



TTC Operating Budget & 10-year Capital Plan 2023

TTC Board Presentation
January 9, 2023

2023 Operating Budget Highlights



Realigns Service to Match Customer Demand

- Focus on Service Reliability & Customer Experience



Invests \$7.1 million in new Safety, Cleanliness and Accessibility initiatives



Incorporates \$22.5 million in efficiency savings, with no service impact.



Recommends 10 Cent Fare Increase, First Since 2020

- Adult and Youth Single Fares Only



Readies TTC for Lines 5 & 6 Operation & Line 3 Bus Replacement



Includes continued COVID-19 impact: \$366.4 million

- Ongoing discussions with City and Province to secure funding relief.

2022 Financial Plan



Gradual Ridership Return

81% by Year-End 2022



COVID-19 Impact

Ongoing Financial Impacts of \$561 Million



New & Enhanced Priorities

Advance Accessibility, Diversity and Reliability initiatives.

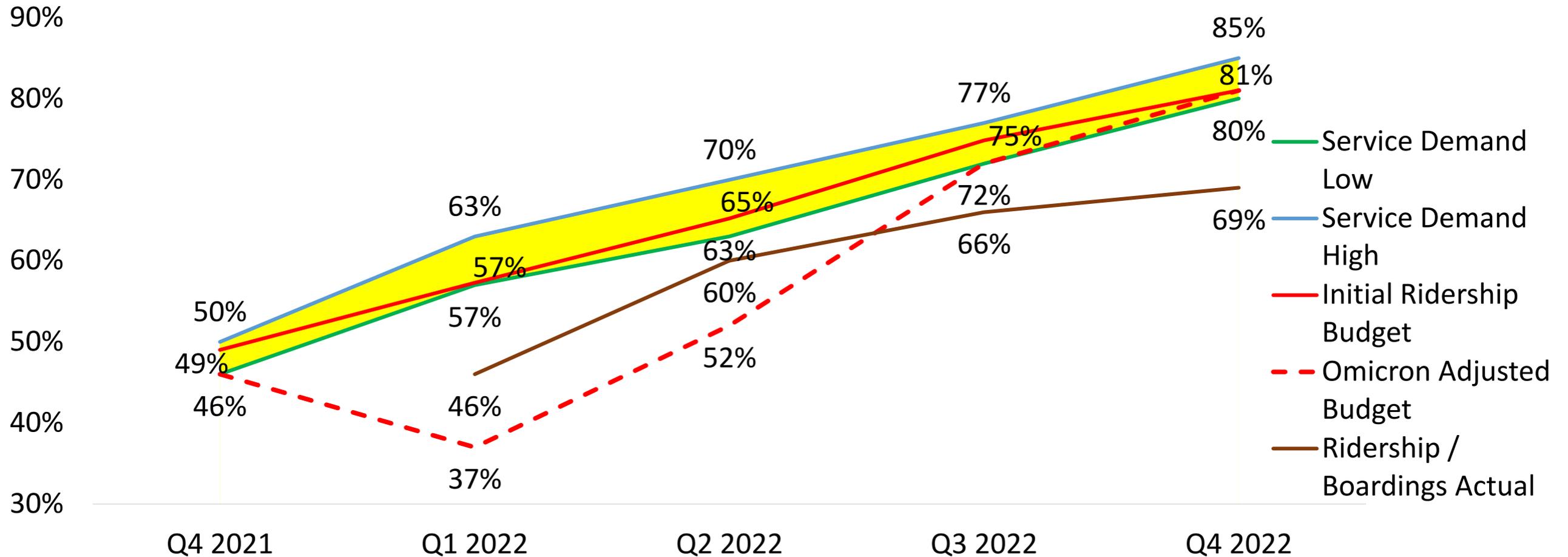


Restore Pre-Pandemic Service

Return to 100% Pre-Pandemic Service by Q2 2022

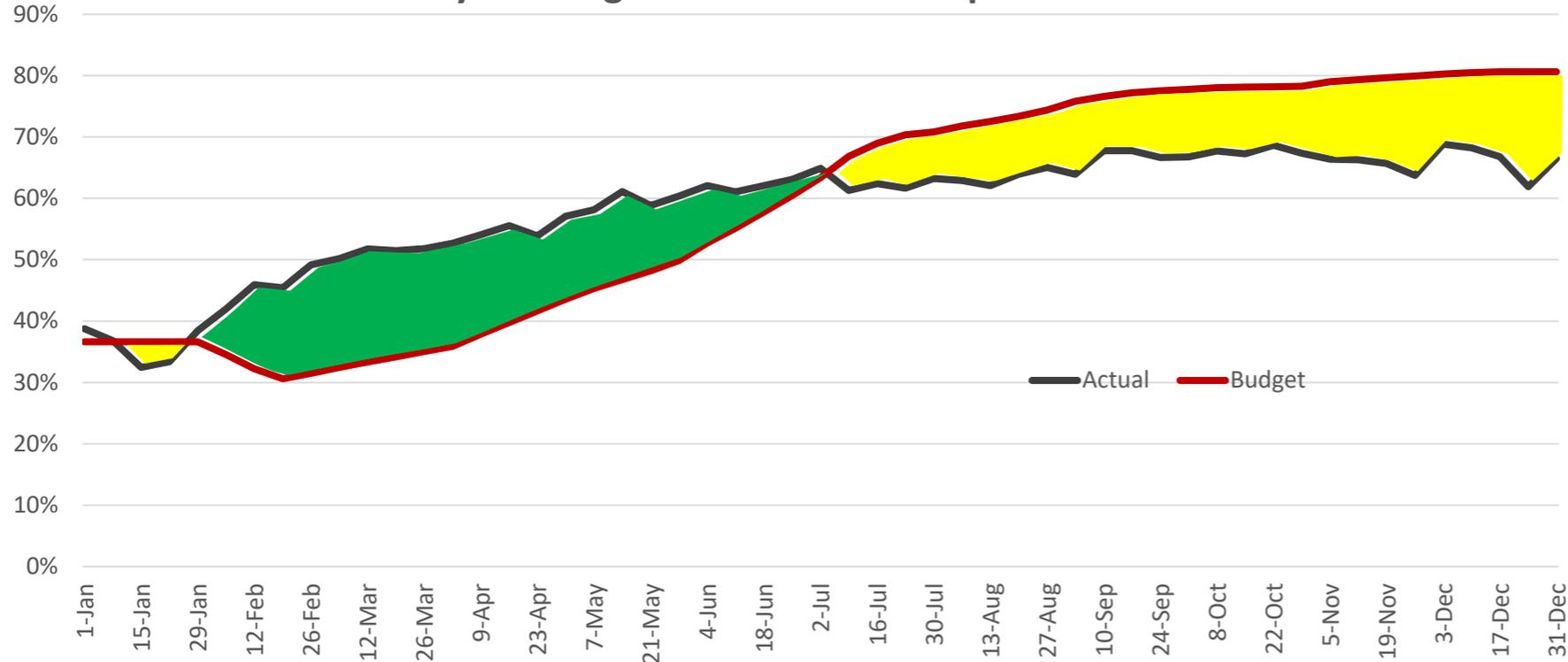
2022 Revenue Ridership and Service Demand: Forecast & Actual

Ridership & Service Demand Forecast (% of Pre-Pandemic Normal)



2022 Passenger Revenue Trend

Weekly Passenger Revenue as % of pre-COVID Levels



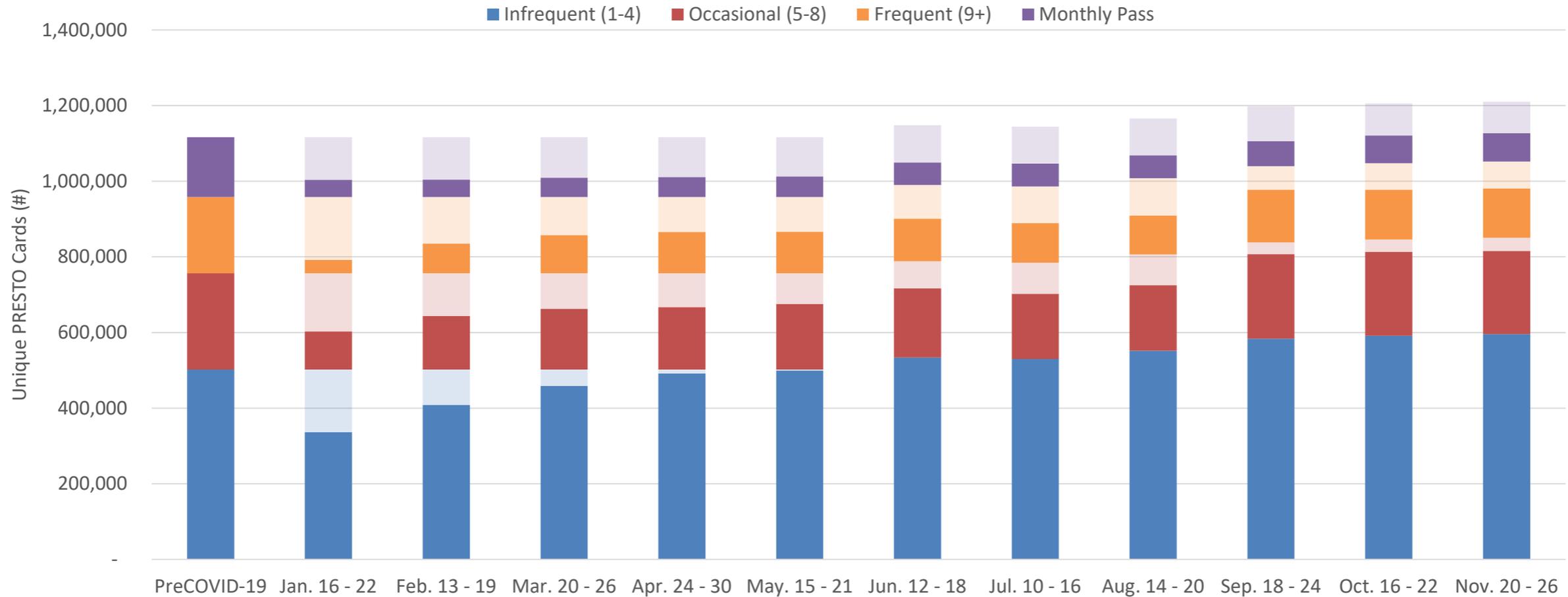
| 2022 Revenue (% of Normal) | Budget | Actual/Forecast |
|----------------------------|--------|-----------------|
| Q1 | 34% | 45% |
| Q2 | 49% | 59% |
| Q3 | 73% | 64% |
| Q4 | 79% | 67% |

- Passenger Revenue exceeded budget in first half of year due to impact of Omicron variant less severe than originally anticipated.
- Second half of the year, passenger revenue trended below budget due to lower than anticipated office commuter travel.
 - Budget anticipated reaching an average of 3 days/week for office workers; currently averaging just under 2 days/week.



Revenue Ridership Impact: By User Frequency

User Count by Usage Frequencies (PreCOVID & 2022)

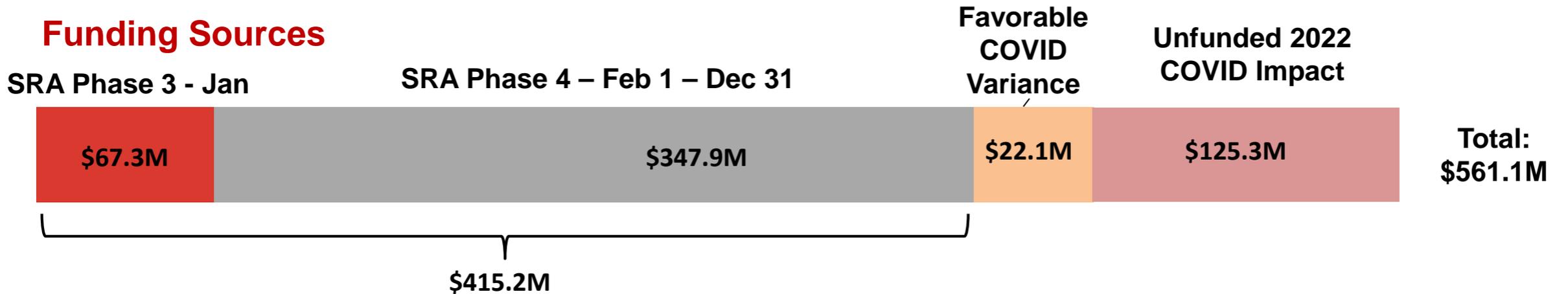


COVID-19: 2022 Operating Impact

2022 Budget COVID-19 Gross Financial Impact



Funding Sources



- Ongoing discussions to address remaining \$125.3M including:
 - Request for Province/Federal government to fund City shortfall (including possible SRA top-up funding)
 - City Backstop plan, includes \$87 million reduction in 2022 TTC Capital Budget



2023 Operating Budget & 2024-2025 Outlook



2023 Service Priorities



Safe, Seamless & Reliable Transit Service

Priority Initiatives

- Increased staff presence in transit system
- System Safety & Cleanliness
- Match Service Capacity to Demand
- On-Time Performance Action Plan
- Safety training for operational staff
- Advance cybersecurity program



Transform to Solidify Fiscal Foundation

Priority Initiatives

- Business Transformation and modernization efforts
- Savings from One Person Train Operation
- Expansion of Wheel-Trans Zone bus service
- Ongoing implementation of Auditor General recommendations
- Phase 2 of Service Plan Reset
- Fare revenue capture through resumption of ticketing



Lead as an Inclusive & Accessible Service Provider

Priority Initiatives

- Limited Fare Increase
- Service Accessibility Improvements
- Accommodating the increase Wheel-Trans ridership
- Diversity and Gender Recruitment Outreach
- Community Outreach & Diversity Campaigns

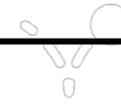


Innovate for Future Demand

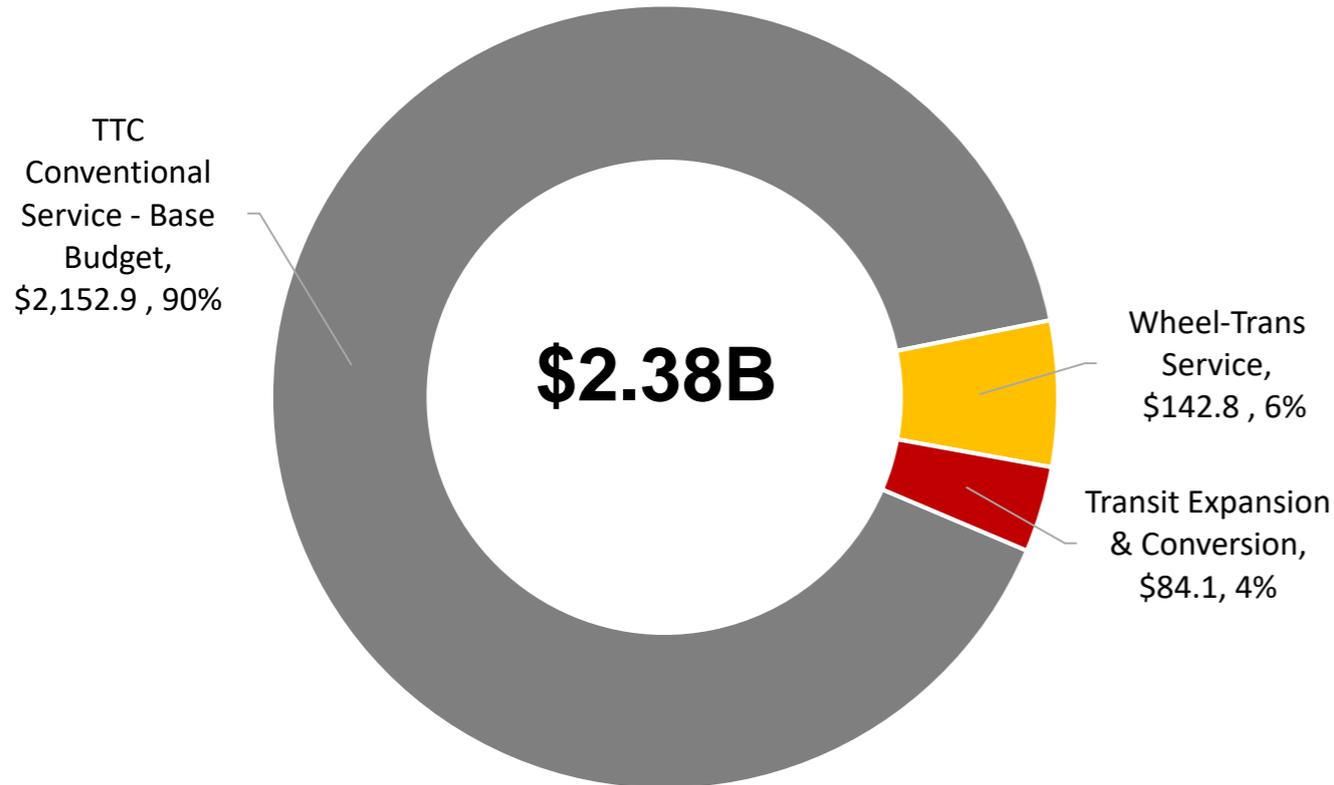
Priority Initiatives

- Line 5 and 6 Service
- Line 3 Bus Replacement
- Risk Mitigation plan of fare collection
- Implementing open payments
- Bus Wi-Fi network pilot
- Innovation and Sustainability Strategy and Roadmap

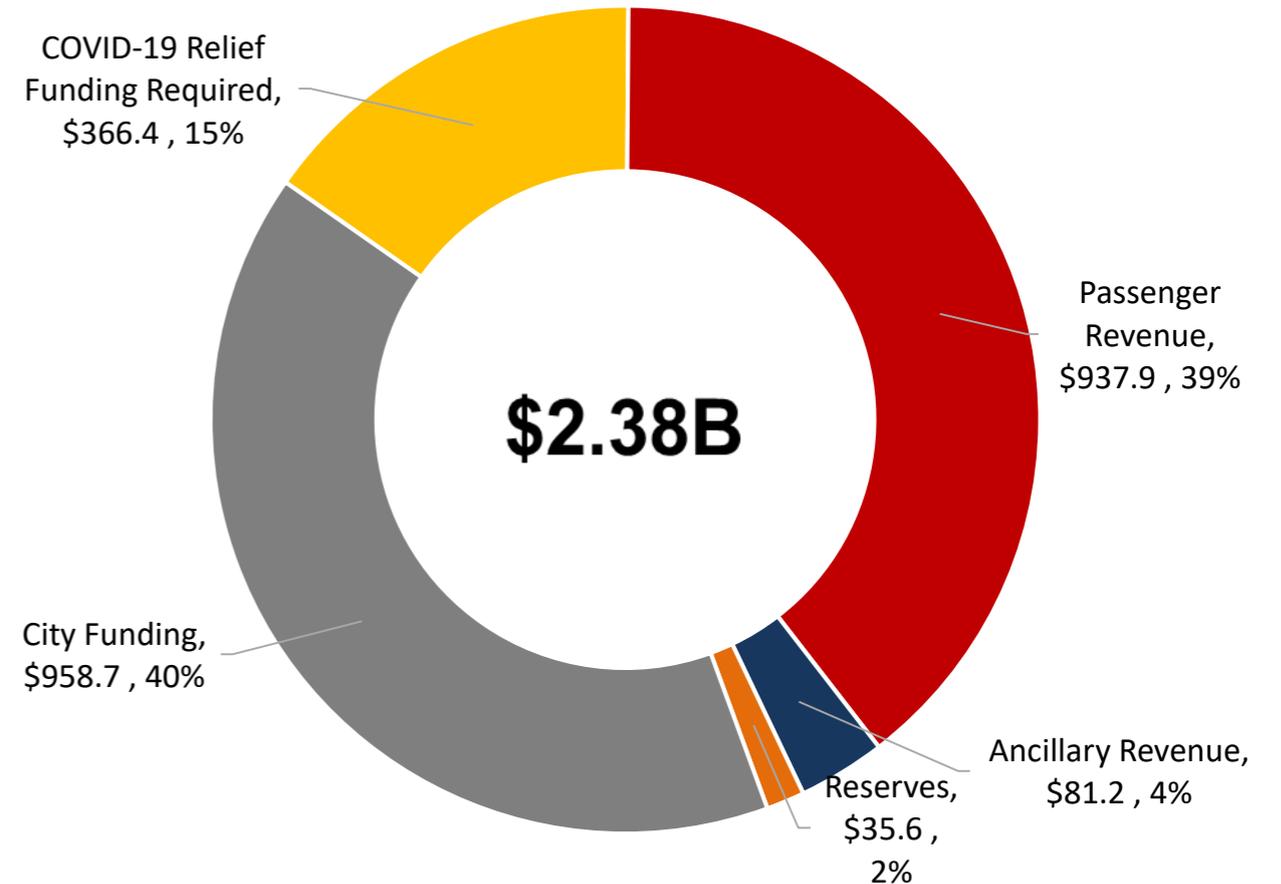
2023 Operating Budget Submission: Use and Funding Sources



Where the Money Goes



Where the Money Comes From



2023 Operating Budget Submission: Overview

| TTC Conventional & Wheel-Trans Operating Budgets | | | | |
|--|---------|---------|---------|--------------------|
| (In \$Millions) | Gross | Revenue | Net | Change vs 2022 Net |
| Base Program | 2,286.5 | 1,400.0 | 886.5 | 10.4 |
| Transit Expansion & Conversion | 84.1 | 11.9 | 72.2 | 42.6 |
| Total City Funding ex COVID | 2,370.6 | 1,411.9 | 958.7 | 53.0 |
| COVID Impact | 9.2 | 357.2 | 366.4 | (194.7) |
| Total City Funding | 2,379.8 | 1,054.7 | 1,325.1 | (141.7) |
| Approved Operating Positions | | | 13,877 | 36 |

\$53M Increase in City Funding

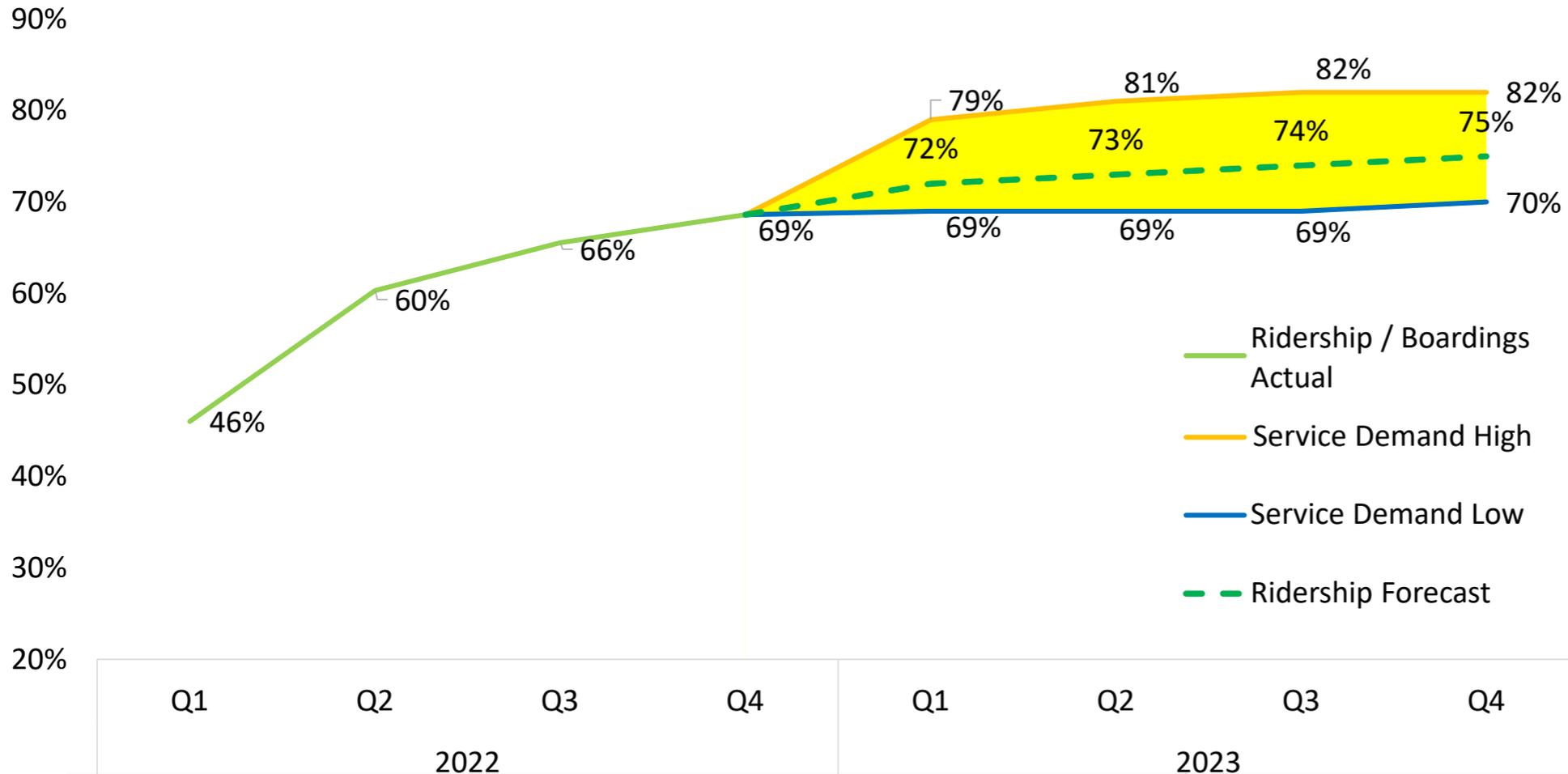
- \$10.4M to address base system requirements
- \$42.6M for Transit Expansion and Conversion:
 - Preparation for Line 5 & 6 Operation.
 - Line 3 Bus Replacement

Ongoing COVID Impact of \$366.4M

- Primarily Lost Passenger & Ancillary Revenues

2023 Service Demand and Revenue Ridership Forecast

Service Demand & Ridership Forecast (% of PrePandemic Normal)



- Expecting some continued ridership recovery in 2023, consistent with 2022 Q4.
- Further ridership recovery constrained by hybrid work models.
- Planned service provides additional capacity higher than the ridership budget.



2023 Passenger Revenue Ridership Budget

Ridership

393 M

534M Normal

73.6%

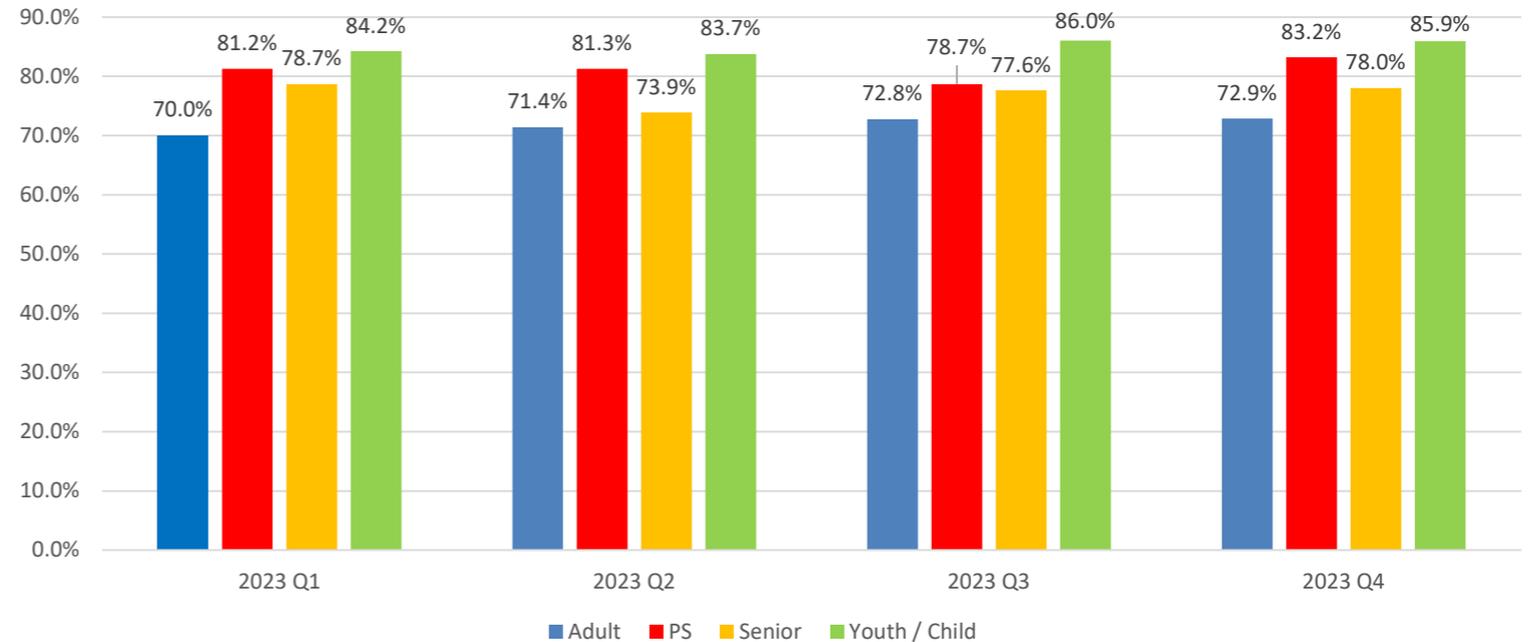
Revenue

\$931.5 M

\$1,274M Normal

73.1%

Recovery by Concession Type (% of pre-COVID Levels)



Key Assumptions

- No significant waves of COVID cases.
- Similar office work arrangements with in office days at approximately 2 days per week at the end of 2023.
- Similar special events and attendance experience as summer / fall 2022.
- Similar in-person settings for school and post-secondary institutions.



2023 Service Budget Matches Service to Customer Demand

- Returns to pre-pandemic planning standards for peak periods and adjusts off-peak standard.
- Protects transit network access

Overall service hours will be at 91% of 2019 hours

Accommodates

- Forecast Ridership at **75% +**

Adjusts

- Schedules to reflect actual operating conditions

Reinvests

- Resources to improve service reliability



Matching Service to Demand

| | Bus | Streetcar | Subway | Total |
|----------------------|-----|-----------|--------|------------|
| November 2022 | | | | |
| Scheduled Service | 97% | 92% | 90% | 96% |
| Ridership Demand | 77% | 65% | 66% | 69% |
| | | | | |
| Year-End 2023 | | | | |
| Proposed Service | 94% | 87% | 75% | 91% |
| Ridership Budget | 80% | 72% | 73% | 75% |

Percentages reflect % of pre-pandemic ridership and service hours by mode.



Base Pressures

Total \$116 million base pressures; primarily driven by inflation

Diesel Price Increase

Collective Bargaining & Cost of Living

Contractual Price Increase

Legislative Impacts

Service Reliability & Resiliency

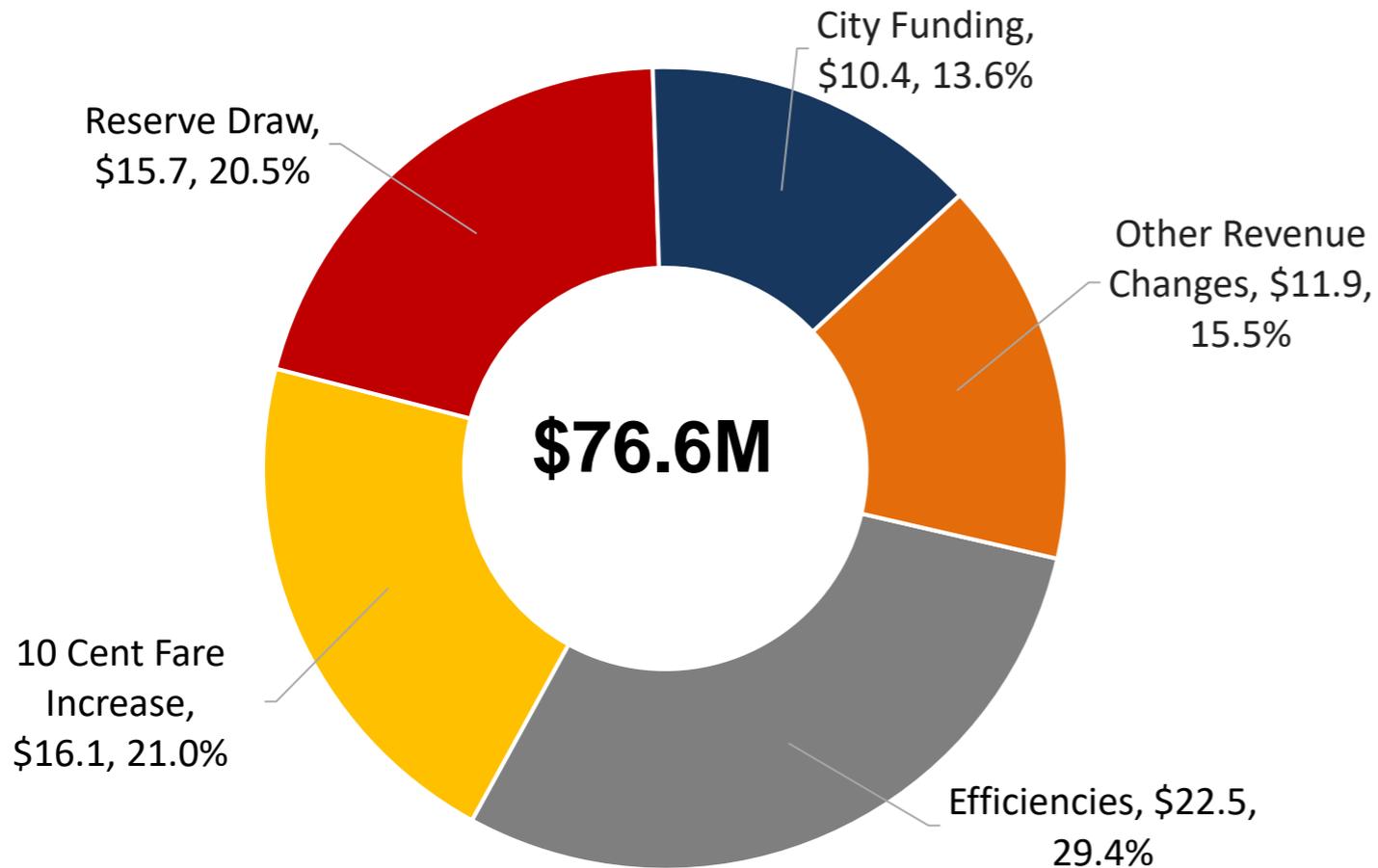
Other Base Service Costs



New Investments: Safety, Cleanliness and Accessibility



Base Program Balancing Strategy



- **City Funding: \$10.4 million**
- **Strategies to balance budget: \$66.2 million**
 - Revenue Changes
 - Efficiencies
 - 10 Cent Fare Increase on Adult and Youth Single Fares
 - One-Time Reserve Draw



Efficiency Measures

| Base Expenditure Reductions and Efficiency Measures (\$Millions) | | | | | |
|---|---------------|--------------|---------------|---------------|-------------|
| Description | TTC | WT | Gross | Net | Pos. |
| Base Expenditure Reductions: | | | | | |
| Line by Line Reductions | (9.5) | (0.8) | (10.3) | (10.3) | |
| Subtotal: Base Budget Reductions | (10.5) | (0.5) | (11.0) | (11.0) | 0.0 |
| Efficiency Measures: | | | | | |
| One Person Train Operation | (7.3) | | (7.3) | (7.3) | |
| Overtime Reductions | (0.6) | (0.1) | (0.7) | (0.7) | |
| Revenue Operations – Legacy Fares | (0.7) | | (0.7) | (0.7) | (6) |
| Wheel-Trans Additional Zone Buses | | (1.2) | (1.2) | (1.2) | (16) |
| Snow Clearing Contract Savings | (0.8) | | (0.8) | (0.8) | |
| Other Efficiencies | (1.1) | | (1.1) | (1.1) | |
| Subtotal: Efficiency Measures | (10.4) | (1.3) | (11.6) | (11.6) | (22) |
| Implementation of AG Recommendations: | | | | | |
| Wheel-Trans Call Centre | | (0.5) | (0.5) | (0.5) | (7) |
| After Market Parts Warranty | (0.1) | | (0.1) | (0.1) | |
| Subtotal: Implementation of AG Recommendations | (0.1) | (0.5) | (0.6) | (0.6) | (7) |
| Total 2023 Efficiencies and Line-By-Line Review | (19.9) | (2.5) | (22.5) | (22.5) | (29) |

Savings from efficiency measures, used to reduce base pressures.

\$22.5 million in savings from efficiency measures with no impact to service.

\$182 million cumulative savings since 2019



Transit Expansion and Conversion

| | 5 | 6 | 3 |
|-------------------------|---|--|---|
| Service Features | <ul style="list-style-type: none"> ▪ 19 km LRT ▪ 15 Stations/10 Stops ▪ Connects with 3 Subway and 3 GO stations | <ul style="list-style-type: none"> ▪ 11 km LRT ▪ 2 Stations/16 Stops ▪ Connects with Subway, Humber College, and regional transit | <ul style="list-style-type: none"> ▪ 8 major routes extended from Scarborough Centre to Kennedy ▪ Improved Connections to Line 1, 4 and GO. |
| Scope | TTC operates the line pays cost of maintenance by third-party contractor | TTC operates the line pays cost of maintenance by third-party contractor | Bus replacement of train service with 70 buses per hour in peak periods |
| Status | Operator Training Q1/23 | Mobilization & Training to commence in Q3/23 | SRT closure and bus replacement in Q4/23 |
| 2023 Pressure | \$30.6M | \$10.5M | \$1.5M |
| 2024 Outlook | \$17.7M | \$17.5M | \$10.0M |



2024 & 2025 Outlooks

Transit Expansion and Conversion will continue to significantly impact budget pressures in 2024

Highlights

Operating Pressures*

- \$111 million in 2024
- \$44 million in 2025

Key 2024 Drivers

Expansion

- Eglinton & Finch West LRT \$35M
- SRT Express Bus Replacement \$10M

Base

- Economic Factors \$27M
- Reserve Draw Reversal \$16M

*Note CBA is not included beyond April 2024 expiry of collective agreement



2024 and 2025 Outlooks: With COVID Impacts

Financial impact of COVID expected to continue through *at least 2025*.

A multi-year, multi-pronged investment strategy is needed to sustain TTC's existing & expanded service.

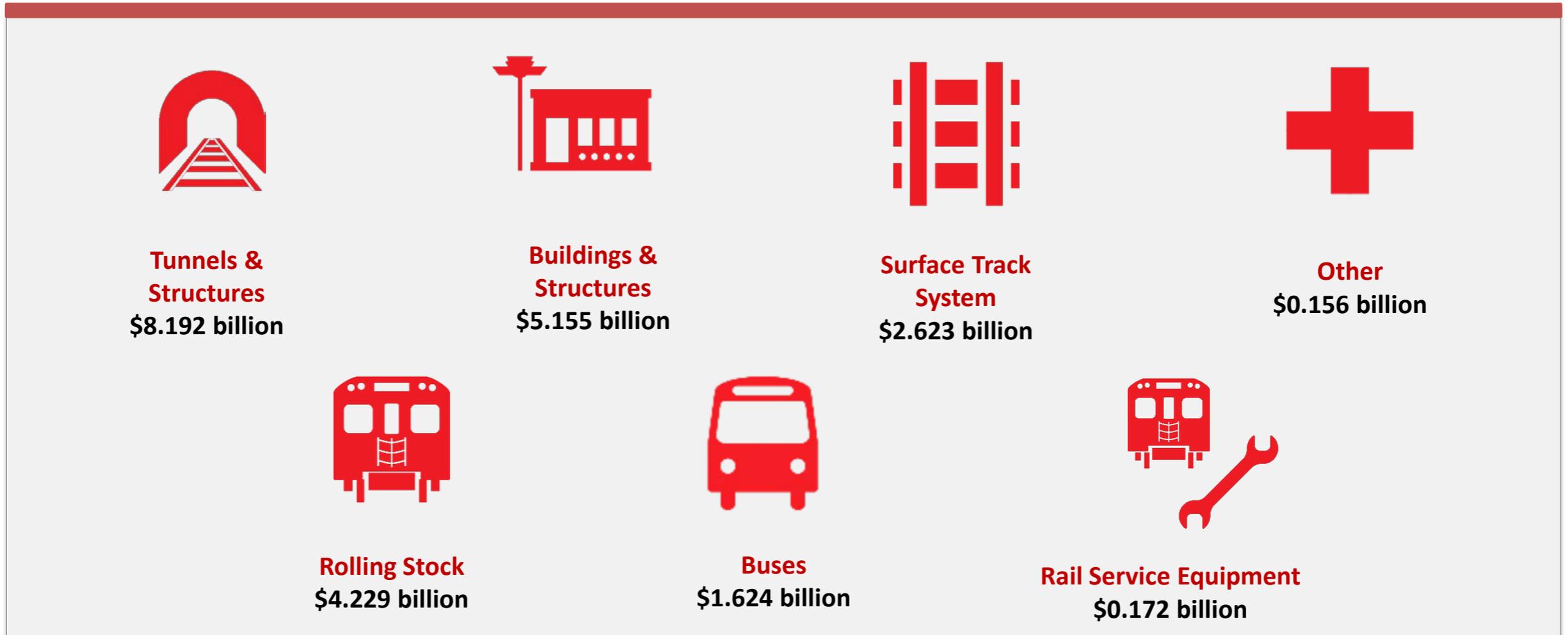
| Combined 2024 & 2025 Outlook (\$Millions) | | |
|--|--------------|--------------|
| TTC Conventional & Wheel-Trans | 2024 | 2025 |
| | | |
| Operating Funding Pressure | 111.0 | 44.0 |
| COVID-19 Pressure | | |
| Passenger Revenues (Net of Presto Fees) | 316.0 | 303.9 |
| Ancillary Revenue | 14.3 | 13.3 |
| Incremental Expenses | 19.7 | 17.8 |
| Subtotal COVID-19 Pressure | 350.0 | 335.0 |
| | | |
| Total 2024 & 2025 Combined Operating Funding Pressure | 461.0 | 379.0 |



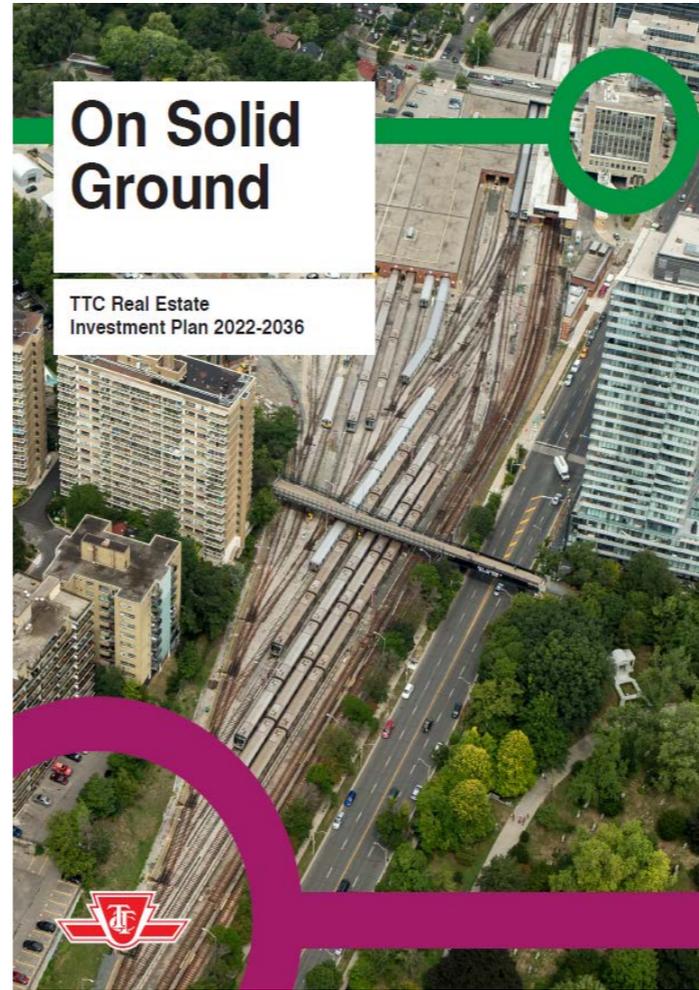
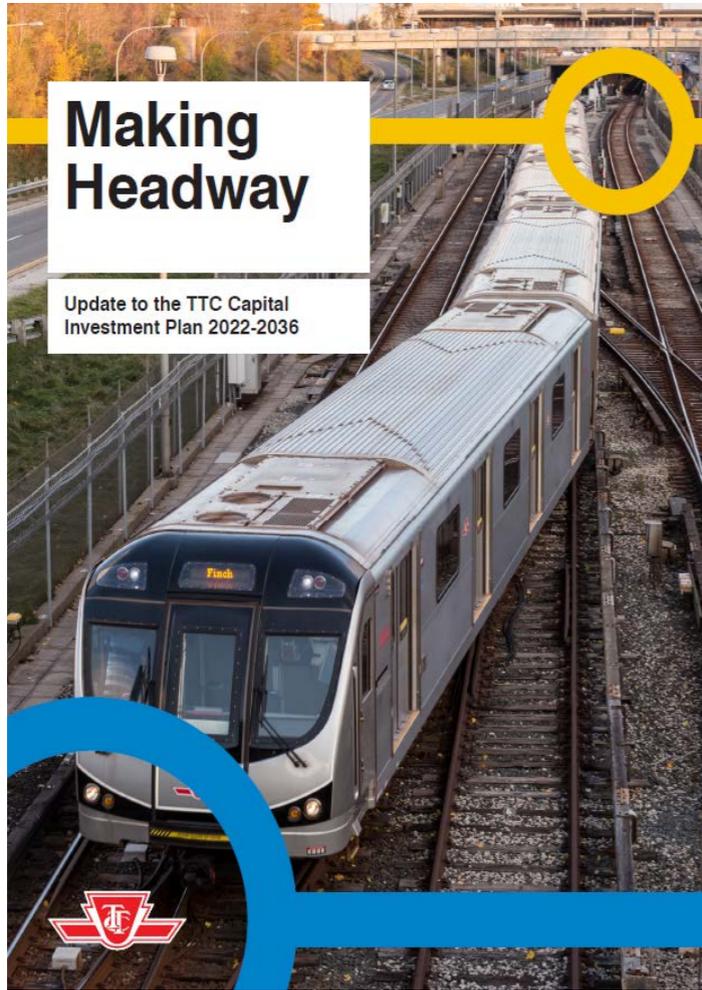


2023-2037 Capital Investment Plan,
2023-2037 Real Estate Investment Plan
&
2023-2032 Capital Budget & Plan

\$22.15 B Capital Asset Inventory to Deliver Services



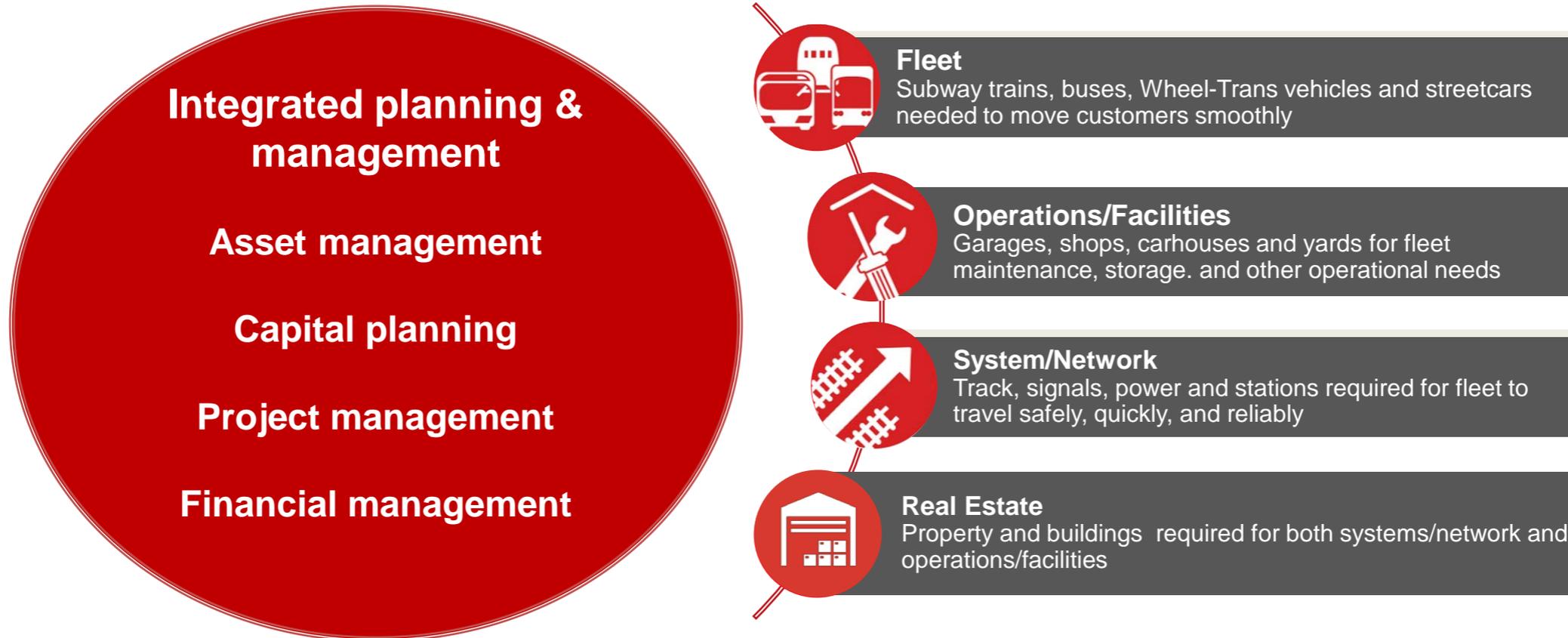
15-year Capital and Real Estate Investment Plans



- Companion documents guide the TTC's stewardship of \$22 billion asset inventory
- Updated annually
- Identify needs, interdependencies and what is funded, not funded
- Provide a focused roadmap and plan (needs and timing)
- Take integrated approach
- Lay out key investment priorities and funding

An Integrated Approach to Transit Investments

To get the most from transit investments, they must advance on four fronts in a coordinated way. If there is investment in one category, but others fall behind, the entire system is weakened.



Investments Must Advance in Lockstep

A number of priority projects were identified as unfunded in the 2022 CIP

Most represent critical interdependencies that, if delayed, would jeopardize the larger program of investment.

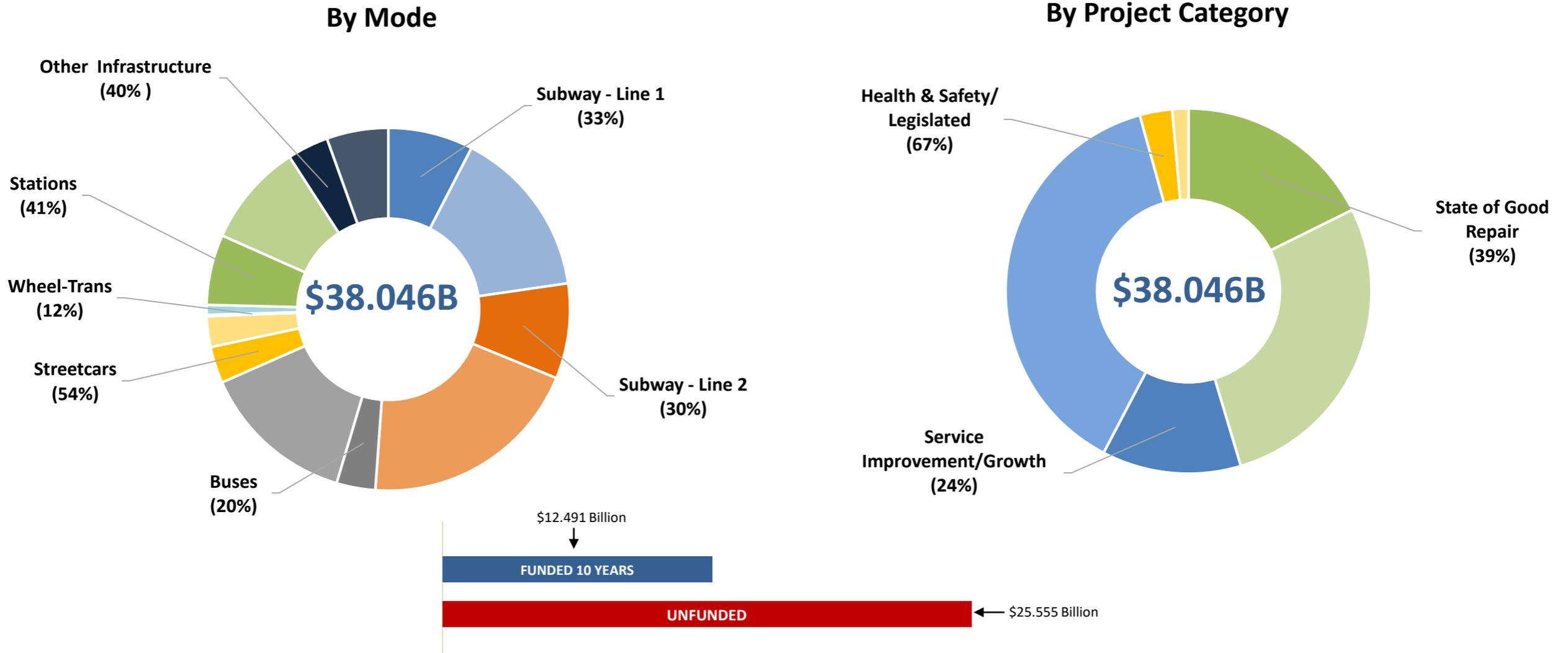
| Modernizing the Subway and Expanding Capacity | | Funding Required |
|--|--|-------------------------|
| Purchase subway trains | | \$1.7B by 2022 |
| Maintenance and Storage Facility | | \$2.4B by 2023 |
| Modify Greenwood Yard | | \$95M by 2023 |
| Transforming and Electrifying Bus Service* | | |
| Purchase electric buses | | \$1.6B by 2022 |
| Purchase Wheel-Trans buses | | \$174M by 2022 |
| Install charging infrastructure | | \$509M by 2022 |
| Implement transit priority measures | | \$356M by 2023 |
| Supporting a Larger Streetcar Fleet | | |
| Renew Russell Carhouse | | \$71M by 2024 |
| Upgrade overhead power | | \$19M by 2023 |
| Maximize Hillcrest Complex | | \$3M by 2023 |
| Upholding the State-of-Good-Repair* | | |
| Scheduled fleet maintenance | | \$1.2B by 2023 |
| Safety and legislative | | \$39M by 2023 |
| System maintenance | | \$45M by 2023 |
| Operational infrastructure | | \$135M by 2023 |





2023-2037
Capital Investment
Plan

2023-2037 Capital Investment Plan



2023-2037 Capital Investment Plan: Update

| 2022 vs. 2023 Capital Investment Plan Comparison | | | | | | | | | |
|--|---------------|----------------|------------------|---------------|----------------|------------------|---------------|----------------|---------------------|
| | 2022-2036 | | | 2023-2037 | | | Change | | |
| Description (\$ Billions) | Years 1-10 | Years 11-15 | 15 Year Total | Years 1-10 | Years 11-15 | 15 Year Total | Years 1-10 | Years 11-15 | 15 Year Total |
| Total Funded | 12,051.4 | 0.0 | 12,051.4 | 12,491.2 | 0.0 | 12,491.2 | 439.8 | 0.0 | 439.8 |
| Total Unfunded | 11,256.6 | 13,910.6 | 25,167.2 | 11,760.7 | 13,794.0 | 25,554.7 | 504.1 | (116.6) | 387.5 |
| Total CIP | 23,308.0 | 13,910.6 | 37,218.6 | 24,251.9 | 13,794.0 | 38,045.9 | 943.9 | (116.6) | 827.3 |

Key Changes:

Funded: +\$440 million

- Increase of Development Charge funding
- Progress on identified critical priorities

Unfunded: +\$388 million

- Additions and completions of projects
- Scope refinement and revised cost estimates for existing projects



2023-2037 Capital Investment Plan: Progress

In the 2022 Capital Investment Plan, TTC identified four programmatic areas for priority investments.

In 2023, **TTC has made progress on these key priorities.**



Modernizing the Subway & Expanding Capacity

- Purchase subway trains (Top up to City 1/3)
- Modify Greenwood Yard
- Maintenance & Storage Facility



Transforming & Electrifying Bus Service

- Purchase electric buses
- Purchase Wheel-Trans buses
- Install charging infrastructure
- Implement transit priority measures



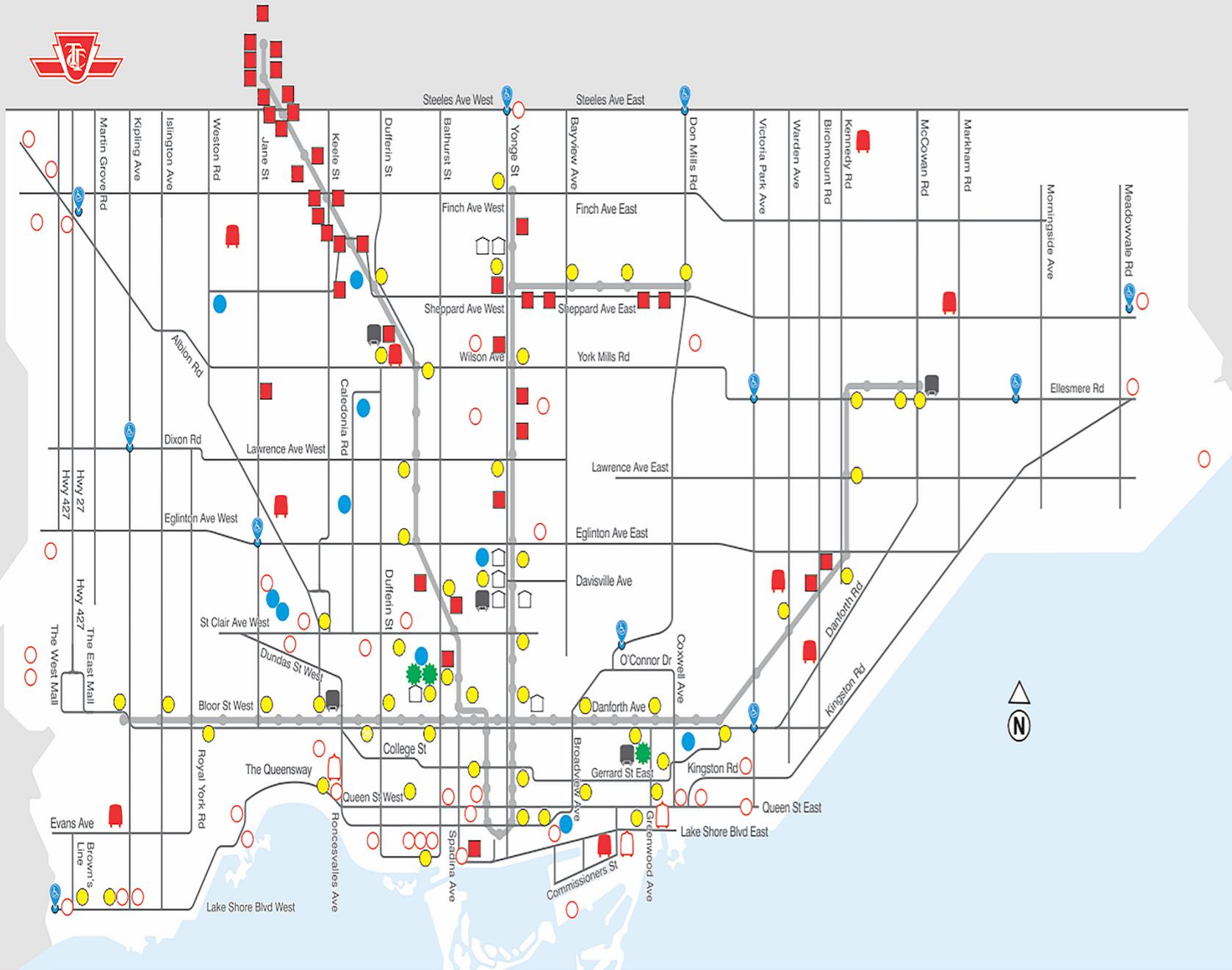
Supporting a Larger Streetcar Fleet

- Renew Russell Carhouse
- Upgrade overhead power
- Maximize Hillcrest Complex



Upholding the State-of-Good-Repair

- Scheduled fleet maintenance
- Safety and legislative **\$750M**
- System maintenance **Top up**
- Operational infrastructure



2023-2037 Real Estate Investment Plan

- Offices
- Bus garage
- Carhouse
- Subway yard
- Warehouse
- Shops
- Loops
- Substations
- Emergency exits
- Access hubs

Strategic Outcome

A strategically planned, optimized and managed real estate portfolio that meets TTC's current needs and ensures sustainable growth.

Investment Principles

Optimize use before acquiring.

Acquire before expropriating.

Own rather than lease.

Uncouple acquisition from construction.

Include “back of house” needs.

Integrate resiliency

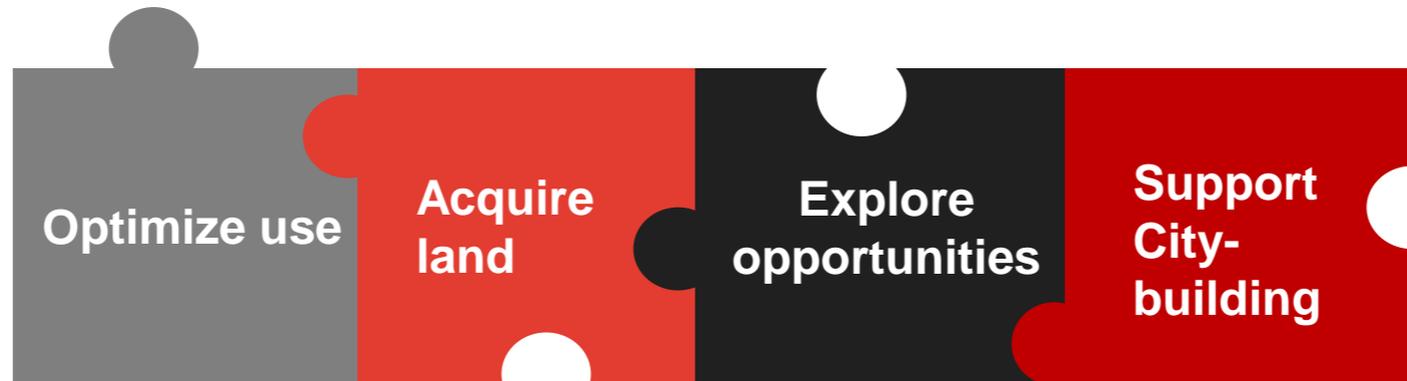
Be flexible, sustainable and innovate.

Maximize value-creation with the City

Real Estate Investment Strategy

Real estate decisions must be carefully coordinated to support the current and future needs of the TTC and the City.

Core Strategies



Real Estate Investment Plan: Update

New Real Estate Needs to Align with the 2023 CIP

- Line 1 Capacity Enhancement
 - St. Clair West fire vent upgrade
 - Davisville north track
 - New siding track (Rosedale to Bloor)
- Line 2 Capacity Enhancement
 - Spadina Subway platform expansion
 - New Danforth Substation

Results Achieved to Date

- Recently acquired 800 Kipling property to accommodate for the 10th Bus Garage
- Warehouse space identified for ATC Line 2 and Signals groups

Cornerstone plan shared with City Real Estate and CreateTO

- Established new benchmark for real estate planning at the City



2023-2032
Capital Budget
& Plan

Key Capital Highlights



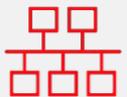
- Makes progress on funding critical key priorities identified in the 2022-2036 CIP
- Provides funding to meet commitments:



- Infrastructure to replace Line 3 with bus service in late 2023;
- Installation of digital advertising in the subway network;
- Delivery of 336 hybrid buses;
- TTC Streetcar Program (60 Streetcars and Hillcrest Facility).



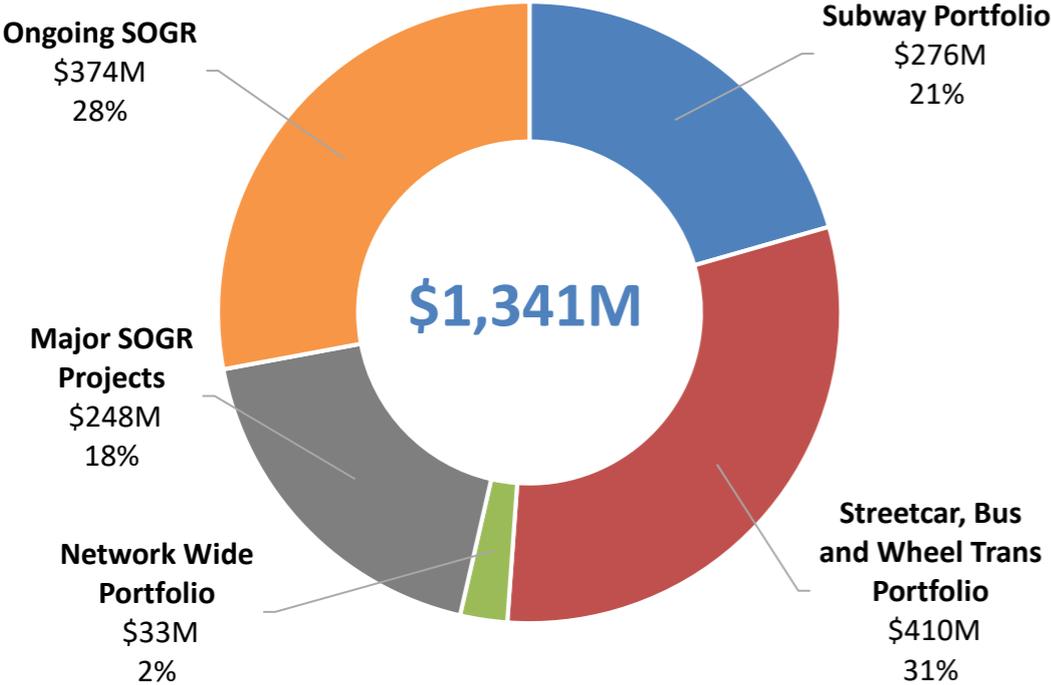
- Advances work on major capacity improvement projects (Bloor-Yonge, Lines 1 and 2)
- Fully funds cost escalations for in-flight projects



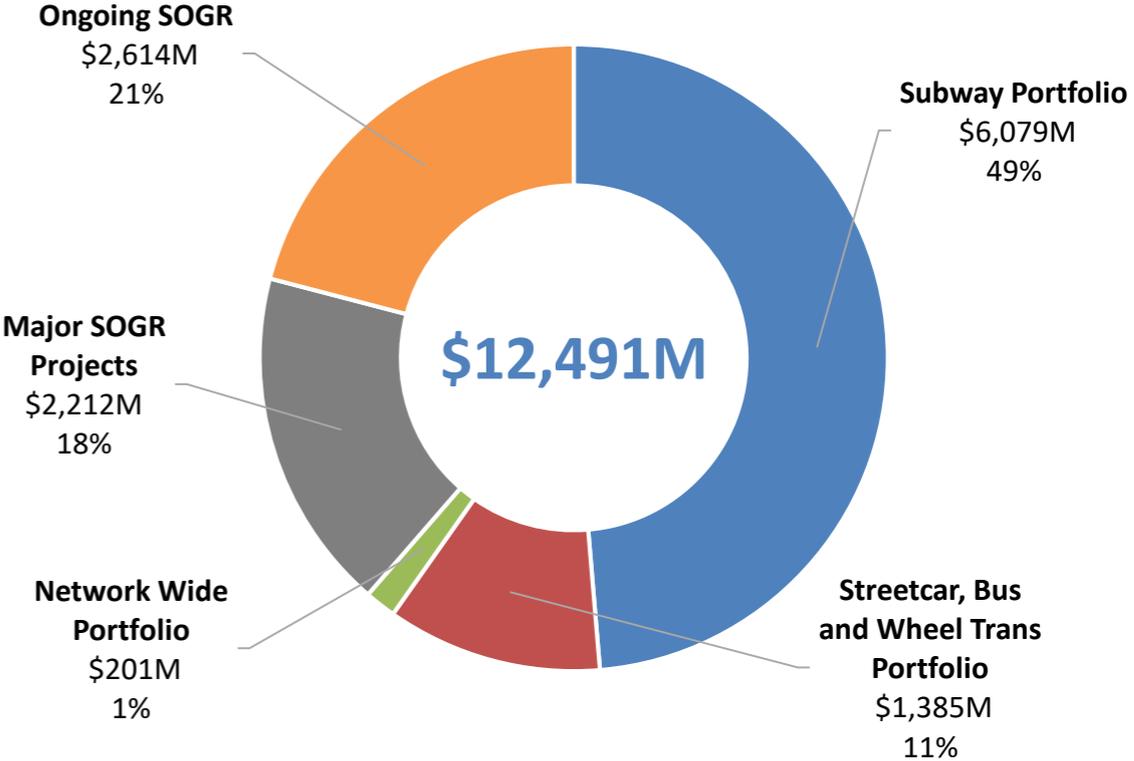
- Continues business modernization (SAP; Maximo; Vision; Wheel-Trans and Stations Transformation)

2023-2032 Capital Budget & Plan by Project Portfolio

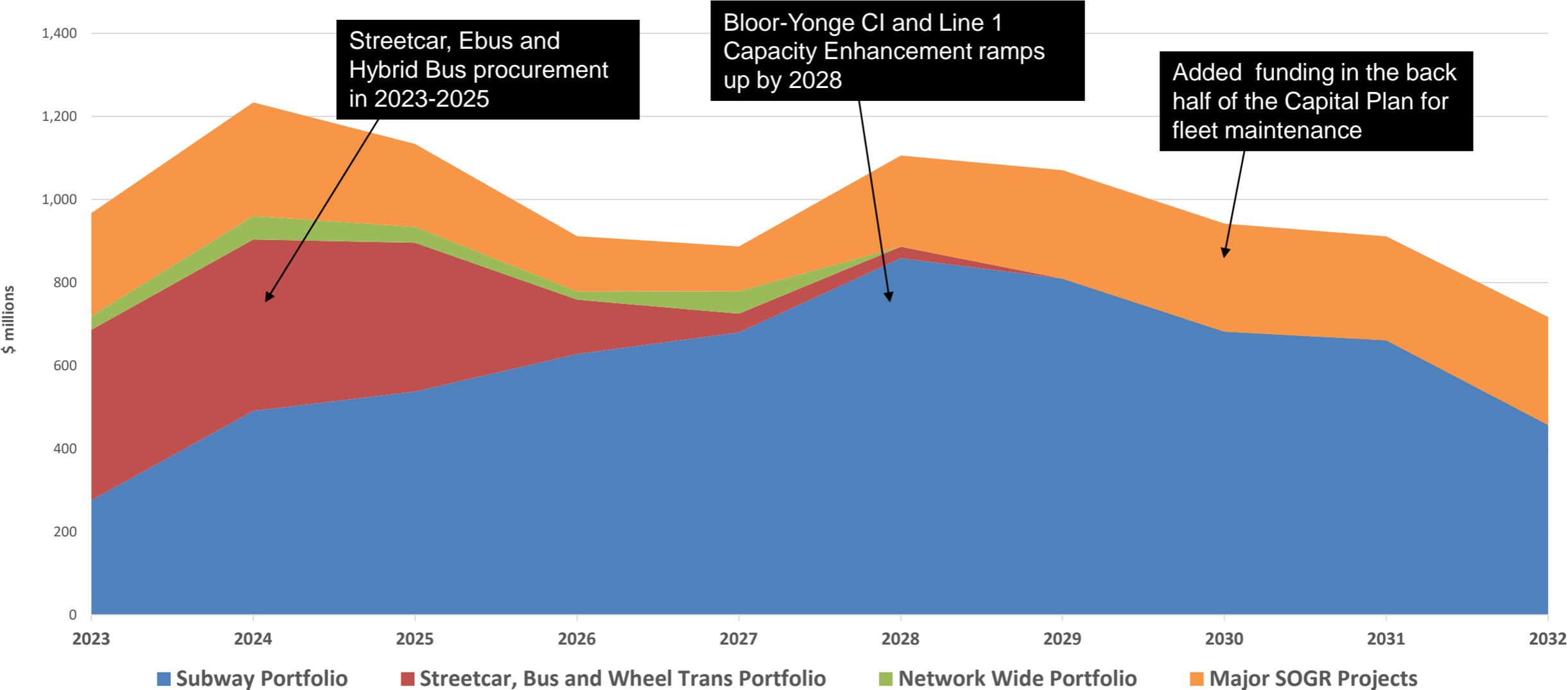
2023 Capital Budget



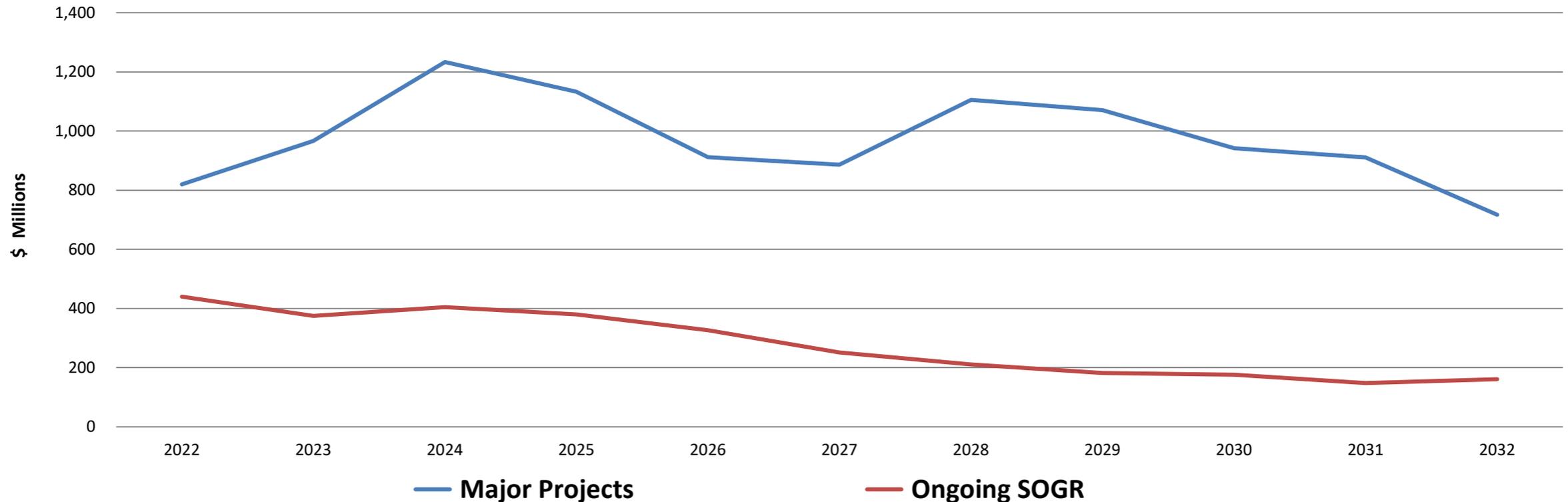
2023-2032 Capital Budget & Plan



Major Projects Timeline By Project Portfolio



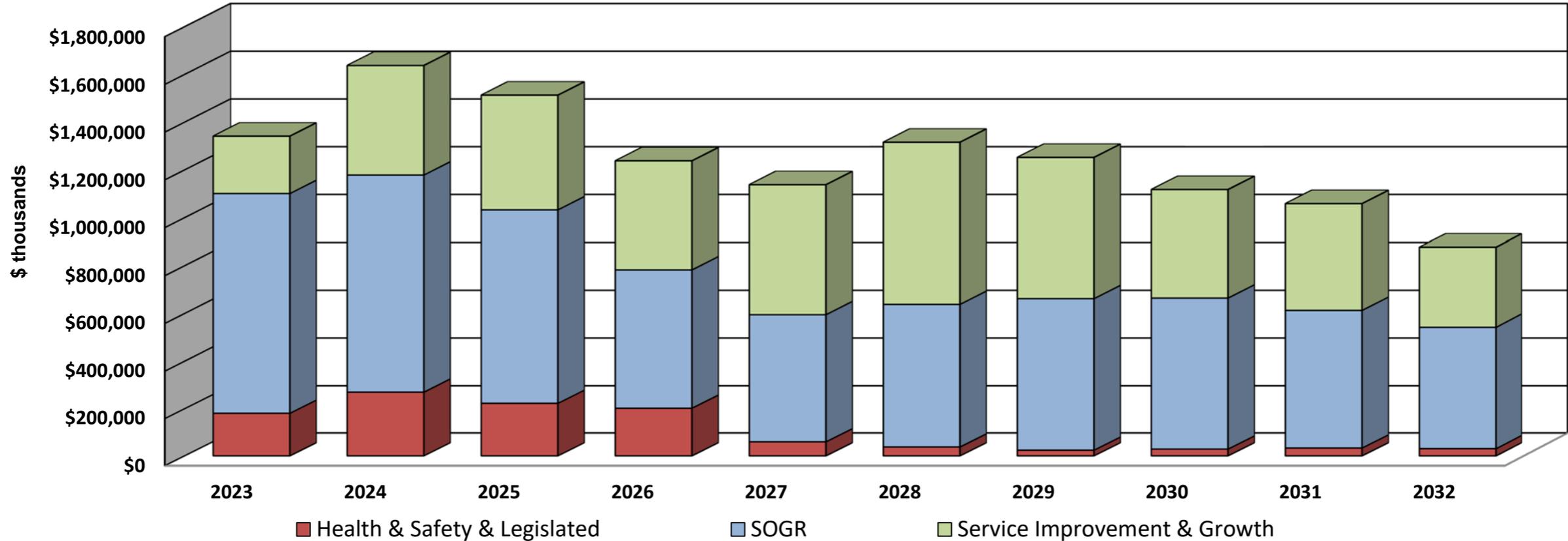
10-Year Capital Plan: Major Projects vs Ongoing SOGR



| 2023 - 2032 Capital Budget and Plan | | | | | | | | | | | | | |
|-------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|-------------------|-------------|
| (\$ thousands) | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 10-Year Total | % of Total |
| Major Projects | 819,435 | 966,854 | 1,233,273 | 1,133,220 | 911,614 | 886,608 | 1,105,407 | 1,070,576 | 941,809 | 911,162 | 716,787 | 9,877,310 | 79% |
| Ongoing SOGR | 439,772 | 374,639 | 404,462 | 380,074 | 326,488 | 251,484 | 210,584 | 181,841 | 176,074 | 147,687 | 160,540 | 2,613,874 | 21% |
| Total 2023-2032 Budget | 1,259,207 | 1,341,493 | 1,637,735 | 1,513,295 | 1,238,103 | 1,138,092 | 1,315,991 | 1,252,417 | 1,117,883 | 1,058,849 | 877,327 | 12,491,184 | 100% |



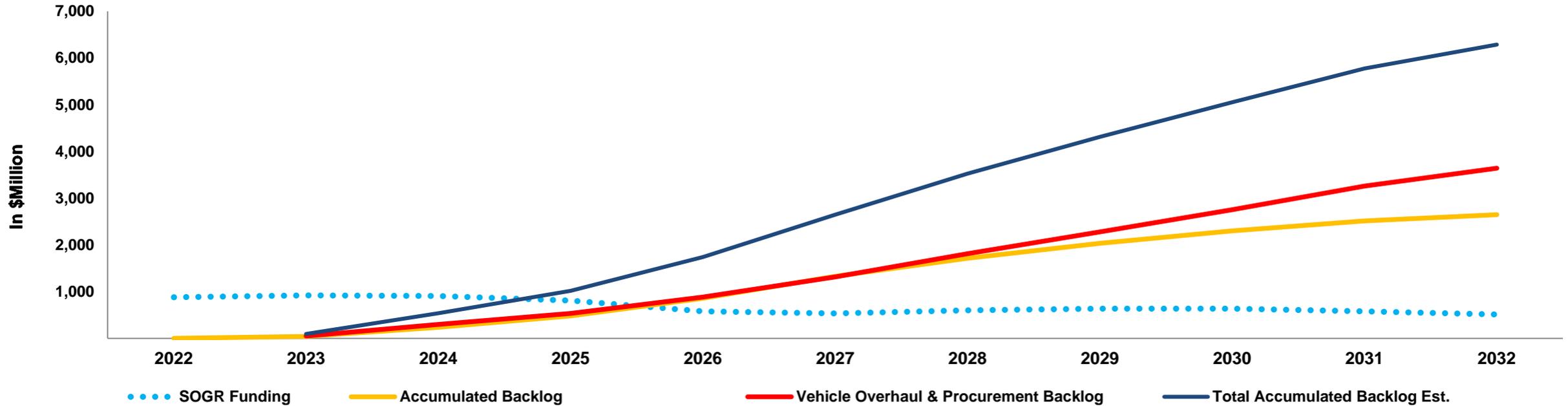
10-Year Capital Budget & Plan By Project Category



| 2023 - 2032 Recommended Capital Budget and Plan by Category | | | | | | | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|-------------------|
| \$ thousands | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | Total |
| Health & Safety & Legislated | 180,793 | 270,380 | 223,050 | 202,348 | 59,573 | 37,727 | 24,094 | 28,754 | 33,308 | 30,570 | 1,090,598 |
| SOGR | 920,227 | 908,301 | 809,744 | 580,450 | 535,493 | 600,552 | 638,175 | 636,031 | 579,761 | 511,702 | 6,720,436 |
| Service Improvement & Growth | 240,473 | 459,053 | 480,501 | 455,305 | 543,026 | 677,712 | 590,147 | 453,098 | 445,780 | 335,055 | 4,680,149 |
| Total | 1,341,493 | 1,637,735 | 1,513,295 | 1,238,103 | 1,138,092 | 1,315,991 | 1,252,417 | 1,117,883 | 1,058,849 | 877,327 | 12,491,184 |



State of Good Repair (SOGR) Funding and Backlog



| \$ Million | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 |
|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| SOGR Funding | 879.3 | 920.2 | 908.3 | 809.7 | 580.5 | 535.5 | 600.6 | 638.2 | 636.0 | 579.8 | 511.7 |
| — Accumulated Backlog (Excluding Vehicle OH & Procurement) | | 40.2 | 237.9 | 482.1 | 857.3 | 1,329.7 | 1,713.3 | 2,032.6 | 2,299.3 | 2,514.2 | 2,645.1 |
| Backlog (Excluding Vehicle OH & Procurement) as % of Asset Value | 0.0% | 0.2% | 1.0% | 1.9% | 3.2% | 4.8% | 5.9% | 6.7% | 7.2% | 7.5% | 7.5% |
| — Vehicle Overhaul & Procurement Backlog | | 52.3 | 300.1 | 533.7 | 885.5 | 1,315.9 | 1,812.6 | 2,276.5 | 2,752.8 | 3,260.8 | 3,640.0 |
| Vehicle Overhaul & Procurement Backlog as % of Asset Value | 0.0% | 0.2% | 1.2% | 2.1% | 3.3% | 4.7% | 6.2% | 7.5% | 8.6% | 9.7% | 10.4% |
| — Total Accumulated Backlog Est. | | 92.5 | 538.0 | 1,015.8 | 1,742.8 | 2,645.6 | 3,525.9 | 4,309.0 | 5,052.1 | 5,774.9 | 6,285.0 |
| Backlog as % of Asset Value | 0.0% | 0.4% | 2.2% | 4.0% | 6.5% | 9.5% | 12.1% | 14.1% | 15.8% | 17.2% | 17.9% |
| Total Asset Value | 22,152.9 | 23,194.1 | 24,284.2 | 25,425.6 | 26,620.6 | 27,871.8 | 29,181.7 | 30,553.3 | 31,989.3 | 33,492.8 | 35,066.9 |



How the 10-Year Capital Plan is Funded

\$ 12,491.2 M

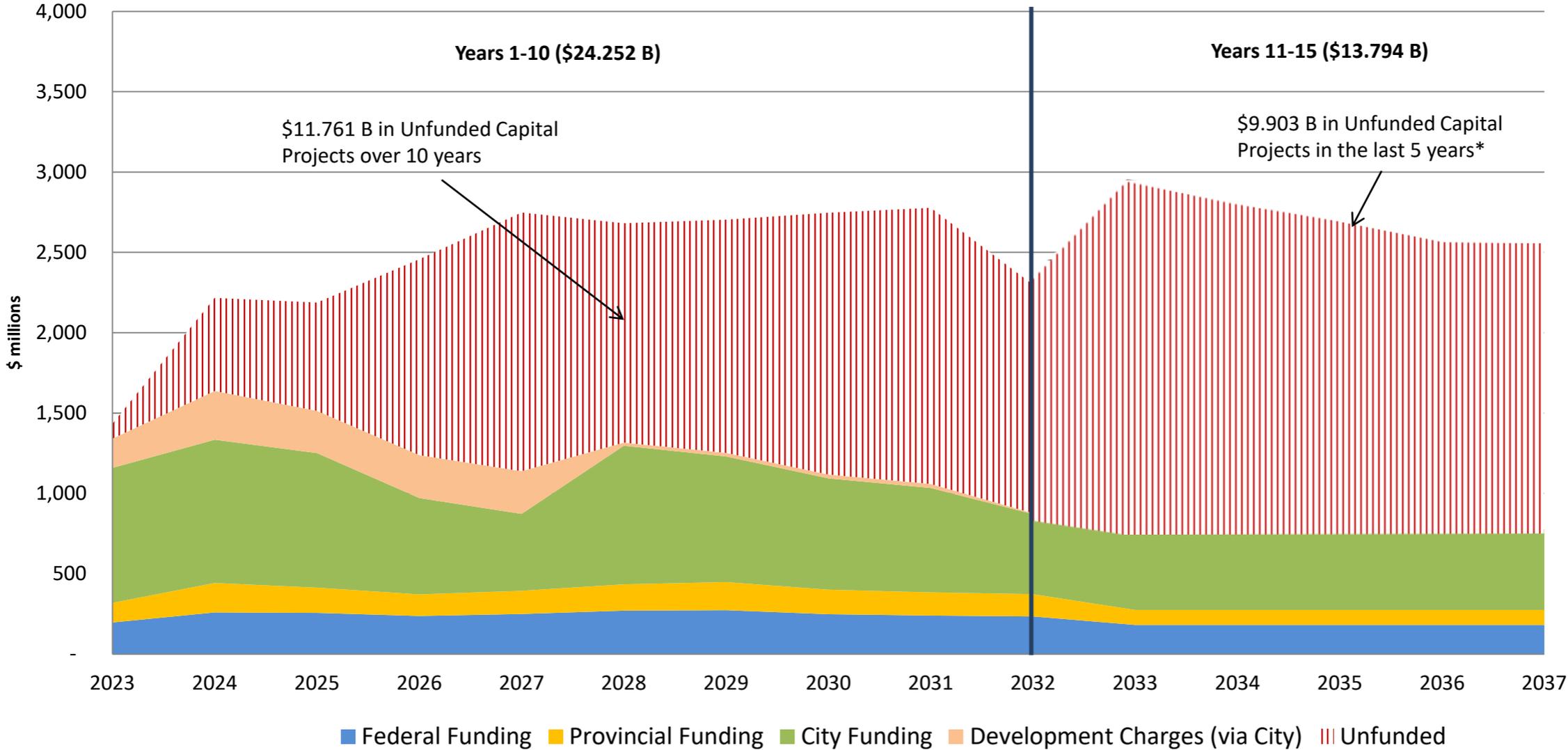
| (\$ millions) | | | | | | | |
|-------------------------|-----------|--|---------|-------------------------------------|-----------|----------------|---------|
| City of Toronto Funding | | Provincial Funding | | Federal Funding | | Other Revenue | |
| \$8,281.4 | | \$1,519.7 | | \$2,465.9 | | \$224.2 | |
| 66% | | 12% | | 20% | | 2% | |
| City Building Fund | \$5,695.2 | PTIF | \$447.3 | PTIF | \$498.1 | Other Revenue | \$224.2 |
| Debt | \$1,142.7 | Provincial Gas Tax | \$935.4 | Federal Gas Tax | \$1,817.0 | | |
| Development Charges | \$1,377.5 | Provincial Subsidy - Streetcar Program | \$133.9 | Federal Subsidy - Streetcar Program | \$150.8 | | |
| Reserve Draws | \$66.0 | 204 LRV Funding | \$3.1 | | | | |





Unmet Needs and Key Priorities

2023-2037 Capital Investment Plan: Funded vs Unfunded



Unmet Needs

Unmet Needs - Projects Excluded due to Funding Constraints (In \$ Millions)

| Project Description | Cash Flow (In \$ Millions) | | | | | | | | | |
|---|----------------------------|--------------|--------------|----------------|----------------|----------------|----------------|-----------------|-----------------|-----------------|
| | 2023 | 2024 | 2025 | 2026 | 2027 | 5 Year Total | 2028 to 2032 | 10 year Total | 2033 to 2037 | 15 Year Total |
| HEALTH & SAFETY/LEGISLATIVE | 0.6 | 28.2 | 60.8 | 75.8 | 59.8 | 225.2 | 132.6 | 357.8 | 106.0 | 463.8 |
| FLEET PURCHASE PROGRAMS | 52.3 | 257.9 | 202.3 | 214.9 | 415.1 | 1,142.5 | 2,502.8 | 3,645.3 | 1,619.1 | 5,264.4 |
| PURCHASE OF BUSES | 52.3 | 76.4 | 145.7 | 144.1 | 226.8 | 645.3 | 1,381.3 | 2,026.6 | 1,562.1 | 3,588.7 |
| PURCHASE OF SUBWAY CARS | | 181.5 | 56.6 | 70.8 | 188.3 | 497.2 | 1,121.5 | 1,618.7 | 57.0 | 1,675.7 |
| OVERHAUL PROGRAMS | | 37.6 | 49.0 | 159.5 | 70.7 | 316.8 | 149.6 | 466.4 | 771.6 | 1,238.0 |
| BUS OVERHAUL | | 32.8 | 40.9 | 67.9 | 13.3 | 154.9 | 9.2 | 164.1 | 409.0 | 573.1 |
| STREETCAR OVERHAUL | | 4.8 | 8.1 | 54.0 | 15.1 | 82.0 | 107.0 | 189.0 | 238.8 | 427.8 |
| SUBWAY OVERHAUL | | 0.0 | 0.0 | 37.6 | 42.3 | 79.9 | 33.4 | 113.3 | 123.8 | 237.1 |
| SERVICE PLANNING | | 43.9 | 67.1 | 56.3 | 76.0 | 243.3 | 250.5 | 493.8 | 11.2 | 505.0 |
| KEY BUILDINGS AND STRUCTURES | | | | 273.4 | 467.7 | 741.1 | 1,858.5 | 2,599.6 | 3,822.6 | 6,422.2 |
| Line 1 Capacity Enhancement | | | | 273.4 | 467.7 | 741.1 | 1,664.0 | 2,405.1 | 2,113.8 | 4,518.9 |
| Line 2 Capacity Enhancement | | | | | | 0.0 | 194.5 | 194.5 | 1,708.8 | 1,903.3 |
| STATE OF GOOD REPAIR | 40.2 | 200.2 | 234.1 | 363.0 | 460.0 | 1,297.5 | 1,298.5 | 2,596.0 | 1,888.7 | 4,484.7 |
| SERVICE IMPROVEMENTS | | 8.3 | 31.0 | 39.1 | 39.6 | 118.0 | 151.2 | 269.2 | 2,766.5 | 3,035.7 |
| GROWTH | | 3.3 | 30.8 | 37.0 | 21.6 | 92.7 | 1,240.0 | 1,332.7 | 2,808.2 | 4,140.9 |
| Total Unmet Needs (Not Included) | 93.1 | 579.4 | 675.1 | 1,219.0 | 1,610.5 | 4,177.1 | 7,583.7 | 11,760.8 | 13,793.9 | 25,554.7 |

- \$5.26 billion is needed to fully fund the balance of fleet purchases:
 - 2,390 Buses
 - 556 Wheel-Trans buses
 - 80 subway trains
- \$1.23 billion is required to complete vehicle overhauls
 - Midlife rebuild of the Nova '40 Bus Fleets
 - Midlife restoration and upgrade of the TR Subway cars
- Line 1 requires \$4.52 billion for the following:
 - \$2.4 billion for the acquisition/construction of new TMSF
 - \$2.1 billion to complete Line 1
- Line 2 requires a total of \$1.9 billion



Key Investment Priorities



New subway trains



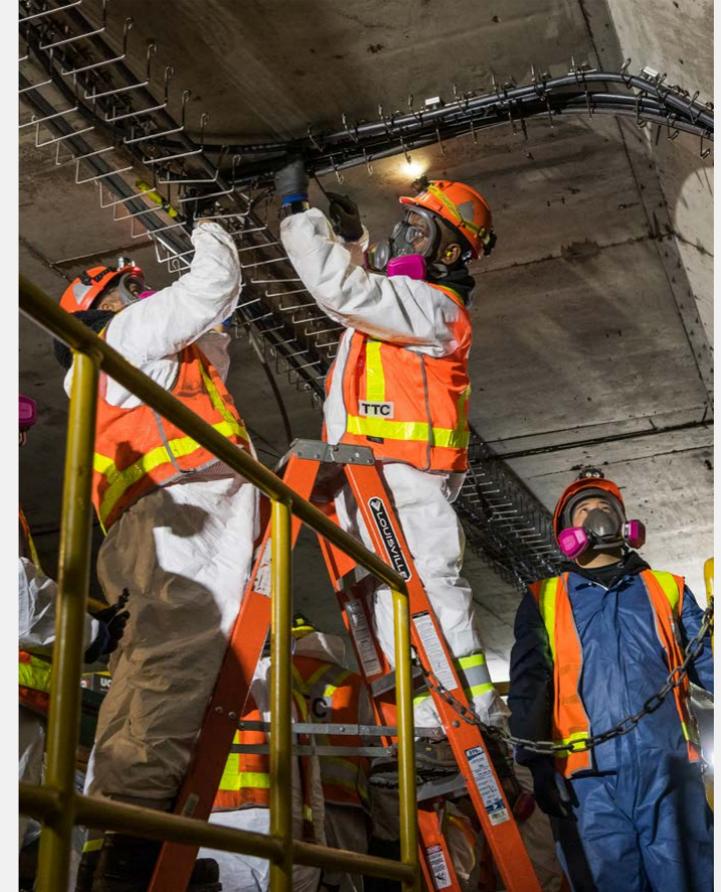
Electric Bus Fleet



Train Maintenance & Storage Facility



Charging Infrastructure



State-of-Good-Repair

Economic Benefits of Transit Investment

Investment in TTC capital works translate into:

\$1.00

Additional **GDP** for every dollar invested (Value Added)

\$2.40

Additional **economic activity** for every dollar invested (Gross Output)

15

New jobs for every \$1 million dollars invested

-
- Approval of the recommended 10-year Capital Budget and Plan will add **\$12.6 Billion** in additional GDP, **\$29.7 Billion** in economic activity and over **180,000 jobs**
 - Funding the key critical unfunded priorities would spur an additional **\$7.9 billion** in GDP, **\$18.7 billion** in economic activity and over **114,000 jobs**
 - If the 15-year Capital Investment Plan were to be *fully funded* it would add **\$38.6 billion** in GDP, create **\$91.4 billion** in economic activity and add almost **560,000 jobs** over the 15-year time horizon
 - **89%** of economic benefits generated by TTC investments is within Ontario (with **52%** of that being in the GTA) and **11%** is realized nationally



Environmental and Other Benefits of Transit Investment



GREENHOUSE GAS (GHG) EMISSION REDUCTION

2023-2032 Capital Plan

30,278

Tonnes per Year

- **336** Hybrid buses
- **240** electric buses
- **10** Wheel Trans electric buses

Green Bus Program

165,392

Tonnes per Year

- **336** hybrid buses
- **1,850** electric buses
- **209** Wheel Trans electric.



OTHER KEY BENEFITS

- State of good repair improves service reliability, prevents passenger delays and reduces the cost of lost productivity. Investing in the system critical to the success of the existing system and the economy
- Investments in state of good repair yield a benefit/cost **ratio of 3**: same as transit expansion.
- Transit reduces traffic congestion: capacity on **Line 1 = 26 lanes** of traffic, **replaces 8-9** Gardner Expressways
 - Reduces GHG emissions, improves climate, air quality & public health
- Transit users who switch from personal automobiles realize significant cost savings
- Improved service expands opportunities to travel to jobs and training not otherwise accessible; allows more people to access leisure activities and cultural events



Long-term Investment in the TTC is As Critical As Ever

- The COVID experience clearly exposed the high dependency on the farebox as a key vulnerability that will challenge the TTC's ability to provide safe, reliable transit service.
- Equally, the SOGR Backlog is growing at an accelerated rate for which funding in TTC's infrastructure is critical.
- While the funding necessary to sustain TTC's existing and expanded service is significant, it should be considered *an investment* and not a cost.
- Investing in the TTC will accrue economic, environmental and social benefits that extend beyond the city and contribute to the vitality and well being of the region, the province and nation.
- A multi-year, multi-pronged investment strategy is required that provides long term, predictable funding from all three orders of government that will sustain TTC's existing and future service



The pandemic revealed that public transit is essential for keeping our city moving, through good times and bad.

For the sake of Toronto's health and prosperity, we must keep investing in the TTC.



THANK YOU
QUESTIONS?