

2024

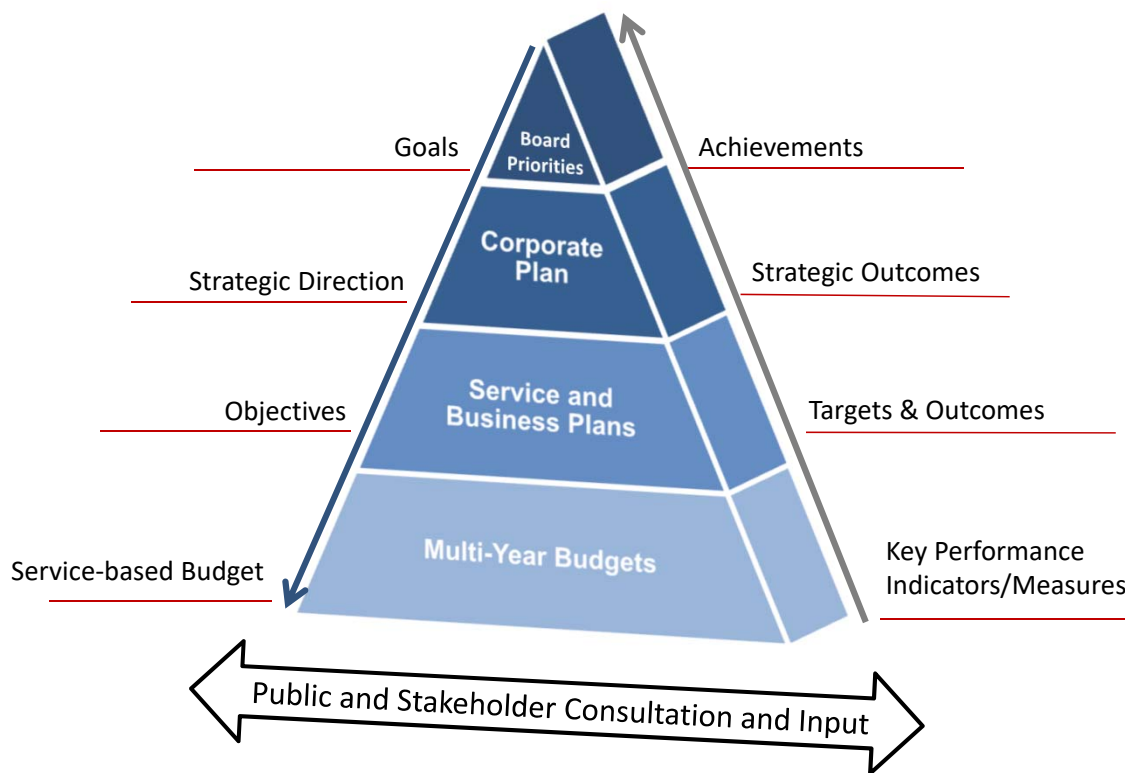
Operating Budget
10 Year Capital Plan

TTC Board Presentation
December 20, 2023



Integrated Planning & Performance Framework

Current Vision Statement: To be a transit system that makes Toronto proud



City of Toronto

- City's Strategic Plan
- City of Toronto Official Plan (2041 Planning Horizon)
- TransformTO Net Zero Strategy
- Transportation Master Plan (To be Developed)
- City Council Directives Related to City Agencies & Corporations

Toronto Transit Commission

Long Term Plans:

- 15-Year Capital Investment Plan
- 15-Year Real Estate Investment Plan

Medium Term Service and Business Plans:

- 5-Year Service and Customer Experience Plan
- Embrace Diversity: 10 Point Action Plan
- 5-Year Accessibility Plan
- 5 Year Community Safety, Security and Wellbeing Plan
- Innovation & Sustainability Plan

Multi- Year Budgets:

- Annual Operating and 2 Year Outlook
- 10 Year Capital Plan



2024 Operating Budget Highlights



Attentive to affordability challenges

No fare increase; despite significant cost pressures. Pressures partially offset by \$37.9 million including \$12.9 million savings from efficiency measures



Restore Service

Service currently at 95% of pre-pandemic levels. Will increase to 96% in April 2024 and increase to 97% in September 2024 to address construction and traffic congestion



Transit Expansion & Conversion

Plan for Revenue Service on Line 5 Eglinton & Line 6 Finch West in September 2024
Fully implement bus replacement service to replace Scarborough SRT



New Investments in Safety, Security & Well-Being and a focus on People

\$26.2 million to sustain the safety, security and well-being program
\$1.6 million with a focus on employee engagement, health and well-being



2024 COVID-19 impact of \$304M; ~\$60M lower than 2023

Ongoing funding strategy required to address revenue gap. Gap not likely to change unless commuter rate of 2.5 days a week in office increases



2024 Capital Highlights



- Repurposes \$500M in approved funding to address critical priorities
 - Fully funds cost escalations for in-flight projects while staying within the existing funding projections



- Provides TTC/City's updated one-third share for the new subway car procurement
- Added SOGR funding to partially to address risk on Line 2. Despite this, SOGR funding rapidly declines beginning in 2026



- Continues funding to deliver **336** Hybrid buses, **340** e-buses and charging infrastructure, and **60** new Streetcars based on revised delivery schedules
- Advances work on major capacity improvement projects (Bloor-Yonge, Lines 1 and 2)



- Establishes steady state cybersecurity SOGR program
- Continues business modernization (SAP; Maximo; Vision; Wheel-Trans, Stations Transformation, Service Planning & Scheduling and Enterprise Asset Management)

2024 Priority Actions – Service, Safety, People



Foster a Highly Engaged, Diverse and Skilled Workforce

Operating

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

Capital:

- Create Modern and Inclusive Workspaces



Safe, Reliable Service Responsive to Customer Needs

Operating

- Deliver Conventional Service from 95% up to 97% to address demand growth and congestion on mixed traffic corridors
- Accommodate Wheel-Trans ridership increase
- Sustain Safety, Security & Well-Being Program
- Expand cellular service in subways
- Re-invest in Line 2 Subway and Streetcar Maintenance Capacity

Capital:

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



Enable Sustainable Long Term Growth

Operating

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

Capital:

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



Transform to Address the Fiscal Challenge

Operating

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

Capital:

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

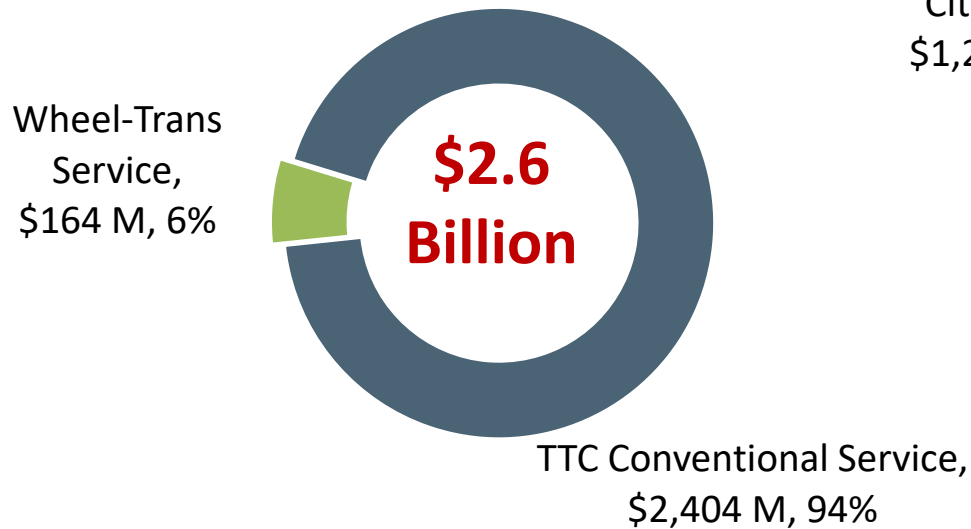


2024 | Operating Budget

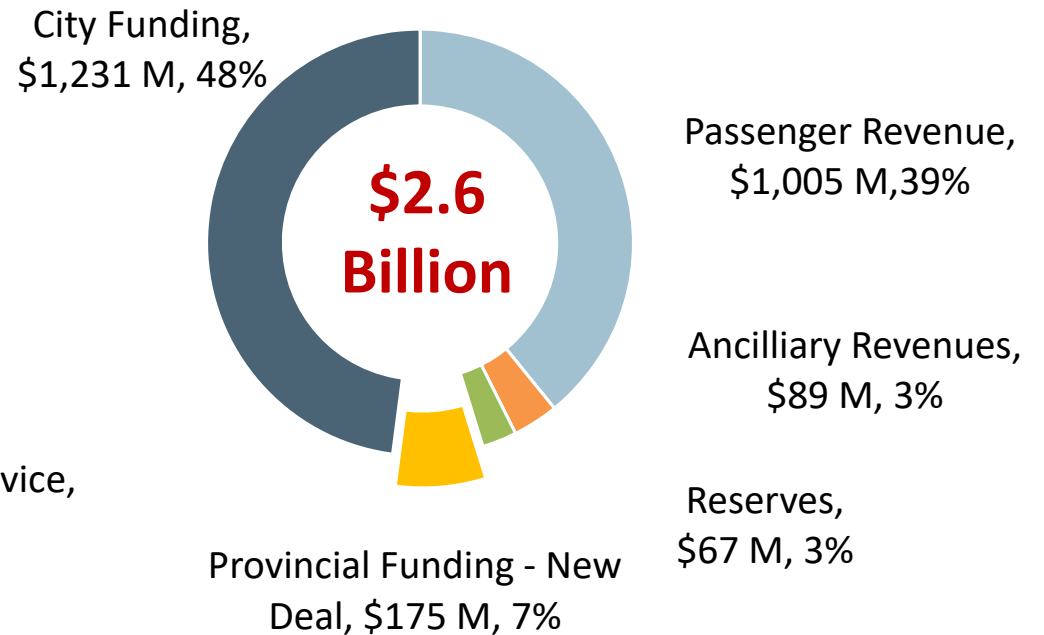


2024 Operating Budget - \$2.6 Billion

Where the Money Goes: By Service



Where the Money Comes From: By Funding Source



2024 Operating Budget Submission

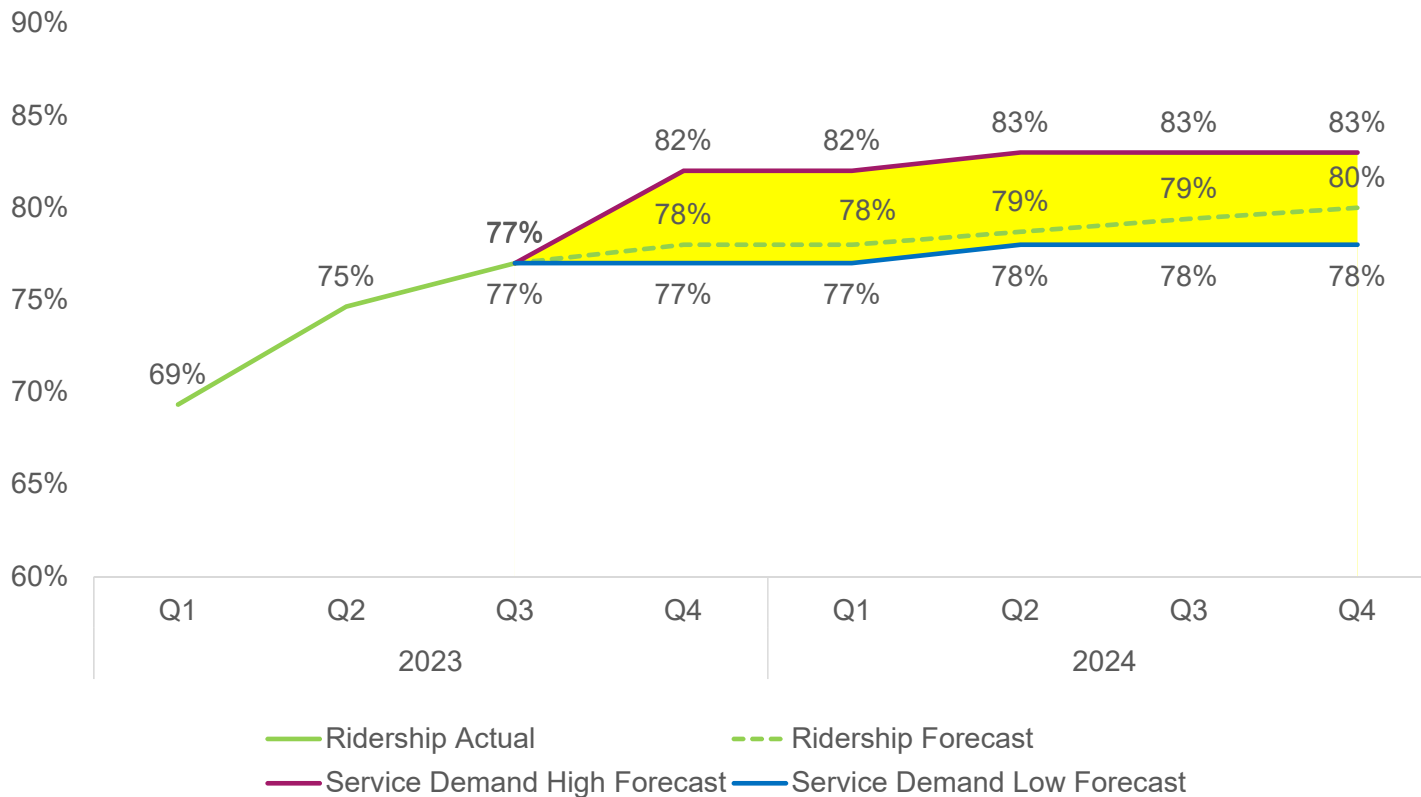
TTC Conventional & Wheel-Trans Operating Budget			
(In \$ Millions)	Gross	Revenue	Net
2023 City Funding, Excl COVID-19 Impact	2,388.7	1,429.6	959.1
Base Pressures	102.9	1.7	101.2
TTC Conventional & WT Service Demand	49.1	2.7	46.4
Efficiencies & Balancing Actions	(12.9)	25.0	(37.9)
Base Pressures	139.1	29.3	109.8
Transit Expansion & Conversion	8.5	3.0	5.5
New & Enhanced Priority Actions	28.7	0.5	28.2
Funding Change, Before COVID-19 Impact	176.2	32.8	143.5
2024 COVID-19 Impact	2.9	(301.0)	303.9
Total Funding Change	179.1	(268.2)	447.4
Provincial Funding - New Deal	0.0	175.3	(175.3)
Net Change in Funding Request	179.1	(92.9)	272.1
2024 Operating Funding Request	2,567.9	1,336.7	1,231.2
Change from 2023	7%	-6%	28%

2024 increase of **\$272M**

- **\$109.8M** to fund base pressures & service
 - **\$101.2M** Economic Conditions & Prior Year Impacts
 - **\$46.4M** to accommodate Service Demand
 - **\$37.9M** in Efficiencies & Balancing Actions reducing Base pressures
- **\$5.5M** net for Transit Expansion and Conversion
- **\$28.2 M** in New Enhanced Priority Actions focusing on Service, Safety, and People

TTC Conventional: 2024 Service Demand and Revenue Ridership Forecast

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

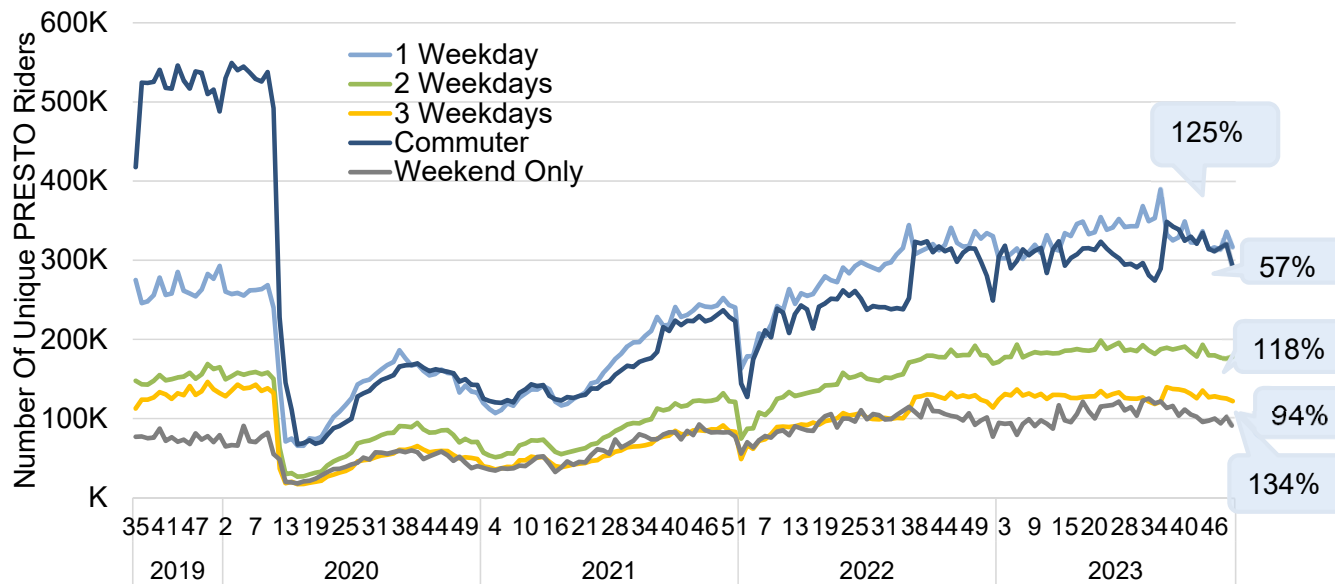


- Expecting ridership recovery to continue in 2024, consistent with Fall 2023
- Further ridership recovery constrained by hybrid work models
- Planned service provides additional capacity higher than the ridership budget



90% of Riders have returned to Transit; Only 57% Commuters

Unique PRESTO Riders by Frequency Category



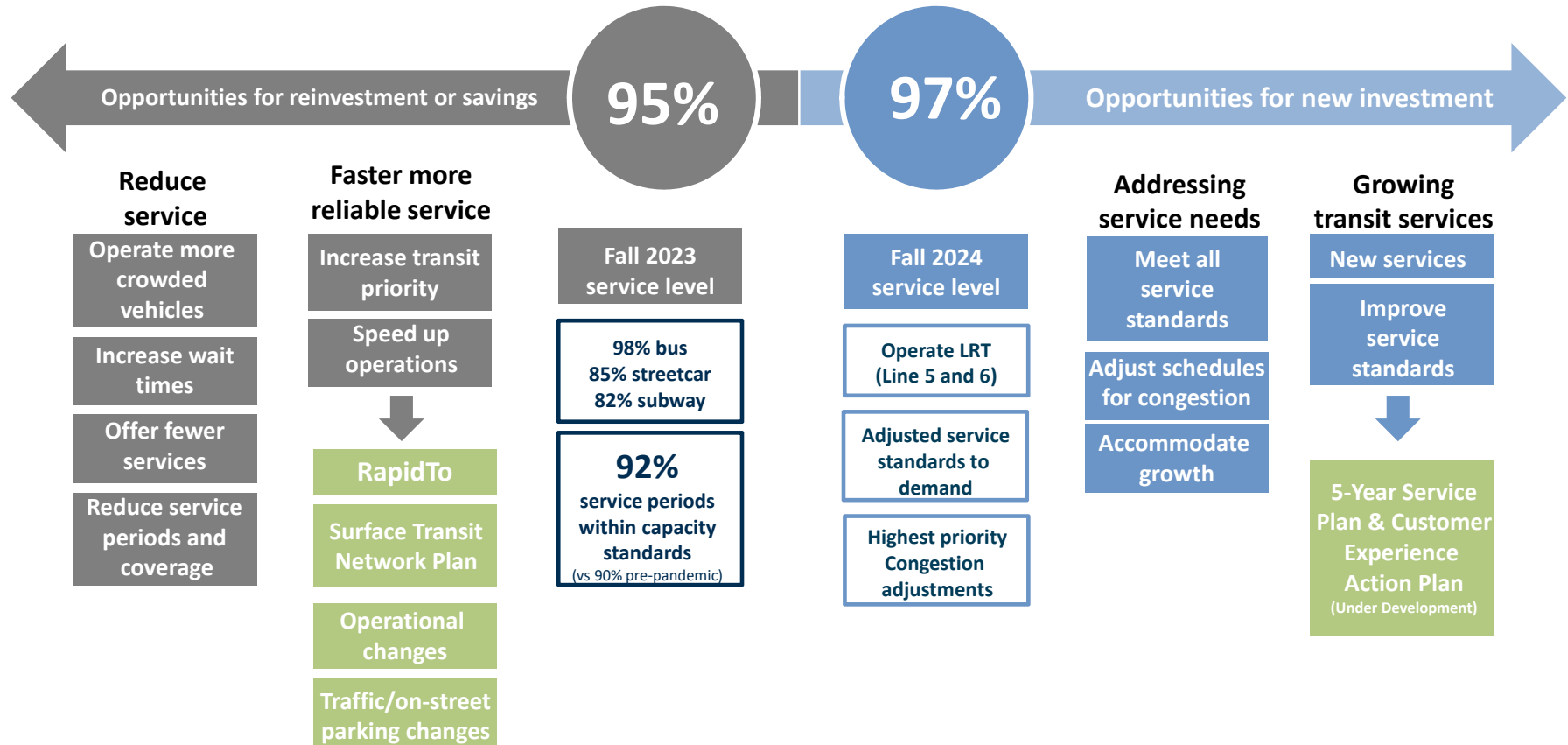
Insights:

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

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



2024 Service Plan



TTC Conventional Service Budget

Regular Service Budget: Weekly Service Hours

Service Plan	Bus	Streetcar	Subway	Total
Pre-pandemic (adjusted)	143,700	19,700	16,800	180,200
Fall 2023/Q1 2024	140,900	16,600	13,700	171,200
	98%	84%	82%	95%
Spring 2024	142,400	16,600	14,000	173,000
	99%	84%	83%	96%
Fall 2024	143,900	16,900	14,000	174,800
	100%	86%	83%	97%

2024 Service Budget

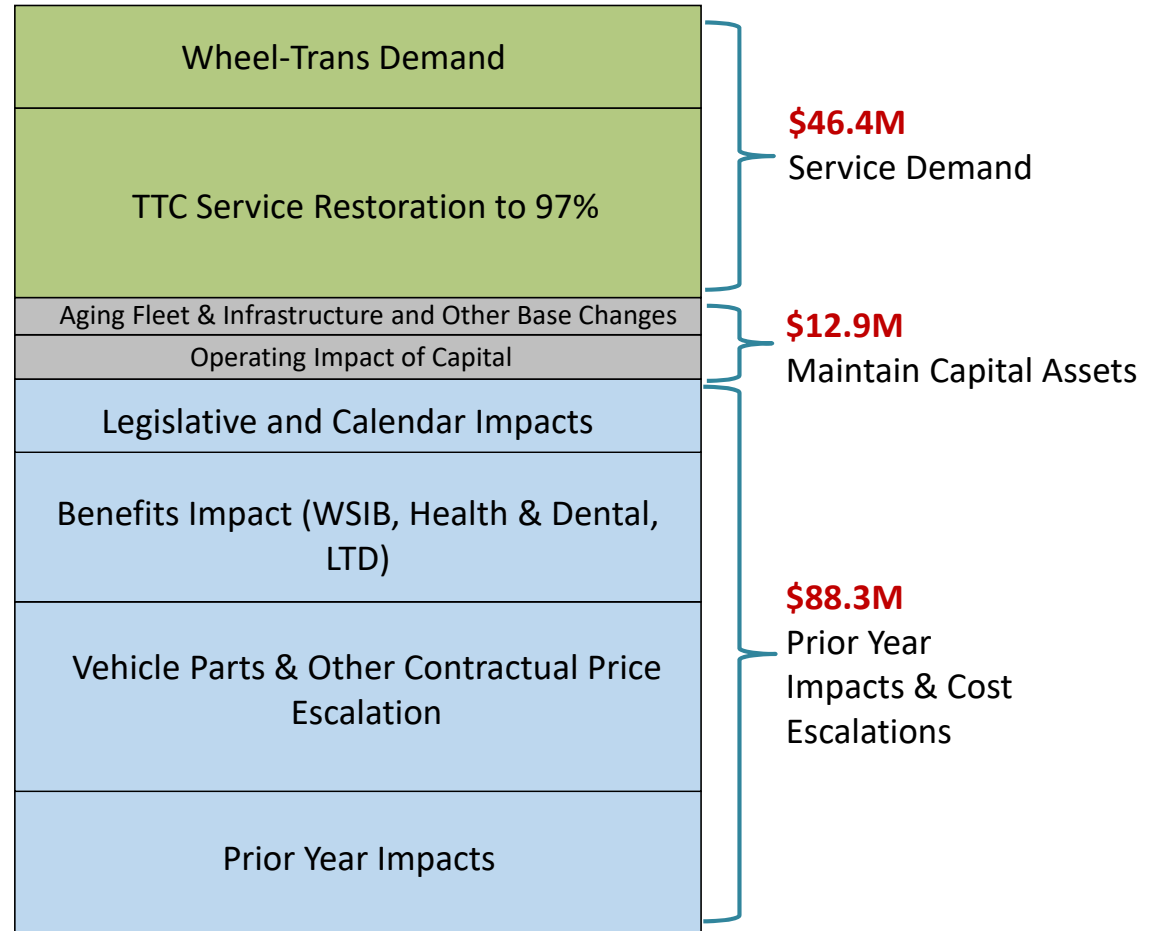
- ✓ January - **95%** of pre-pandemic service
- ✓ April 2024 - **96%**
- ✓ September 2024 - **97%**

Gradual increase to accommodate demand growth and increasing congestion on mixed-traffic corridors



Base Pressures

Total \$147.7 million base pressures; driven by economic conditions, safety critical maintenance & service



Efficiency Measures

Description (\$ Millions)	Gross	Revenue	Net	Positions
Base Budget Reductions				
Expenditure Reviews	(6.8)		(6.8)	
Total Base Reductions	(6.8)		(6.8)	
Efficiency Measures				
Diesel Hedging	(2.5)		(2.5)	
Absence Management	(1.4)		(1.4)	(24)
Overtime Reduction	(0.8)		(0.8)	
Other Efficiencies	(0.7)		(0.7)	(4)
Total Efficiency Measures	(5.4)		(5.4)	(28)
Implementation of AG Recommendations:				
Wheel-Trans Call Centre	(0.5)		(0.5)	(6)
Aftermarket Parts Warranty	(0.2)		(0.2)	
Total AG Recommendations	(0.7)		(0.7)	(6)
Total Efficiencies & Savings	(12.9)	0.0	(12.9)	(34.0)
Funding Strategy				
TTC Stabilization Reserve Draw		(25.0)	(25.0)	
Total Efficiency Measures	(12.9)	(25.0)	(37.9)	(34.0)

Measures reduce the 2024 Base Budget by **\$37.9** million:

- **\$12.9** million in savings from affordability measures with no impact to service.
- **\$195** million cumulative savings since 2019
- **\$25.0** million one-time funding strategy



New & Enhanced Priority Actions - \$28.2 M

Safety, Security & Wellbeing

\$26.2 M

High-visibility Presence and Incident Management

\$22.5M

Social Support for Individuals in Need

\$3.1M

Community Safety Program Support

\$0.6M

People Strategy

\$1.6 M

Mental Health Training

\$0.1M

Trauma Assist

\$0.4M

Health, Well-being & Disability Management

\$0.4M

Employee Relations Support

\$0.3M

Employee Engagement

\$0.4M

Service Support

\$0.3 M

5-Year Service Plan Implementation

\$0.1M

Family of Services – Travel Trainers

\$0.2M

City Council Approved

\$0.1 M

ModernTO

\$0.1M

Toronto Green Standard

\$0.5M Gross, \$0 Net



2025 & 2026 Outlooks

Inflation, Service Demand and Transit Expansion will continue to significantly impact the 2025 and 2026 budgets

Highlights

Operating Pressures (including COVID-19 Impact)*

- **\$354** million in 2025
- **\$299** million in 2026

Key 2025 Drivers

Base

- Economic Factors & Legislative Impacts \$41M
- Reserve Draw Reversal \$15M

Service

- Demand \$14M
- Expansion (Eglinton & Finch West LRT) \$44M

Funding Changes

- 2% Passenger Revenue Increase \$24M
- Increase in Provincial New Deal Funding \$35M

Ongoing COVID-19 Financial Impact \$280M

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



New Deal Funding Allocation

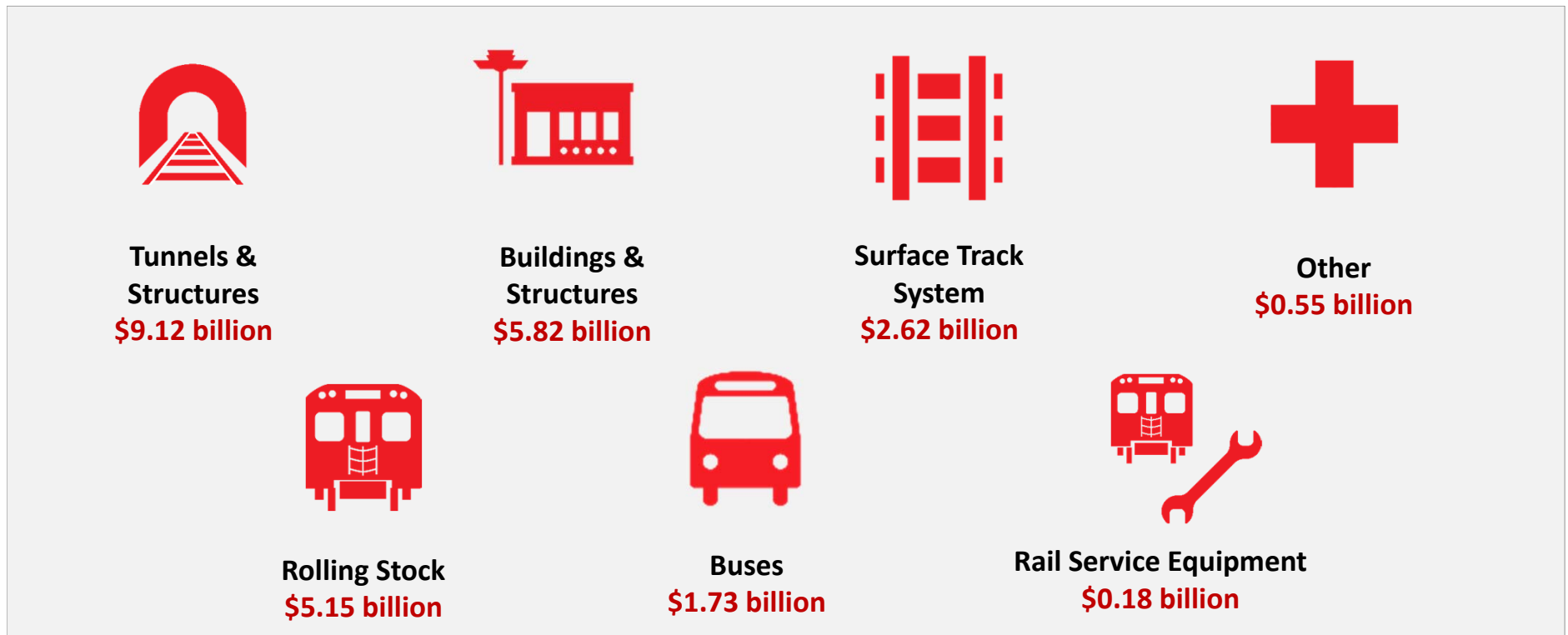
	Total Funding (\$M)	2024 Prov. Funding	Comment
Operating Investments			
Support for New Subway - Integrated Provincial Transit Projects	\$330.0	\$75	Annual operating funding over three years, beginning in 2024/25, for the provincially-owned Finch West LRT and the Eglinton Crosstown LRT. Funding will support bringing these projects online.
Subway and Transit Safety, Recovery and Sustainable Operations Fund	\$300.0	\$100	One-time operating funding is conditional on the City establishing a new Transit Rider Safety Commitment. The TTC and City are evaluating the financial impact of all 3 criteria identified in the Term Sheet.
Capital Investments			
Funding for New Subway Trains (55 trains for Line 2 trains replacement)	\$758.0	TBD	The new subway train procurement is a top priority for the TTC to address the safety and reliability of the subway network. The provincial commitment is conditional on federal matching funding, which has not been committed to and has therefore not been included in the TTC's 10 Year Capital Plan.
Additional Investments in SOGR		TBD	The City is currently assessing the impact of uploading the Gardiner on the its debt capacity, and evaluating the SOGR needs across all areas of the city. Any allocation of additional funding to the TTC is yet to be determined.



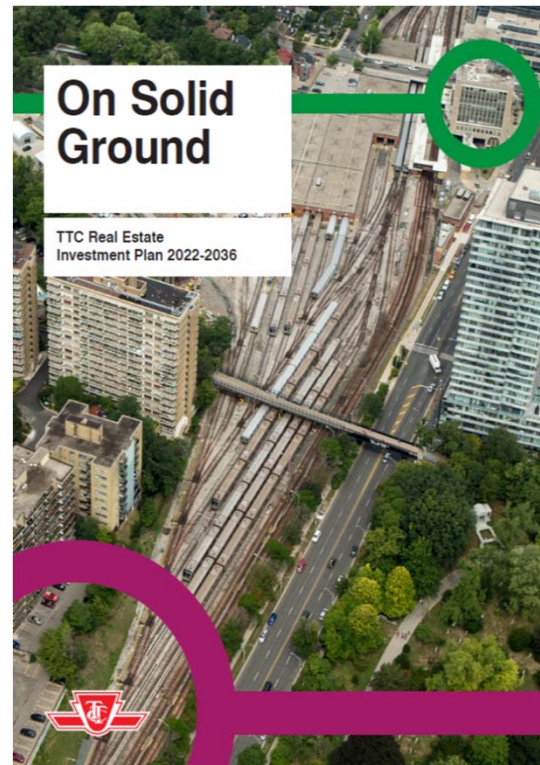
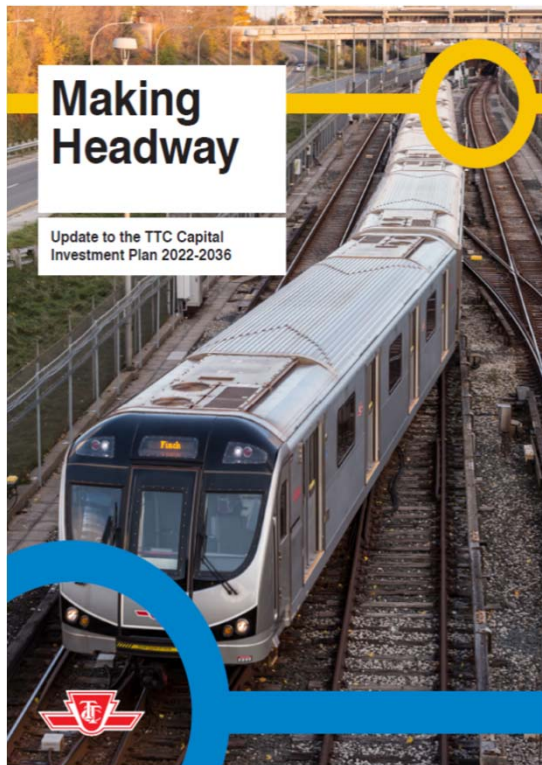
2024-2038 | Capital Investment Plan



\$25.17 Billion Capital Asset Inventory to Deliver Services



15-Year Capital Investment Plan



- Companion documents guide the TTC's stewardship of \$25 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

Benefits of Integrated Capital Investment Planning

	Funding Required			Timing
	2022 CIP	2023 CIP	2024 CIP	
Modernizing the Subway & Expanding Capacity				
Purchase subway trains	\$1.7B	\$1.7B	\$2.3B	Q1 2024
Maintenance & Storage Facility	\$2.1B	\$2.4B	\$3.1B	2026
Modify Greenwood Yard	\$95M	-	-	Funded
Transforming & Electrifying Bus Service				
Purchase electric buses	\$1.6B	\$1.3B	\$2.7B	2024
Purchase Wheel-Trans buses	\$174M	\$174M	\$168M	2025
Install charging infrastructure	\$468M	\$434M	\$763M	2024
Implement transit priority measures	\$356M	\$356M	\$255M	2025
Supporting a Larger Streetcar Fleet				
Renew Russell Carhouse	\$71M	-	-	Funded
Upgrade overhead power	\$19M	\$19M	\$16M	2031
Maximize Hillcrest Complex	\$3M	-	-	Funded
Upholding the State-of-Good-Repair				
Scheduled fleet maintenance	\$1.2B	\$1.2B	\$743M	2025
Safety & legislative	\$39M	\$39M	\$58M	2024
System maintenance	\$7M	\$45M	\$53M	2024
Operational infrastructure	\$119M	\$135M	\$191M	2025

\$10.6 billion incremental funding commitments since 2019:

- **\$1.3B** Provincial / Federal matching funding for:
 - Bloor-Yonge
 - Streetcar Program
- **\$349M** matching Federal funding for ebuses and charging systems
- **\$8.95B** City funding mostly due to increase in the City Building Fund



2024 CIP Update: Refreshing Capital Investment Programs



Modernizing the Subway and Expanding Capacity



Transforming and Electrifying the Bus Fleet



Supporting a Larger Streetcar Fleet



Facilities Maintenance



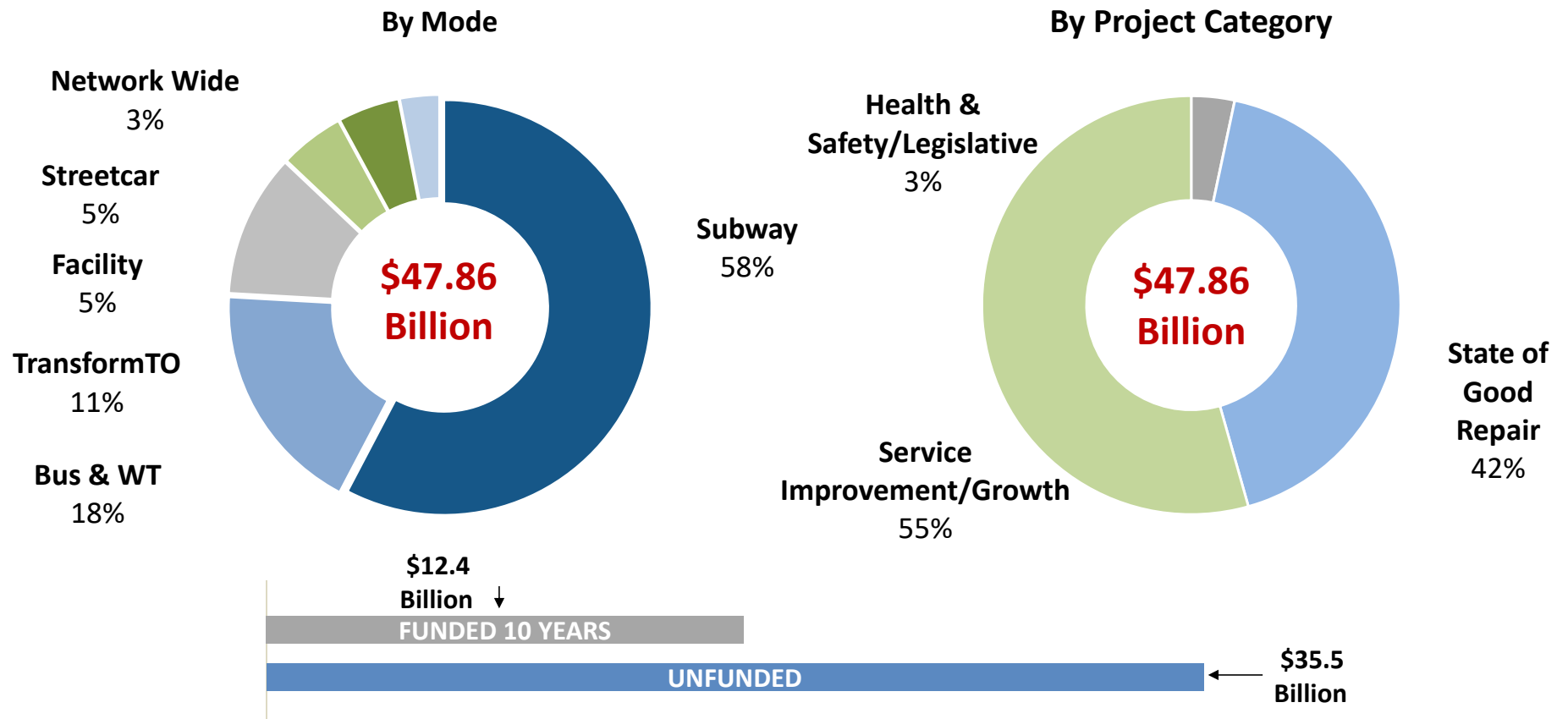
Network Wide Asset



TransformTO



2024-2038 Capital Investment Plan: Overview



2024-2038 Capital Investment Plan

INVESTMENT PROGRAM \$ MILLIONS	FUNDED	UNFUNDED	TOTAL CIP	% SPLIT	
				FUNDED	UNFUNDED
Modernizing the Subway & Expanding Capacity	7,942.7	19,670.3	27,613.0	29%	71%
Transforming & Electrifying Bus Service	1,686.9	7,018.3	8,705.2	19%	81%
Supporting a Larger Streetcar Fleet	1,343.1	964.3	2,307.4	58%	42%
Facility Maintenance	674.7	1,740.5	2,415.2	28%	72%
Network Wide Assets	750.3	724.5	1,474.8	51%	49%
TransformTO	-	5,339.8	5,339.8	0%	100%
TOTAL	12,397.7	35,457.7	47,855.4	26%	74%

The 2024 CIP is approximately **\$9.8 billion higher** than the 2023 CIP:

- \$5.3 billion for new TransformTO investment program
- Refined estimates and projected cost escalation for:
 - Subway Car Purchases, Conventional and Wheel-Trans Bus Purchases, Bus Charging Systems, Subway Car Overhaul and Lines 1 and 2 Platform Edge Doors projects.



2024-2038 | Real Estate Investment Plan



Strategic Outcome

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

Core Strategies



Real Estate Investment Plan Update

2023 Results

Completed several property transactions identified in the REIP:

- Acquired properties to support Easier Access Phase III program

2024 Update

The 2024 REIP includes:

- Additional property needs in support of Lines 1 and 2 Capacity Enhancement Programs
- Bus electrification and operation initiatives for electrification infrastructure

Benefits

- Strategically aligns TTCs capital project property requirements
- Supports larger City-building objectives (i.e. CreateTO, ModernTO)
- To date, \$500 million in property transferred to City:
 - Contributed to 6,000+ housing units (2,100+ affordable rental units) and additional complete community benefits.



2024-2033 | Capital Budget and Plan



\$12.40 Billion 10-Year Capital Program

\$ 12.40 Billion



Vehicles

\$3.22 B, 26%

Subway Car 25-Year Overhaul
Bus Overhaul
Streetcar Overhaul
Purchase of additional vehicles



Buildings & Structures

\$3.0 B, 24%

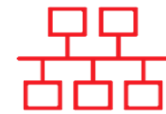
Fire Ventilation Upgrade
Easier Access Phase III
Toronto Rocket/T1 Rail
Yard Accommodation



Capacity Improvements

\$3.08 B, 25%

Bloor-Yonge Capacity
Improvements
Line 1 & 2 Capacity
Enhancements



Information Technology

\$0.43 B, 3%

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



Signal systems

\$0.78 B, 6%

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



Track work

\$0.89 B, 7%

Subway Track
Surface Track
Subway Rail Grinding



Electrical systems

\$0.57 B, 5 %

Traction Power
Power Distribution / Electric Systems
Communications



Equipment & Other

\$0.43 B, 4%

Shop & Maintenance Equipment
Revenue & Fare Handling Equipment
Fare System



How the 10-Year Capital Plan is Funded

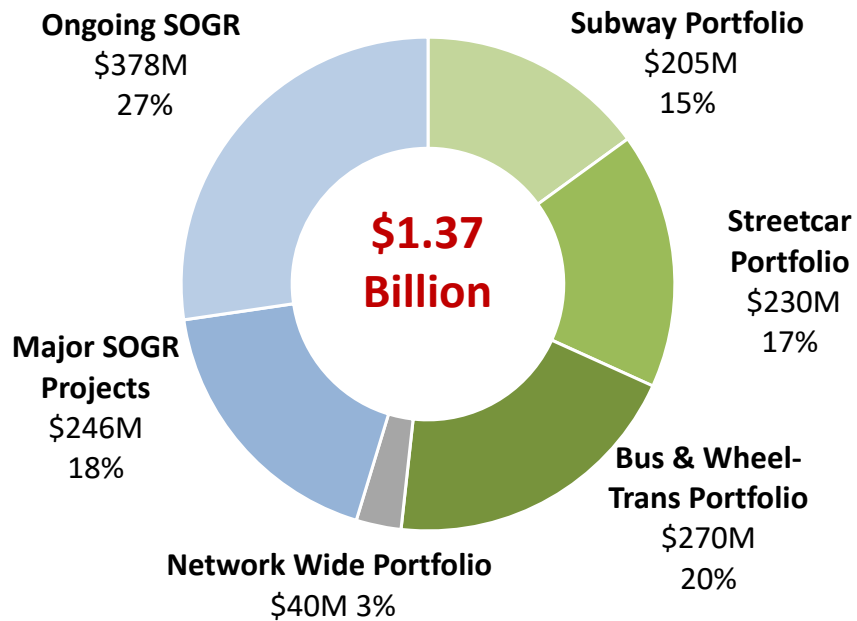
\$ 12.40 Billion

City of Toronto Funding		Provincial Funding		Federal Funding	
8,331.50		1,434.73		2,631.49	
67%		12%		21%	
City Building Fund	5,188.28	PTIF II	380.62	PTIF II	420.39
Debt	1,443.26	Provincial Gas Tax	939.76	Federal Gas Tax	1,817.06
Development Charges	1,348.76	Provincial Subsidy - Streetcar Program	114.35	Federal Subsidy - Streetcar Program	142.17
TTC Internal / Other	294.26			Federal Subsidy - ZTEV	251.87
Reserve Draws	56.94				

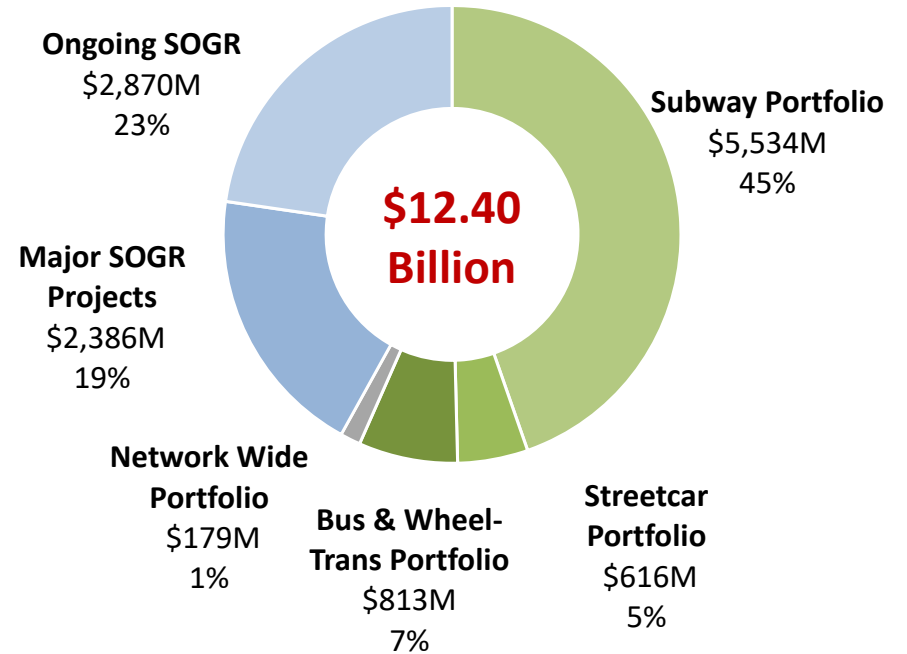


2024-2033 Capital Budget & Plan by Project Portfolio

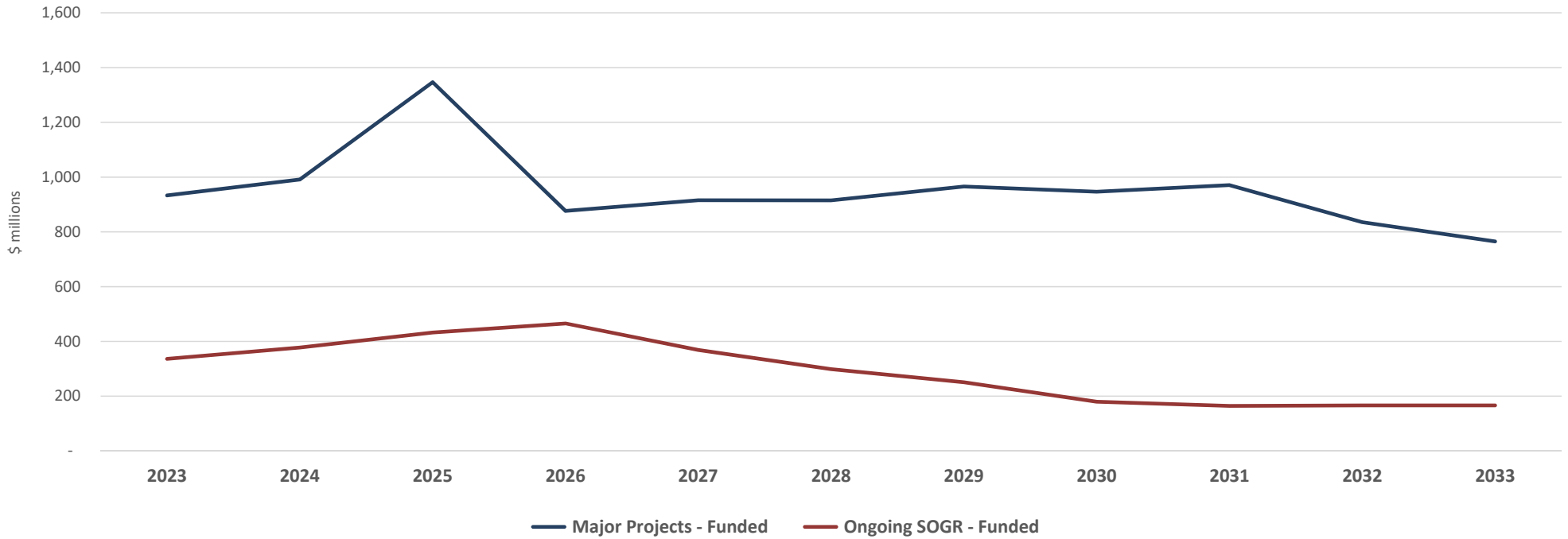
2024 Capital Budget



2024-2033 Capital Plan



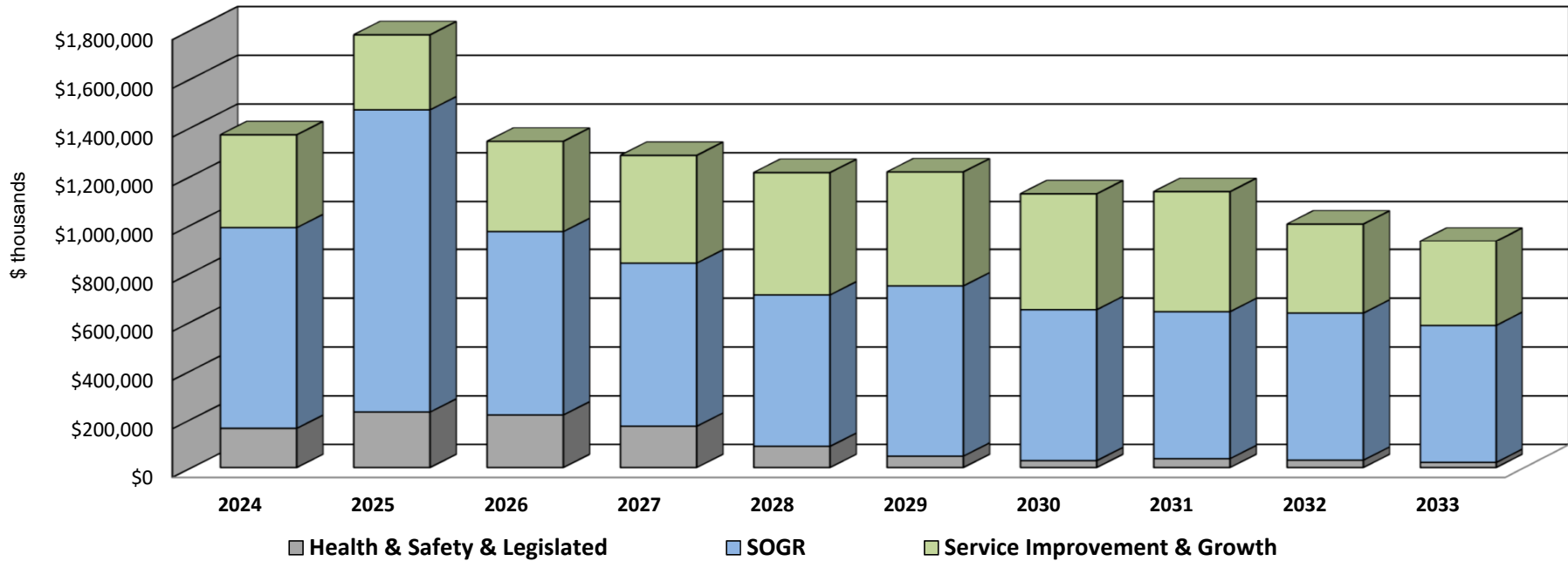
62% Decline in Ongoing SOGR Funding



2024 - 2033 Capital Budget and Plan													
(\$ thousands)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-Year Total	% of Total
Major Projects	932,895	991,132	1,346,730	876,380	915,411	914,890	965,606	946,574	970,739	835,680	765,026	9,528,166	77%
Ongoing SOGR	336,147	377,537	432,463	465,462	368,644	298,510	250,486	179,697	164,436	166,221	166,100	2,869,555	23%
Total 2024-2033 Budget	1,269,043	1,368,669	1,779,193	1,341,842	1,284,055	1,213,399	1,216,091	1,126,270	1,135,175	1,001,901	931,126	12,397,721	100%



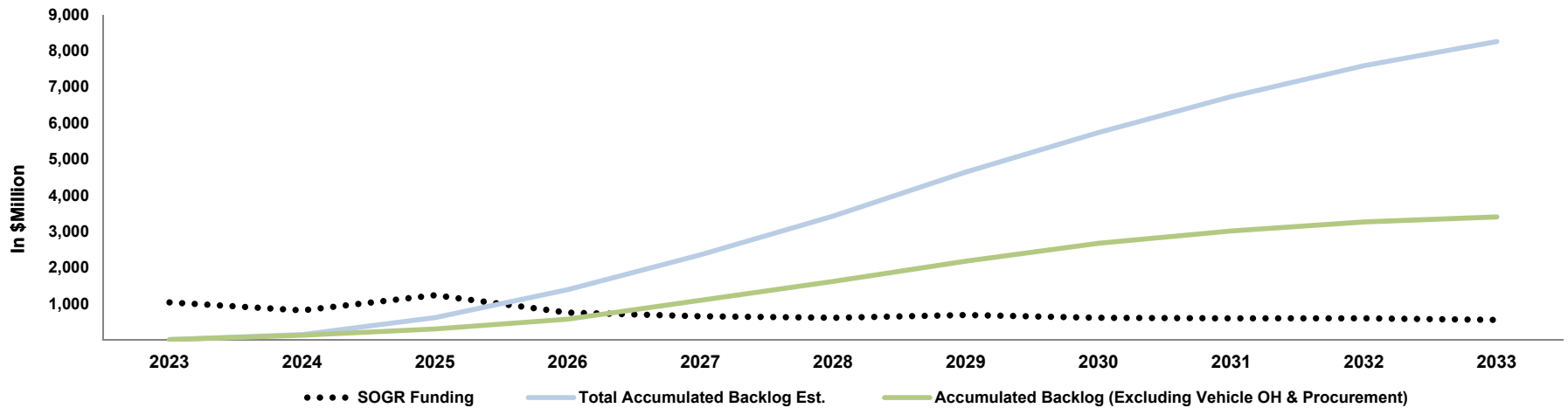
10-Year Capital Budget & Plan By Project Category



2024 - 2033 Recommended Capital Budget and Plan by Category												
\$ thousands	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total	% Share
Health & Safety & Legislated	161,327	228,289	216,551	169,913	87,228	46,871	28,284	36,441	30,269	20,886	1,026,059	8%
SOGR	826,235	1,242,964	754,876	668,687	621,074	698,457	619,681	603,380	603,794	562,603	7,201,750	58%
Service Improvement & Growth	381,107	307,940	370,415	445,455	505,097	470,764	478,304	495,353	367,839	347,637	4,169,912	34%
Total	1,368,669	1,779,193	1,341,842	1,284,055	1,213,399	1,216,091	1,126,270	1,135,175	1,001,901	931,126	12,397,721	



State of Good Repair (SOGR) Funding and Backlog



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



2024 CIP | Unmet Needs



Unmet Needs over the 15 Year Term

Project Description	Cash Flow (In \$ Millions)									
	2024	2025	2026	2027	2028	5 Year Total	2029 to 2033	10 year Total	2034 to 2038	15 Year Total
HEALTH & SAFETY/LEGISLATIVE	15.7	33.2	54.3	67.0	54.5	224.6	145.5	370.1	124.0	494.2
FLEET PURCHASE PROGRAMS	17.7	295.8	373.0	343.4	452.8	1,482.8	3,188.2	4,670.9	2,004.7	6,675.6
PURCHASE OF BUSES	17.7	135.5	268.1	265.8	421.6	1,108.7	1,729.1	2,837.8	1,532.9	4,370.7
PURCHASE OF SUBWAY CARS		160.3	105.0	77.6	31.2	374.1	1,459.0	1,833.1	471.8	2,305.0
OVERHAUL PROGRAMS	2.0	48.1	163.7	123.4	101.6	438.8	304.4	743.2	657.8	1,401.0
BUS OVERHAUL	1.0	29.6	68.9	66.5	27.3	193.3	59.2	252.5	402.7	655.2
STREETCAR OVERHAUL	1.0	18.5	64.1	25.3	40.3	149.2	225.7	374.9	118.1	493.0
SUBWAY OVERHAUL			30.7	31.7	33.9	96.2	19.5	115.7	137.1	252.8
TRANSIT PRIORITY INITIATIVES		8.5	25.5	33.3	51.1	118.5	208.2	326.7	13.6	340.2
KEY BUILDINGS AND STRUCTURES			53.2	159.6	306.8	519.6	2,631.5	3,151.1	3,812.5	6,963.6
Line 1 Capacity Enhancement			53.2	159.6	304.5	517.3	2,483.2	3,000.5	2,164.8	5,165.3
Line 2 Capacity Enhancement					2.3	2.3	148.3	150.6	1,647.7	1,798.3
TRANSFORM TO	106.4	124.4	367.4	412.1	320.5	1,330.9	1,780.1	3,110.9	2,228.8	5,339.8
STATE OF GOOD REPAIR	108.4	220.8	295.8	535.6	482.8	1,643.3	1,682.1	3,325.4	2,256.3	5,581.7
SERVICE IMPROVEMENTS	6.1	11.8	45.9	54.5	62.3	180.7	206.1	386.9	4,124.3	4,511.2
GROWTH		7.2	39.5	40.7	37.0	124.4	1,706.1	1,830.5	2,319.9	4,150.3
Total Unmet Needs (Not Included)	256.3	749.8	1,418.3	1,769.6	1,869.5	6,063.5	11,852.2	17,915.7	17,542.0	35,457.7

- **\$6.7 billion** is needed to fully fund the balance of fleet purchases:
 - 2,485 Buses
 - 596 Wheel-Trans buses
 - 80 subway trains
- **\$1.4 billion** is required to complete vehicle overhauls
 - Midlife rebuild and scheduled maintenance plan for buses
 - Midlife restoration and upgrade of streetcars
 - Midlife restoration and upgrade of the TR Subway cars
- Line 1 CE requires **\$5.2 billion** for the following:
 - **\$3.1 billion** for the acquisition/construction of new TMSF
 - **\$2.1 billion** to complete Line 1
- Line 2 CE requires **\$151 million** over the first 10 years, increasing to **\$1.8 billion** in the 15 year term
- TransformTO bus facility and vehicle requirements sum to **\$5.3 billion**



Modernizing the Subway and Expanding Capacity



PORTFOLIO (\$ Millions)	FUNDED	CIP UNFUNDED			TOTAL CIP
		2024-2033	POST	TOTAL	
Modernizing the Subway & Expanding Capacity	4,636.3	7,131.2	10,515.0	17,646.2	22,282.5
Upholding the State-of-Good-Repair	3,306.4	827.2	1,196.8	2,024.1	5,330.5
TOTAL SUBWAY PROJECTS	7,942.7	7,958.5	11,711.8	19,670.3	27,613.0

Funding Required for:

- Purchase of Subway Cars \$2.3 billion by Q1 2024
- Line 2 Capacity Enhancement* \$1.8 billion by 2028
- Line 1 Capacity Enhancements (Includes TMSF)* \$5.2 billion by 2026
- Subway Car Overhaul* \$253 million by 2026
- Signals / Electrical / Communications* \$720 million by 2024
- Equipment* \$349 million by 2025

In the absence of additional SOGR funding, service reliability will suffer and could ultimately cease in some areas of the network.

*Funding required starting in the year identified with opportunity to phase in multi-year commitments over the 10-year horizon and/or to establish steady-state, predictable funding.



Transforming & Electrifying Bus Service



PORTFOLIO (\$ Millions)	FUNDED	CIP UNFUNDED			TOTAL CIP
		2024-2033	POST	TOTAL	
Transforming & Electrifying Bus Service	869.9	3,856.3	2,224.4	6,080.7	6,950.6
Upholding the State-of-Good-Repair	816.9	516.3	421.4	937.6	1,754.6
TOTAL BUS & WT PROJECTS	1,686.9	4,372.6	2,645.7	7,018.3	8,705.2

Funding Requirements*:

- Purchase of Electric Buses \$4 billion by 2024
- Purchase of Wheel-Trans Buses \$352 million by 2025
- Install Charging Infrastructure \$984 million by 2024
- Implement Transit Priority Measure \$263 million by 2025
- Bus Overhaul \$655 million by 2025
- Equipment \$142 million by 2025

TTC bus service and climate goals are at risk in absence of procurement / overhaul funding

*Funding required starting in the year identified with opportunity to phase in multi-year commitments over the 10-year horizon and/or to establish steady-state, predictable funding.



Supporting a Larger Streetcar Fleet



PORTFOLIO (\$ Millions)	FUNDED	CIP UNFUNDED			TOTAL CIP
		2024-2033	POST	TOTAL	
Supporting a Larger Streetcar Fleet	720.9	18.9	68.2	87.1	807.9
Upholding the State-of-Good-Repair	622.2	460.8	416.5	877.3	1,499.5
TOTAL STREETCAR PROJECTS	1,343.1	479.7	484.7	964.3	2,307.4

Funding Requirements*:

- Upgrade Overhead Power \$84 million by 2031
- Streetcar Overhaul \$493 million by 2025
- Surface Track \$276 million by 2029
- Traction Power \$45 million by 2024

Asset renewal will fall behind, lead to:

- Restricted speed zones / slow orders
- Service disruptions and delays.
- Sections of the network may need to be shut down.

*Funding required starting in the year identified with opportunity to phase in multi-year commitments over the 10-year horizon and/or to establish steady-state, predictable funding.



Facility Maintenance & Network Wide Assets

PORTFOLIO* (\$ Millions)	FUNDED	CIP UNFUNDED			TOTAL CIP	FUNDING REQUIRED BY
		2024-2033	POST	TOTAL		
Facility Renewal Programs	536.9	697.9	194.5	892.3	1,429.2	2025
Sustainability	21.0	69.0	37.7	106.7	127.7	2025
Roofing Rehabilitation	99.1	229.0	53.7	282.6	381.7	2025
Major Control Centre	17.8	458.8	-	458.8	476.6	2026
TOTAL FACILITY PROJECTS	674.7	1,454.6	285.9	1,740.5	2,415.2	
Equipment	68.3	212.2	76.0	288.3	356.6	2024
IT Systems / Equipment	431.7	128.6	-	128.6	560.3	2025
Automotive Non-Revenue Vehicle Purchase	79.5	120.6	101.4	222.0	301.5	2026
Various Network Wide Projects	170.9	78.0	7.6	85.6	256.5	
TOTAL NETWORK WIDE PROJECTS	750.3	539.4	185.0	724.5	1,474.8	

*Funding required starting in the year identified with opportunity to phase in multi-year commitments over the 10-year horizon and/or to establish steady-state, predictable funding.

Facility Maintenance:

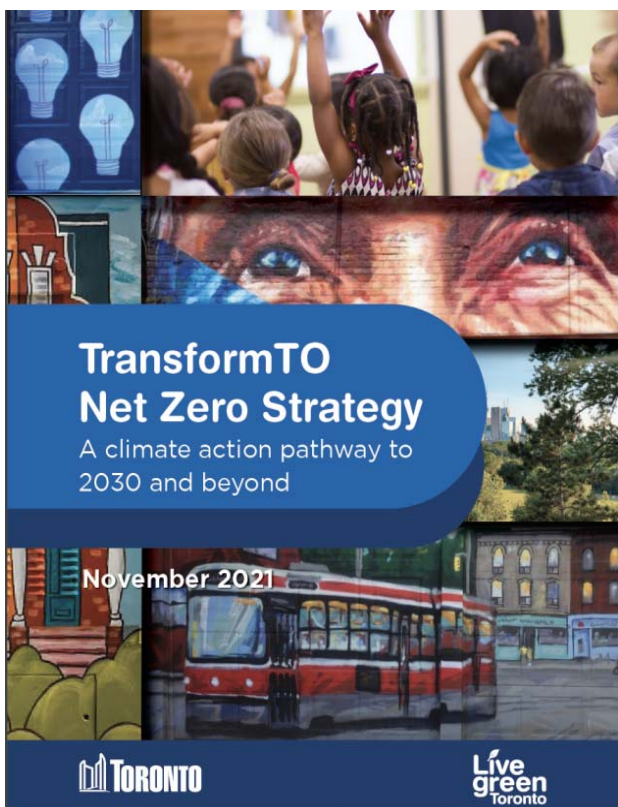
- Failing to maintain these assets in a state of good repair could lead to safety issues, works refusals and/or partial to full closure of facilities, which could effect service depending on the facility impacted

Network Wide Assets:

- With full funding, TTC begins a path towards Net Zero 2040 and increases efficiency across various user groups largely responsible for maintenance of TTC assets



TransformTO



Modeling for TransformTO identified the following suite of transit related actions as a pathway to support achieving the City's transportation emission reduction goals:

- TTC to increase service frequency on all transit routes over 2016 levels by:
 - **70%** for bus
 - **50%** for streetcar
 - Subway off-peak service increased to every three minutes
 - TTC/City to convert one lane of traffic to exclusive bus lanes on all arterials
-

Current assessment of financial impact for the bus service enhancement is **\$5.3B**:

- **\$2 billion** for vehicles
- **\$3.3 billion** for infrastructure, including:
 - Advancing the 10th garage, adding 11th and 12th garage
 - Charging infrastructure
 - Expanding capacity of existing garages and end of line facilities

Funding Unmet Needs

To fully fund unmet needs requires incremental annual funding of:

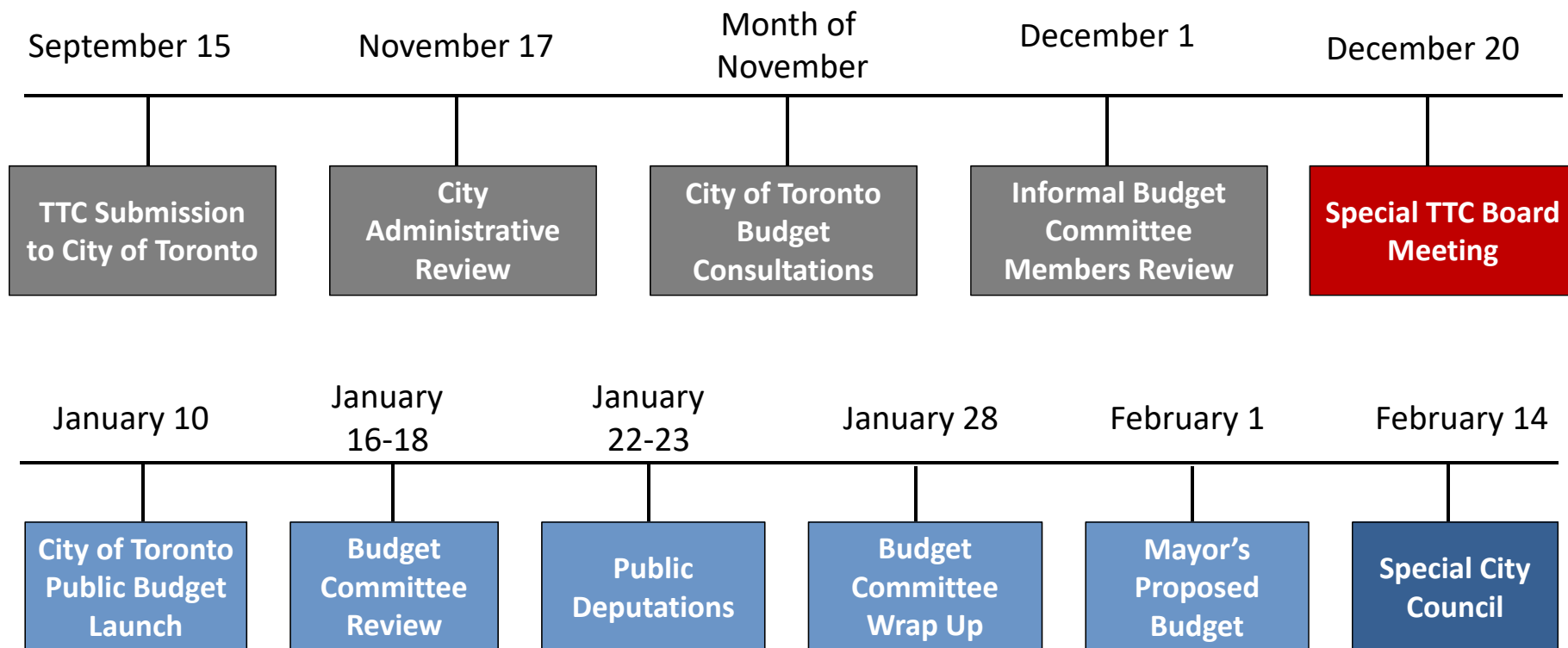
- \$1.8 B over 10 years
- \$2.3 B over 15 years

Platform Edge Doors \$252 M 10-Year \$25 M Annually
TransformTO \$3.1 B 10-Year \$311 M Annually
Growth \$2.4 B 10-Year \$240 M Annually
Service Improvement \$3.5 B 10-Year \$347 M Annually
H&S, LEGIS, SOGR \$8.7 B 10-Year \$868 M Annually

Platform Edge Doors \$4.1 B 15-Year \$273 M Annually
TransformTO \$5.3 B 15-Year \$356 M Annually
Growth \$4.9 B 15-Year \$324 M Annually
Service Improvement \$7.6 B 15-Year \$504 M Annually
H&S, LEGIS, SOGR \$13.6 B 15-Year \$906 M Annually



2024 Budget Schedule and Key Dates



Thank you | Questions?

