul 5, 6, 7 & 8
CM/CFO Issue Overview	Jul 15	Jul 15
Executive Director, Financial Planning Division Outstanding Issues with Programs and Agencies	Sept. 7, 8, 9 & (12 - if needed)	Sept. 7, 8, 9 & (12 - if needed)
CM/CFO Meeting with Programs	TBD (Sept. 12 - 16)	September 26, 27, 28, 29 & 30
BC Members Informal Reviews	Sept. 15 - Sept. 30	Sept. 15 - Oct. 18
CM/CFO Final Meetings	Sept. 28	October 17, 18, 19, 20, 21 & 24
CM/DCM/CFO Final Meetings	Oct. 3	Oct. 27
Budget Launch - Budget Committee	Nov. 4	Dec. 2
Executive Committee	Dec. 1	Feb. 7
City Council	Dec. 13 & 14	Feb. 15, 16, (17 - Option)

