



# City of Toronto

Toronto Transit Commission  
2012 Recommended Operating Budget &  
2012 – 2021 Capital Budget and Plan

December 2, 5, 6, 2011

# Agenda

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- Overview
- 2011 Service Performance
- 2012 Staff Recommended Operating Budget
- Capital Overview
- 2011 Capital Performance
- 2012–2021 Staff Recommended Capital Budget & Plan

# Overview

# TTC Operating Budget

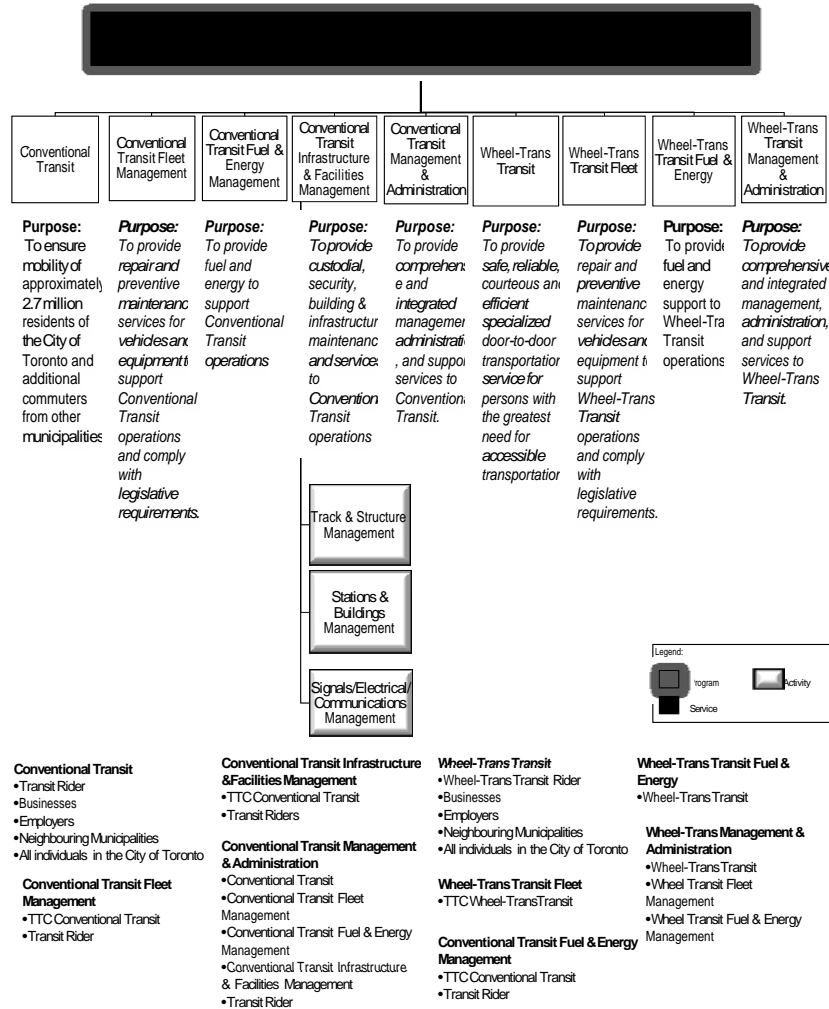
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# Key Service Objectives

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**Accommodate ridership growth consistent with  
Commission-approved service standards**

# 2012 Program Map

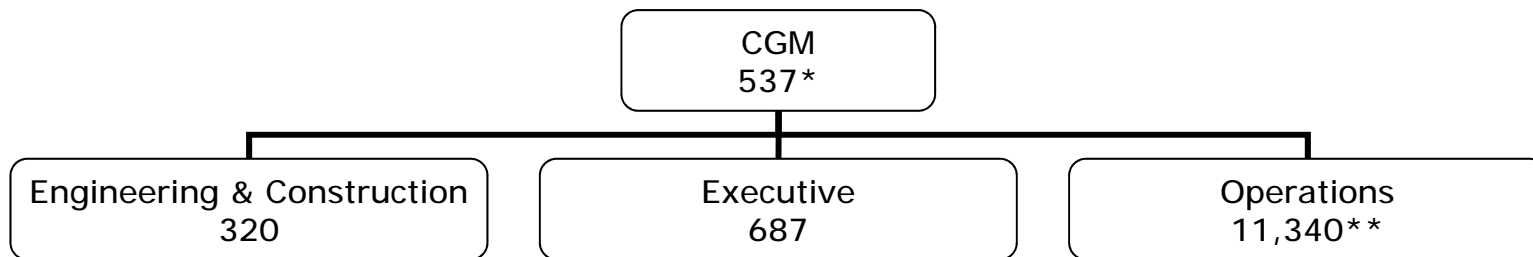


## Service Levels

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- Record high ridership of 503 M for the fifth consecutive year
- Ridership may be higher if economy holds

# Organization Chart

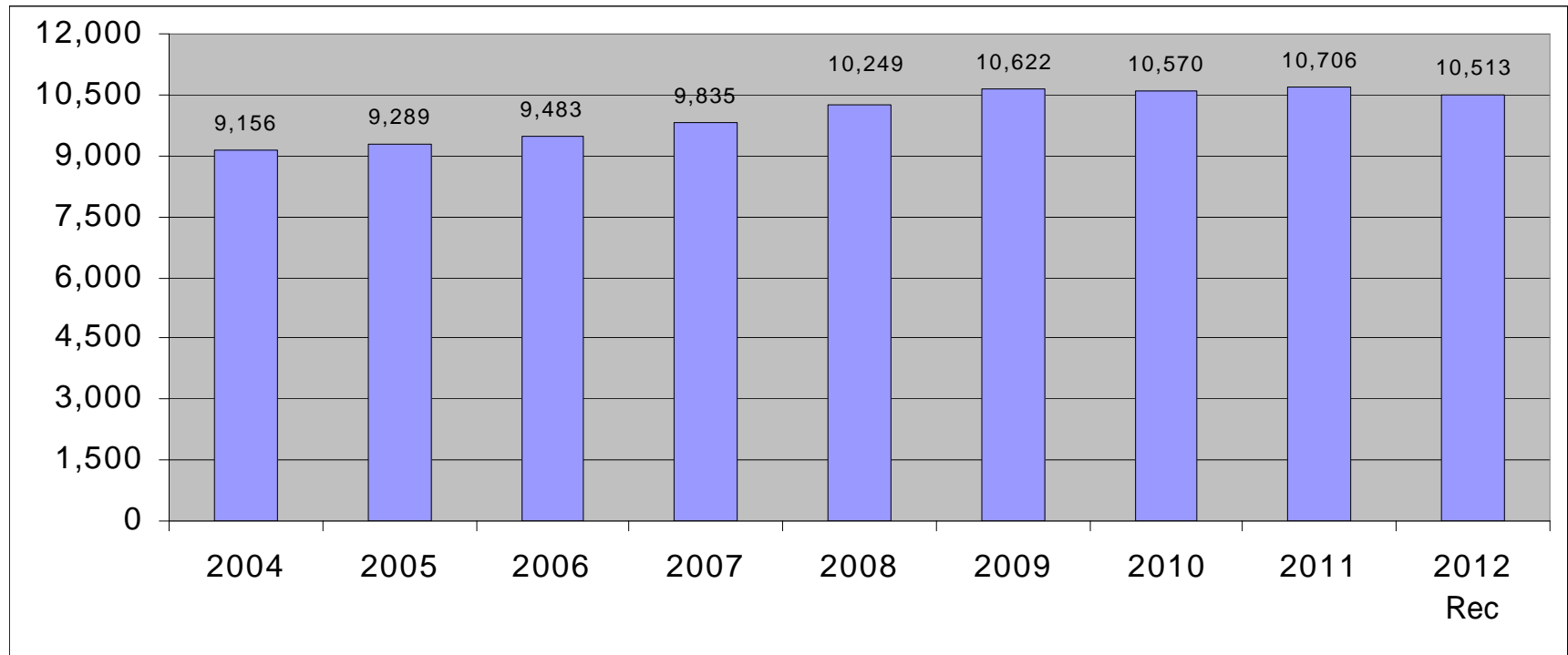


\* Includes 284 for Transit Expansion

\*\* Includes 529 for Wheel-Trans



# Staffing Trend



## Workforce Analysis – 2004 to 2012

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- **Population: +5%**  
**Ridership: +20%**
  - **indicates favourable shift in modal split**
  
- **Ridership: +20%**  
**Workforce: +15%**
  - **indicates significant labour productivity improvement**

# 2011 Service Performance

# Comparison of Transit Performance Large Canadian and U.S. Properties (2009)

City	Trips (M)	Revenue/ Cost Ratio	Operating Subsidy (\$M)	Subsidy/ Rider
TTC	471	67%	442	\$0.94
Montreal	383	56%	457	\$1.19
Vancouver	188	48%	577	\$3.07
Chicago	290	41%	825	\$2.84
Los Angeles	217	29%	1,115	\$5.13
New York	2,381	55%	4,190	\$1.76
Philadelphia	231	37%	730	\$3.17

Source: CUTA, NTD

Dollars shown are in \$Cdn.

# Comparison of Transit Performance Local Area Properties (2010)

City	Revenue/ Cost Ratio	Subsidy/ Rider
TTC	71%	\$0.84
Brampton	43%	\$2.81
Burlington	37%	\$4.04
Durham Region	38%	\$3.32
Hamilton	51%	\$1.64
Mississauga	47%	\$2.36
Oakville	35%	\$4.27
York Region	39%	\$5.03

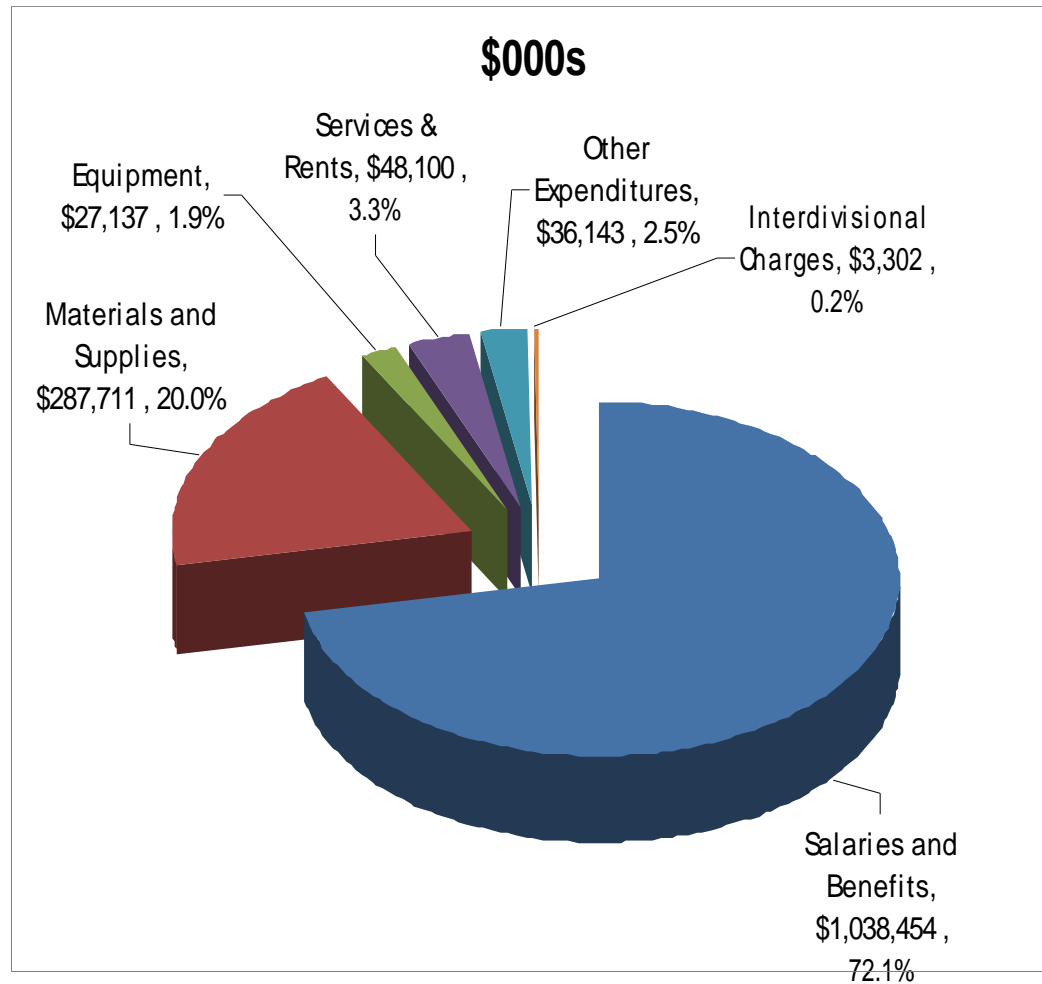
## **2011 Major Achievements and Awards**

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- **Major Achievements**
  - ✓ **90<sup>th</sup> Anniversary**
  - ✓ **Carried over 28 Billion riders to date**
  - ✓ **Projecting all-time record ridership of 499 million**
  - ✓ **Record high service levels operated**
  - ✓ **Continued roll-out of e-alerts, internet trip planner and next vehicle arrivals notification**
  - ✓ **New Toronto Rocket subway trains introduced into service**

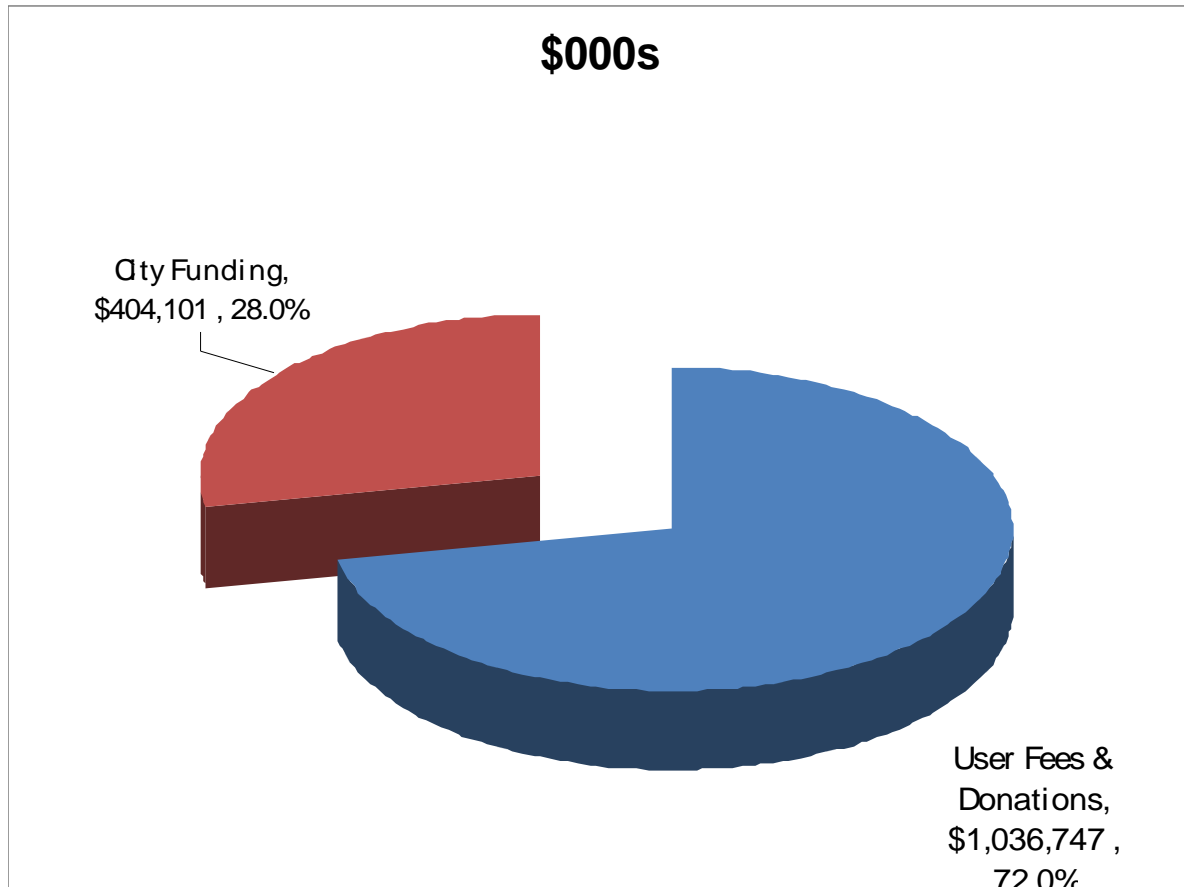
# 2012 Staff Recommended TTC Operating Budget

# Where the Proposed \$1.441B Gross Expenditure Goes





# Where The \$1.441B Money Comes From



# Staff Rec'd 2012 Net Operating Budget

## - By Category and Funding Source (\$000s)

Category of Expense	2009 Actual	2010 Actual	2011 Budget	2011 Projected Actual	2012 Recommended Budget	2012 Change from 2011 Approved Budget	
	\$	\$	\$	\$	\$	\$	%
Salaries and Benefits	975,747.0	1,051,229.0	1,054,625.0	1,065,838.0	1,038,454.1	(16,170.9)	(1.5%)
Materials and Supplies	233,660.0	234,362.0	266,621.3	269,521.0	287,711.4	21,090.1	7.9%
Equipment	22,937.0	10,752.0	26,400.0	19,500.0	27,137.1	737.1	2.8%
Services & Rents	41,200.0	42,800.0	48,100.0	48,100.0	48,100.0	0.0	0.0%
Contributions to Capital							
Contributions to Reserve/Res Funds							
Other Expenditures	55,196.0	35,321.0	36,843.5	40,643.0	36,142.6	(700.9)	(1.9%)
Interdivisional Charges			3,302.3	3,302.0	3,302.3	-	0.0%
<b>TOTAL GROSS EXPENDITURES</b>	1,328,740.0	1,374,464.0	1,435,892.1	1,446,904.0	1,440,847.5	4,955.4	0.4%
Interdivisional Recoveries							
Provincial Subsidies							
Federal Subsidies							
Other Subsidies							
User Fees & Donations	886,407.0	987,500.0	1,006,781.4	1,020,231.0	1,036,746.5	29,965.1	3.0%
Transfers from Capital Fund							
Contribution from Reserve Funds							
Contribution from Reserve							
Sundry Revenues							
<b>TOTAL REVENUE</b>	886,407.0	987,500.0	1,006,781.4	1,020,231.0	1,036,746.5	29,965.1	3.0%
<b>TOTAL NET EXPENDITURES</b>	442,333.0	386,964.0	429,110.7	426,673.0	404,101.0	(25,009.7)	(2.7%)
<b>APPROVED POSITIONS</b>	10,325.0	10,710.0	10,706.0	10,706.0	10,513.0	(193.0)	(1.8%)

# 10% Reduction Target Achieved

	2011		2012 Recommended Operating Budget			Change - 2012 Recommended Operating Budget v. 2011 Appvd. Budget	
	2011 Appvd. Budget	2011 Projected Actual	2012 Rec. Base	2012 Rec. New/Enhanced	2012 Rec. Budget		
	(In \$000s)					\$	%
<b>GROSS EXP.</b>	1,435,892.1	1,446,904.0	1,440,847.5	0.0	1,440,847.5	4,955.4	0.3
<b>REVENUE</b>	1,006,781.4	1,020,231.0	1,036,338.5	408.0	1,036,746.5	29,965.1	3.0
<b>NET EXP.</b>	429,110.7	426,673.0	404,509.0	(408.0)	404,101.0	(25,009.7)	(5.8)
<b>Approved Positions</b>	10,706.0	10,706.0	10,513.0	0.0	10,513.0	(193.0)	(1.8)

Target Comparison	10% Reduction Target*	2012 Rec.'d Reduction	2012 10% Reduction vs. 2012 Rec'd Reduction	Target %
<b>2012 Reductions</b>	(85,473.4)	(64,408.0)	(21,065.4)	7.5%

\*The 2012 reduction target totals \$85.5 million and is comprised of \$46.1 million, which represents the 10% reduction, as well as \$39.4 million, which represents the estimated 2012 increase in costs from the 2011 budget.

# Service Level Adjustments – Summary (\$000s)

Description	2012 Recommended Service Changes			
	Position Changes	Gross Expense	Net Expense	% of 2012 Budget Reduction Target
	#	\$	\$	%
<b>Base Changes:</b>				
<b>Base Expenditure Changes</b>				
Legal Expense Savings, Capitalization of Overhead, Maintenance Efficiencies etc.		(5,000.0)	(5,000.0)	(1.2%)
Reduce Non Labour Expenses		(2,000.0)	(2,000.0)	(0.5%)
<b>Base Expenditure Changes</b>		<b>(7,000.0)</b>	<b>(7,000.0)</b>	<b>(1.6%)</b>
<b>Sub-Total Base Budget Changes</b>		<b>(7,000.0)</b>	<b>(7,000.0)</b>	<b>(1.6%)</b>
<b>Service Efficiencies</b>				
Diesel Fuel Savings		(15,000.0)	(15,000.0)	(3.5%)
Advertising Revenue Increase			(5,000.0)	(1.2%)
Workforce Reductions	(150.0)	(14,000.0)	(14,000.0)	(3.3%)
Reductions in Absenteeism and Overtime Requirements		(5,000.0)	(5,000.0)	(1.2%)
Benefits Expense Reduction		(2,000.0)	(2,000.0)	(0.5%)
Increased Workforce Gapping		(2,000.0)	(2,000.0)	(0.5%)
<b>Sub-Total Service Efficiencies</b>	<b>(150.0)</b>	<b>(38,000.0)</b>	<b>(43,000.0)</b>	<b>(10.0%)</b>
<b>Revenue Adjustments:</b>				
Parking Lot Fee after 3pm			(408.0)	(0.1%)
<b>Sub-Total Revenue Adjustments</b>			<b>(408.0)</b>	<b>(0.1%)</b>
<b>Major Service Impact:</b>				
Core Service Review - Reverse RGS Peak/Off-peak Load Standard Improvements	(171.0)	(21,200.0)	(14,000.0)	(3.3%)
<b>Sub-Total Major Service Impacts</b>	<b>(171.0)</b>	<b>(21,200.0)</b>	<b>(14,000.0)</b>	<b>(3.3%)</b>
<b>Total Service Changes</b>	<b>(321.0)</b>	<b>(66,200.0)</b>	<b>(64,408.0)</b>	<b>(15.0%)</b>

# User Fee Changes - Highlights

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- **New Fees**
  - **Commuter Parking fees after 3 pm on weekdays → +\$408K**
  - **Approved by Commission at its meeting of September 16, 2011**
  - **TTC staff will recommend a standard 10¢ adult token fare increase at December 14, 2011 Commission meeting**

## Key Issues for 2012 and Beyond

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- Multi-year strategy to address fares, service levels and predictable, long-term sustainable funding is required

## MULTI-YEAR OUTLOOK 2012-2015 PRO FORMAS

(Millions)	2012 BUDGET	2013	2014	2015
Rides (without fare increases)	503	515	526	536
Revenues - Passenger	\$970	\$987	\$1,002	\$1,014
- Other	67	67	68	67
<b>Total Revenues</b>	<b>1,037</b>	<b>1,054</b>	<b>1,070</b>	<b>1,081</b>
<b>Expenses*</b>	<b>1,473</b>	<b>1,538</b>	<b>1,627</b>	<b>1,703</b>
<b>Total Subsidy Required</b>	<b>436</b>	<b>484</b>	<b>557</b>	<b>622</b>
<b>Total Subsidy Available</b>	<b>415</b>	<b>415</b>	<b>415</b>	<b>415</b>
<b>Additional Subsidy Required</b>	<b>21</b>	<b>69</b>	<b>142</b>	<b>207</b>

\* Actual CBA settlement results TBD.

## MULTI-YEAR OUTLOOK 2012-2015 PRO FORMAS

(Millions)	2012 BUDGET	2013	2014	2015
Rides (with annual 10¢ fare increases)	502	510	517	523
Revenues - Passenger	\$1,000	\$1,056	\$1,112	\$1,165
- Other	67	67	68	67
<b>Total Revenues</b>	<b>1,067</b>	<b>1,123</b>	<b>1,180</b>	<b>1,232</b>
<b>Expenses*</b>	<b>1,473</b>	<b>1,536</b>	<b>1,621</b>	<b>1,693</b>
<b>Total Subsidy Required</b>	<b>406</b>	<b>413</b>	<b>441</b>	<b>461</b>
<b>Total Subsidy Available</b>	<b>415</b>	<b>415</b>	<b>415</b>	<b>415</b>
<b>Additional Subsidy Required</b>	<b>** (9)</b>	<b>(2)</b>	<b>26</b>	<b>46</b>

\* Actual CBA settlement results TBD.

\*\* 2012 TTC surplus to offset Wheel-Trans shortfall of \$8 million.



# Wheel-Trans Operating Budget

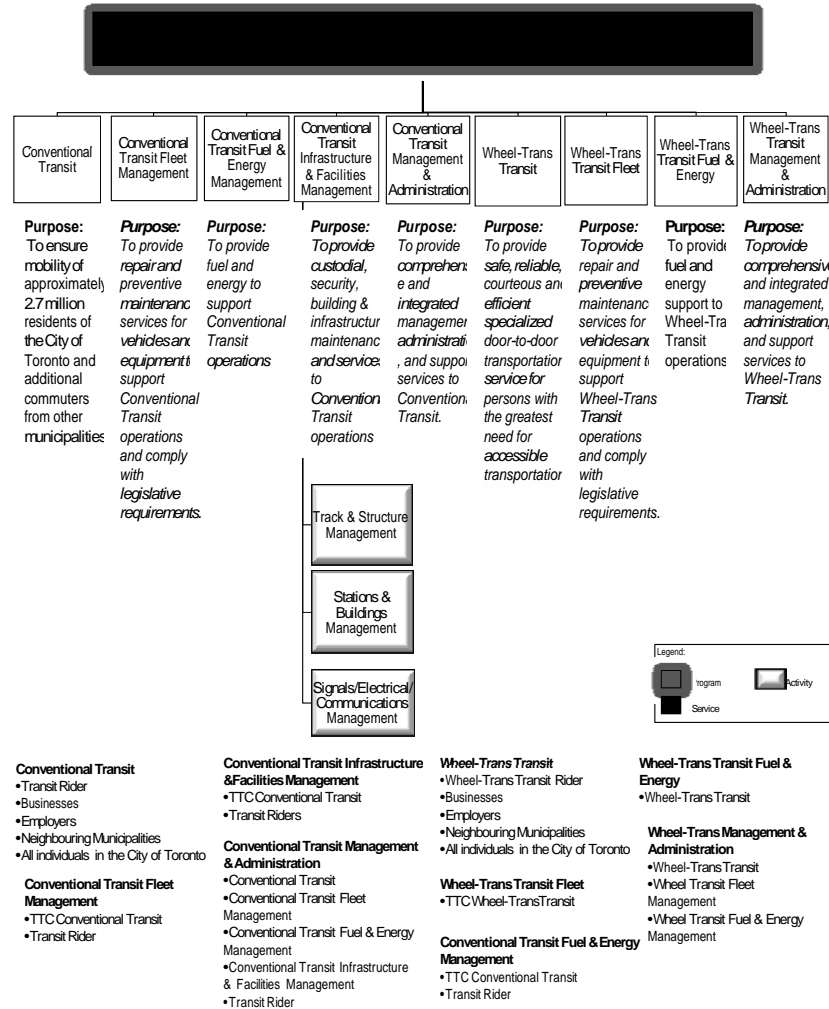
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## **Key Service Objectives**

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- **A reliable service to our customers**
- **Incorporate new buses into the fleet**
- **Maintain our outstanding safety records**
- **Maintain our favourable customer relations**
- **Achieve productivity improvements**
- **Continue to move bookings away from telephones**
  - **- Touch tone/Internet**
- **Continue to move trips to conventional system**

# 2012 Program Map

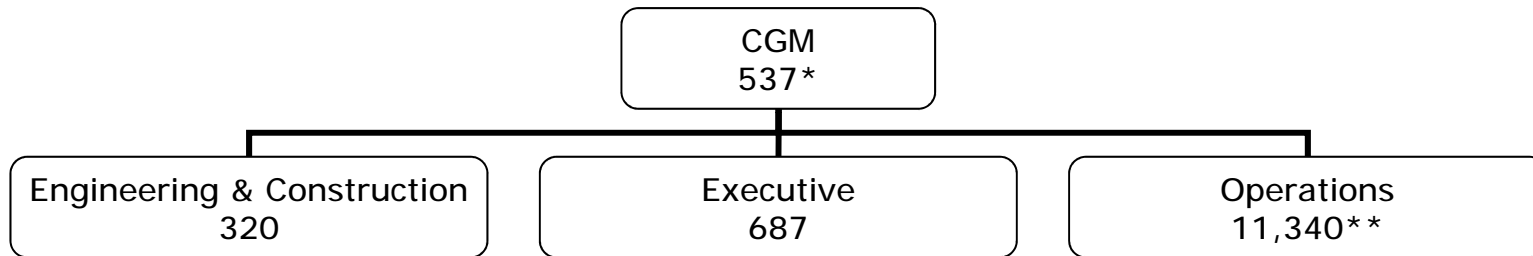


## Service Levels

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- Record high ridership of 2.9 M

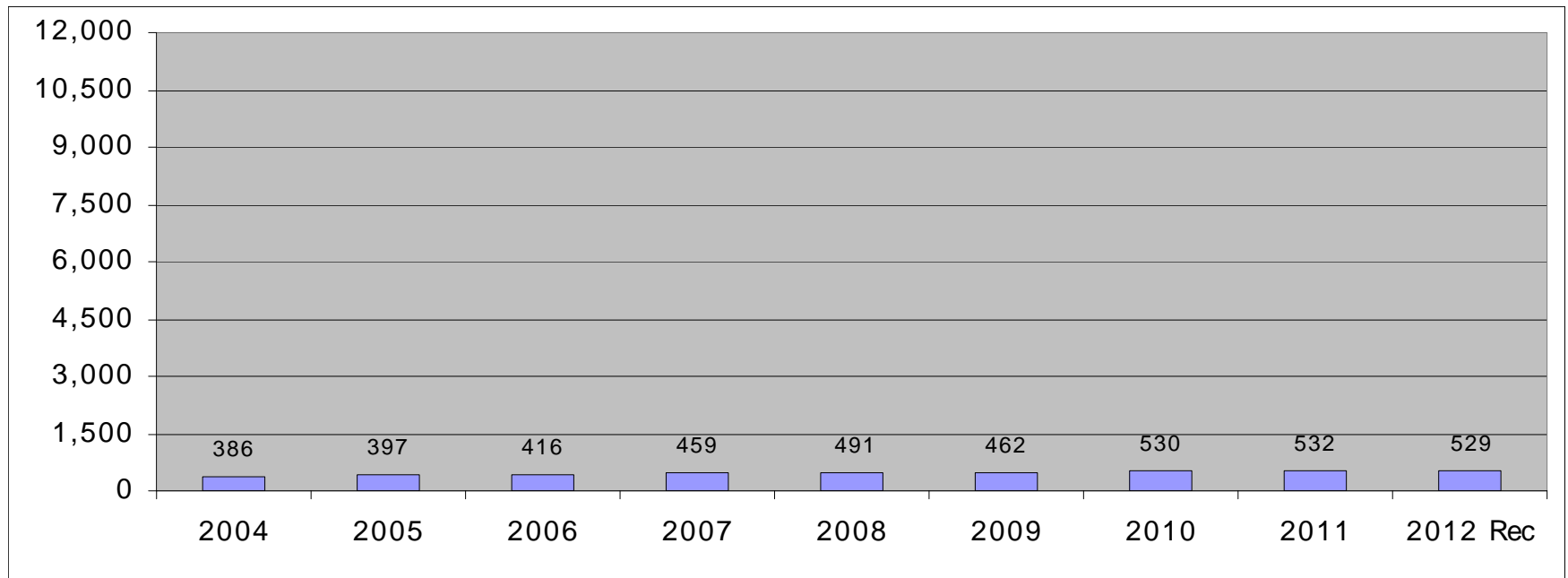
# Organization Chart



\* Includes 284 for Transit Expansion

\*\* Includes 529 for Wheel-Trans

# Staffing Trend



## WORKFORCE ANALYSIS: 2004 TO 2012

**Ridership: +61%**

**Workforce: +37%**

# 2011 Service Performance

# 2011 Major Achievements and Awards

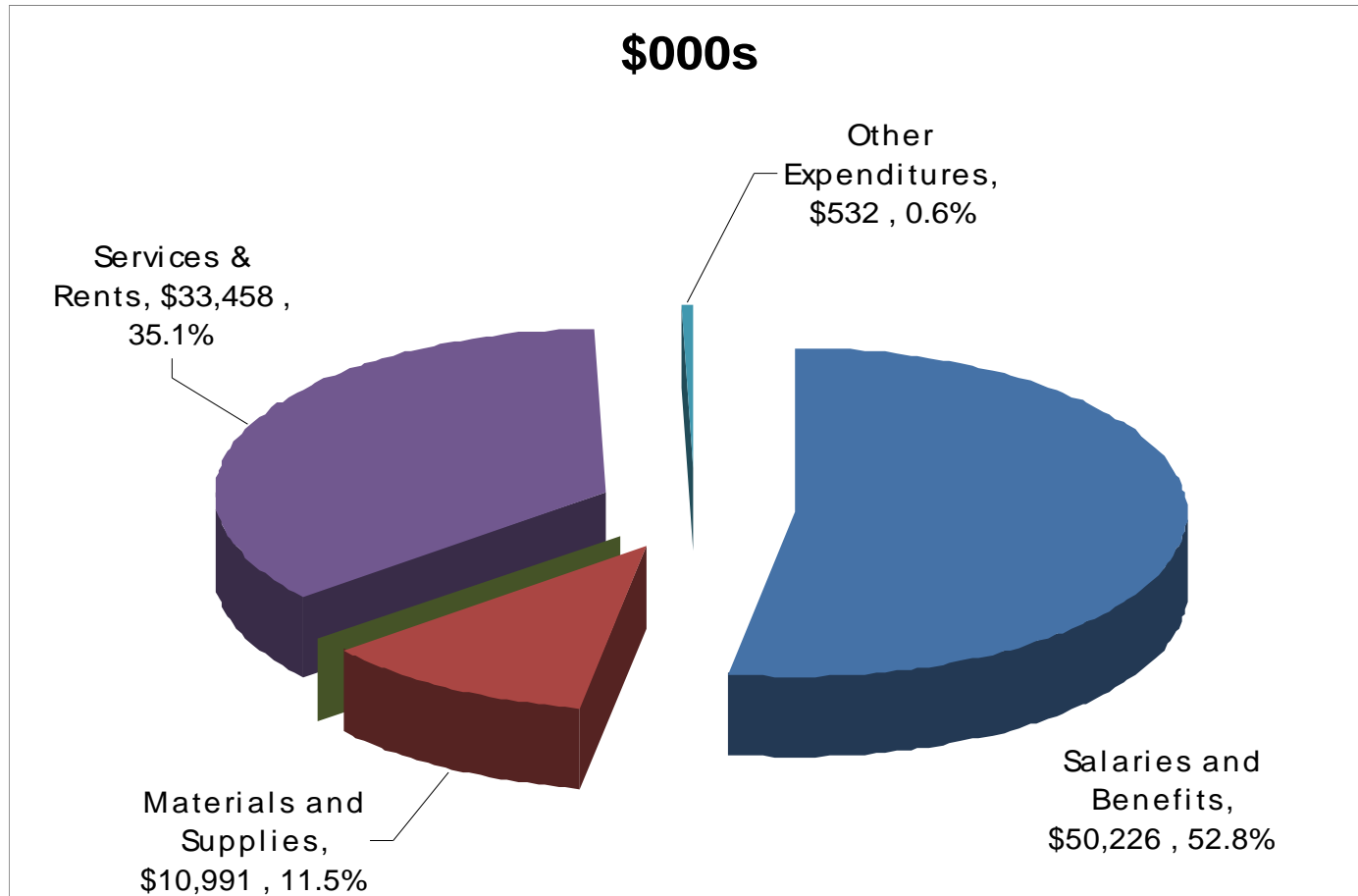
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- **Major Achievements**
  - ✓ Replaced and expanded bus fleet to 198
  - ✓ Completed 50 ELF bus rebuilds
  - ✓ 40% optimum bus modal split
  - ✓ Expanded peak period and focused bus service
  - ✓ New scheduling system implemented
  - ✓ Increased bus productivity standard to 2.4 pph
  - ✓ Utilizing AVL/GPS to adjust service real-time
  - ✓ Re-organizing staff resources

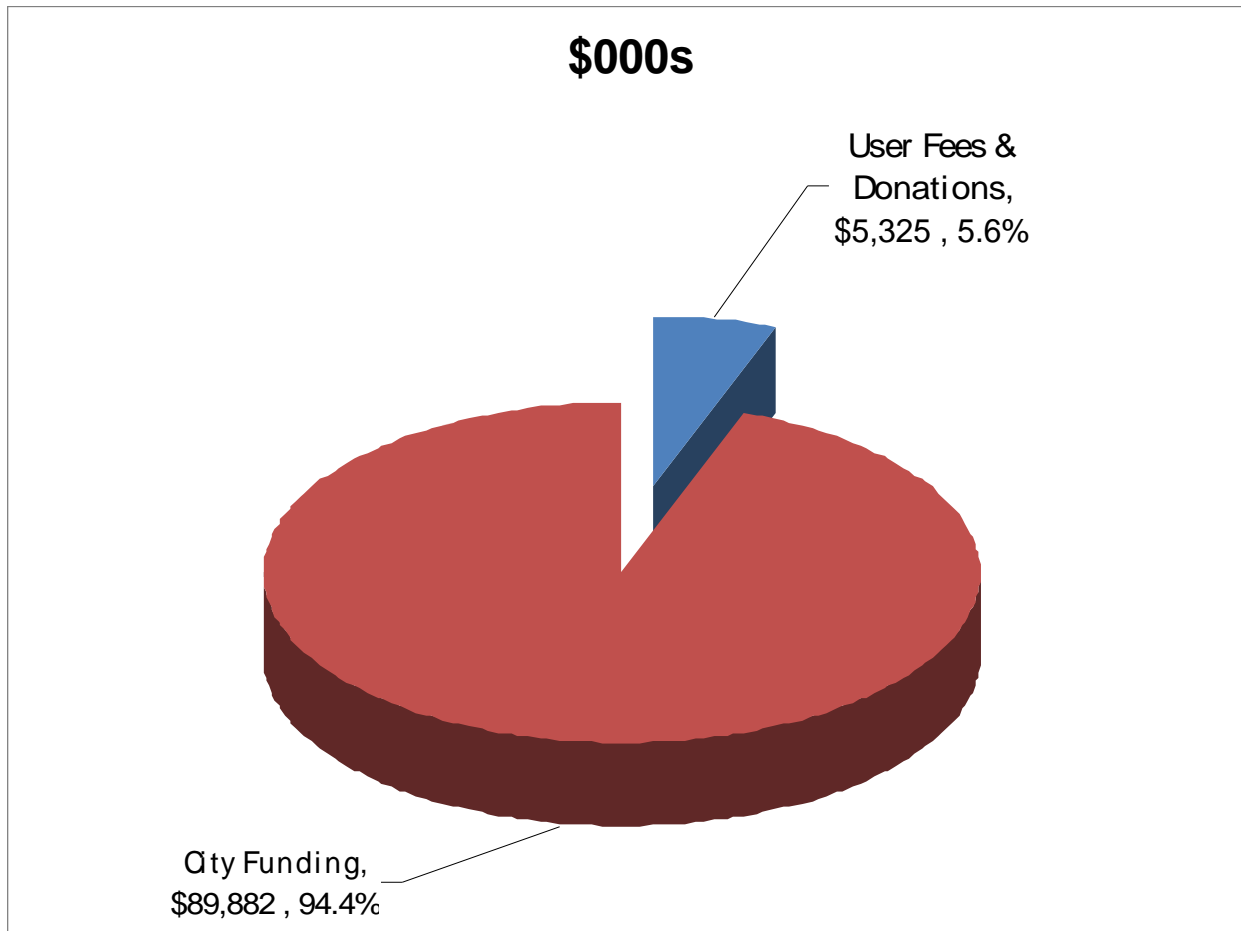


# 2012 Staff Recommended Wheel-Trans Operating Budget

# Where the Proposed \$95.2M Gross Expenditure Goes



# Where The \$95.2M Money Comes From



# Staff Rec'd 2012 Net Operating Budget

## - By Category and Funding Source (\$000s)

Category of Expense	2009 Actual	2010 Actual	2011 Budget	2011 Projected Actual	2012 Recommended Budget	2012 Change from 2011 Approved Budget	
	\$	\$	\$	\$	\$	\$	%
Salaries and Benefits	41,208.1	45,232.5	49,355.4	50,411.2	50,225.8	870.4	1.8%
Materials and Supplies	9,721.5	9,199.4	12,641.6	12,154.0	10,990.9	(1,650.7)	(13.1%)
Equipment							
Services & Rents	28,701.1	33,708.3	34,131.4	32,405.6	33,458.0	(673.4)	(2.0%)
Contributions to Capital							
Contributions to Reserve/Res Funds							
Other Expenditures	338.2	526.5	494.0	521.7	532.0	38.0	7.7%
Interdivisional Charges							
<b>TOTAL GROSS EXPENDITURES</b>	<b>79,968.9</b>	<b>88,666.7</b>	<b>96,622.4</b>	<b>95,492.5</b>	<b>95,206.7</b>	<b>(1,415.7)</b>	<b>(1.6%)</b>
Interdivisional Recoveries							
Provincial Subsidies							
Federal Subsidies							
Other Subsidies							
User Fees & Donations	4,220.3	5,099.2	5,610.9	5,214.6	5,324.6	(286.3)	(5.1%)
Transfers from Capital Fund							
Contribution from Reserve Funds							
Contribution from Reserve							
Sundry Revenues							
<b>TOTAL REVENUE</b>	<b>4,220.3</b>	<b>5,099.2</b>	<b>5,610.9</b>	<b>5,214.6</b>	<b>5,324.6</b>	<b>(286.3)</b>	<b>(5.6%)</b>
<b>TOTAL NET EXPENDITURES</b>	<b>75,748.6</b>	<b>83,567.5</b>	<b>91,011.5</b>	<b>90,277.9</b>	<b>89,882.1</b>	<b>(1,129.4)</b>	<b>4.0%</b>
<b>APPROVED POSITIONS</b>	<b>454.0</b>	<b>531.0</b>	<b>532.0</b>	<b>529.0</b>	<b>529.0</b>	<b>(3.0)</b>	<b>(0.6%)</b>

# 10% Reduction Target Achieved

	2011		2012 Recommended Operating Budget			Change - 2012 Recommended Operating Budget v. 2011 Appvd. Budget	
	2011 Appvd. Budget	2011 Projected Actual	2012 Rec. Base	2012 Rec. New/Enhanced	2012 Rec. Budget		
	\$	\$	\$	\$	\$	\$	%
(In \$000s)							
<b>GROSS EXP.</b>	96,622.4	95,492.5	95,206.7	0.0	95,206.7	(1,415.7)	(1.5)
<b>REVENUE</b>	5,610.9	5,214.6	5,324.6	0.0	5,324.6	(286.3)	(5.1)
<b>NET EXP.</b>	91,011.5	90,277.9	89,882.1	0.0	89,882.1	(1,129.4)	(1.2)
<b>Approved Positions</b>	532.0	529.0	529.0	0.0	529.0	(3.0)	(0.6)

Target Comparison	10% Reduction Target*	2012 Rec.'d Reduction	2012 10% Reduction vs. 2012 Rec'd Reduction	Target %
<b>2012 Reductions</b>	(16,001.2)	(8,000.0)	<b>(8,001.2)</b>	<b>5.0%</b>

\*The 2012 reduction target totals \$16.0 million and is comprised of \$9.1 million, which represents the 10% reduction, as well as \$6.9 million, which represents the estimated 2012 increase in costs from the 2011 budget.

# Service Level Adjustments – Summary (\$000s)

Description	2012 Recommended Service Changes			
	Position Changes	Gross Expense	Net Expense	% of 2012 Budget Reduction Target
	#	\$	\$	%
<b>Service Efficiencies</b>				
Diesel Fuel Price Savings		(659.0)	(659.0)	(0.7%)
Reduction of 3 Positions	(3.0)	(389.0)	(389.0)	(0.4%)
Maintenance Efficiencies		(1,952.0)	(1,952.0)	(2.1%)
<b>Sub-Total Service Efficiencies</b>	<b>(3.0)</b>	<b>(3,000.0)</b>	<b>(3,000.0)</b>	<b>(3.3%)</b>
<b>Major Service Impact:</b>				
Core Service Review - Elimination of Dialysis Trips		(5,000.0)	(5,000.0)	(5.5%)
<b>Sub-Total Major Service Impacts</b>		<b>(5,000.0)</b>	<b>(5,000.0)</b>	<b>(5.5%)</b>
<b>Total Service Changes</b>	<b>(3.0)</b>	<b>(8,000.0)</b>	<b>(8,000.0)</b>	<b>(8.8%)</b>

# User Fee Changes - Highlights

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- **New Fees**
  - **TTC staff will recommend a standard 10¢ adult token fare increase at December 14, 2011 Commission meeting**
  - **Wheel-Trans customers pay the same fare as conventional system riders**

## Key Issues for 2012 and Beyond

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- Multi-year strategy to address fares, service levels and predictable, long-term sustainable funding is required
- Funding for dialysis trips by ambulatory passengers who do not meet the Wheel-Trans eligibility criteria
- Accessibility for Ontarians with Disabilities Act (AODA) Legislation
  - Effective 2014
  - 0.5% unaccommodated rate
  - Accommodate trip requests made prior to 8 p.m. within 3 hours of notice
  - Service to be operated 24 hours per day, 7 days a week



## MULTI-YEAR OUTLOOK 2012-2014 PRO FORMAS

(000s)

	2012 BUDGET	2013	2014
Rides (without fare increases)	2,896	2,800	3,145
Revenues	5,325	5,187	5,685
Expenses*	95,207	95,027	103,835
Total Subsidy Required	89,882	89,840	98,150
Total Subsidy Available	81,881	81,881	81,881
Additional Subsidy Required	8,001	7,959	16,269

\* Excludes pending CBA financial impact which City has made a budgetary provision.

# MULTI-YEAR OUTLOOK 2012-2014 PRO FORMAS

(000s)

	2012 BUDGET	2013	2014
Rides (with annual 10¢ fare increases)	2,896	2,800	3,145
Revenues	5,546	5,404	5,922
Expenses*	95,207	95,027	103,835
Total Subsidy Required	89,661	89,623	97,913
Total Subsidy Available	81,881	81,881	81,881
Additional Subsidy Required	7,780	7,742	16,032

\* Excludes pending CBA financial impact which City has made a budgetary provision.

# 2012 Capital Overview

## Capital Overview - Scope of Assets:

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2012-2012

### Base Program

\$6.3 Billion

#### Infrastructure

- Yonge Subway – almost 60 years old
- Bloor-Danforth subway – almost 50 years old
- SRT - approaching end of useful life

#### Key Elements

- Facilities
- Automatic Train Control
- Fare Related
- Accessibility
- Other

# Capital Overview

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## Vehicles

- Bus fleet in good shape age wise
- Subway fleet – T1s and Toronto Rockets
- Streetcars – LRV Legacy order
- SRT Cars – approaching end of useful life

## Expansion

- |                                  |               |
|----------------------------------|---------------|
| • TYSSE: Fully funded (\$2.634B) | \$2.0 Billion |
| • Metrolinx – Eglinton Crosstown | \$8.4 Billion |
| • City – Sheppard Subway         | \$4.2 Billion |

# Capital Overview

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## Key Objectives

- Continue to maintain and improve upon the SOGR of the existing transit system
- Continue to deliver service and ensure system reliability and improvements such as system accessibility and automatic fare collection
- Increased ridership (5<sup>th</sup> year in row at all time record high)
- Continue significant commitment to replace vehicles and infrastructure

# 2011 Capital Performance

# Summary of Major Projects Completed in 2011

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## KEY ACCOMPLISHMENTS – 2011

- Capital infrastructure replacement and rehabilitation work progressed
- Continued milestone payments for LRVs with receipt of two prototypes expected in 2012
- Delivery of 14 Toronto Rocket trains expected by the end of 2011
- Significant milestone payments for YUS ATC Resignalling project
- Awarded various Design Contracts for the Toronto Rocket/T1 Rail Yard Accommodation project
- Wilson Facility Modifications for new TR trains nearing completion
- GTA Farecard (PRESTO) - TTC continuing to work with Province and GTA Transit Agencies
- Toronto-York-Spadina Subway Extension construction well underway
- Continued pursuit of funding for capital needs with Provincial and Federal governments



# 2012 – 2021 Staff Recommended Capital Budget & Plan

# Summary of Major Projects in the 10-Year Capital Budget and Plan

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## 2012 Key Projects

• Vehicle Procurements & Overhauls (Payment LRVs, TR Cars, Delivery of Diesel & WT Buses)	\$424M
• Buildings & Structures (LRV MSF/TR Y&S Acc/EA III/FVU/Fac Mods/Bridges&Tunnels)	\$389M
• Track, Signals & Power, Other	<u>\$267M</u>
<b>Total</b>	<b><u>\$1.080M</u></b>

# CAPITAL BUDGET

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- In 2011-2020 Capital Budget City limited TTC Capital spending - *\$2.3 billion shortfall*
- In 2012-2021 Capital Budget, City indicated that TTC must provide a plan to address the \$1.5B funding shortfall and live within the City debt targets
  - ✓ Staff undertook a review of capital needs and identified project deferrals and deletions, thus reducing the overall shortfall:

## SHORTFALL REDUCTION PLAN

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• 60 TR Subway Cars – deleted	\$161 Million
• Wilson Yard – deferred	182 Million
• ATC BD – deferred	150 Million
• Buses – reduce 134	50 Million
• Temporary Bus Storage Capacity – delete	23 Million
• 204 LRV order – reduce 15	71 Million
• Fire Ventilation – deferred work	39 Million
• On-Grade Paving – defer work	50 Million
• Collector Booth Renewal – delete mods	8 Million
• Other	<u>(9 Million)</u>
Total	<u>\$725 Million</u>

- *Remaining shortfall of \$807 million*

## 2012 – 2021 CAPITAL BUDGET

### Revised 2012 – 2021 Capital Program includes:

Vehicle and infrastructure replacement:

- Subway Capacity and Reliability
    - Toronto Rockets \$304 Million
    - Wilson Yard \$370 Million
    - ATC - Y-U-S \$288 Million
    - B-D \$241 Million
  - Bus Fleet
    - 40' \$195 Million
    - W-T \$ 34 Million
  - LRV's
    - Cars \$784 Million
    - MSF \$370 Million
- Total \$2.6 Billion

## 2012 – 2021 CAPITAL BUDGET

Balance of program is basic infrastructure (SOG)

➤ Track	\$540 Million
➤ Traction Power/Electrical	\$220 Million
➤ Communications	\$145 Million
➤ Building/Subway Finishes	\$170 Million
➤ Building/Subway Equipment	\$207 Million
➤ Yards/Roads/Bridges/Tunnels	\$616 Million
➤ Building and Structures Projects	\$634 Million
➤ Vehicle Overhauls	\$559 Million
➤ Non-revenue Vehicles	\$ 54 Million
➤ Shop & Other Equipment	\$ 37 Million
➤ Revenue/Fare Handling Equipment	\$ 19 Million
➤ Electronic Fare Collection	\$180 Million
➤ Environment	\$ 48 Million
➤ IT	\$232 Million
➤ Transit Signal Priority	<u>\$ 24 Million</u>

TOTAL \$ 3.7 Billion

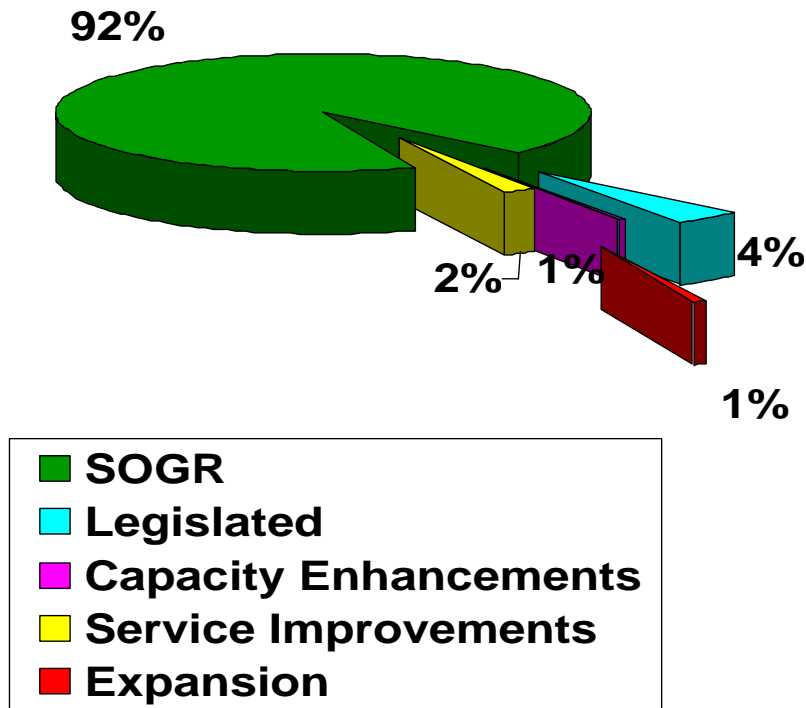
**GRAND TOTAL \$ 6.3 Billion**

# 2012 – 2021 Capital Program

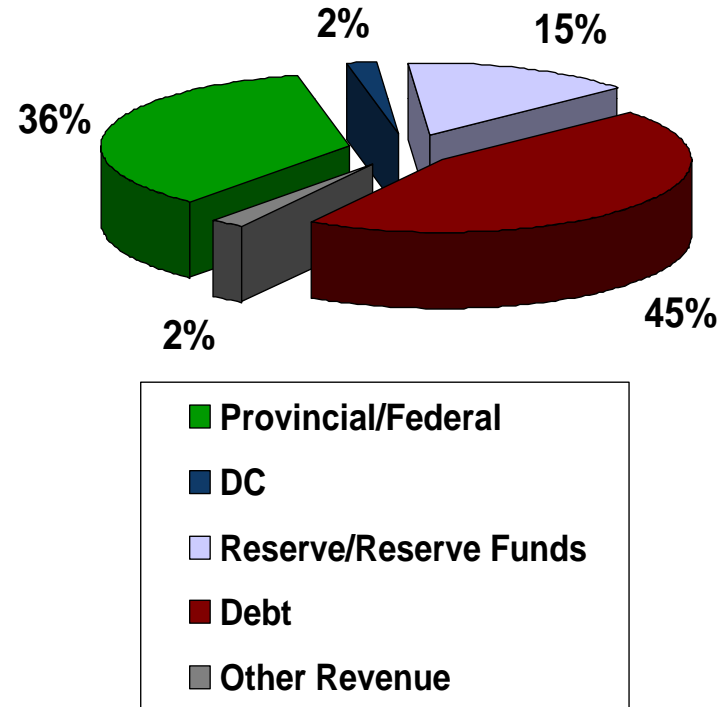
• 2012CP funding shortfall Commission submission		\$1,508
➢ Sept 16, 2011 Commission Approval:		
➢ Decrease in Base Capital program	\$(725)	
➢ Funding impact Prov 1/3 commitment	<u>\$ 24</u>	<u>(701)</u>
		807
• Amendments to DCs		(44)
• November 17, 2011 reinstatement of Capital Reserve (received from Province in 2009)		(57)
• City Reserve – Monetization of Assets (Nov 24, 2011)		<u>(700)</u>
<b>TTC 2012-2021 Shortfall</b>		<b>\$ 5</b>
2011 City Debt Carryforward		<u>(68)</u>
<b>TTC 2012-2021 Surplus</b>		<b>\$ (62)</b>

# 2012 Capital Budget by Project Category and Funding Source

2012 Capital Budget by Project Category  
(In Millions)

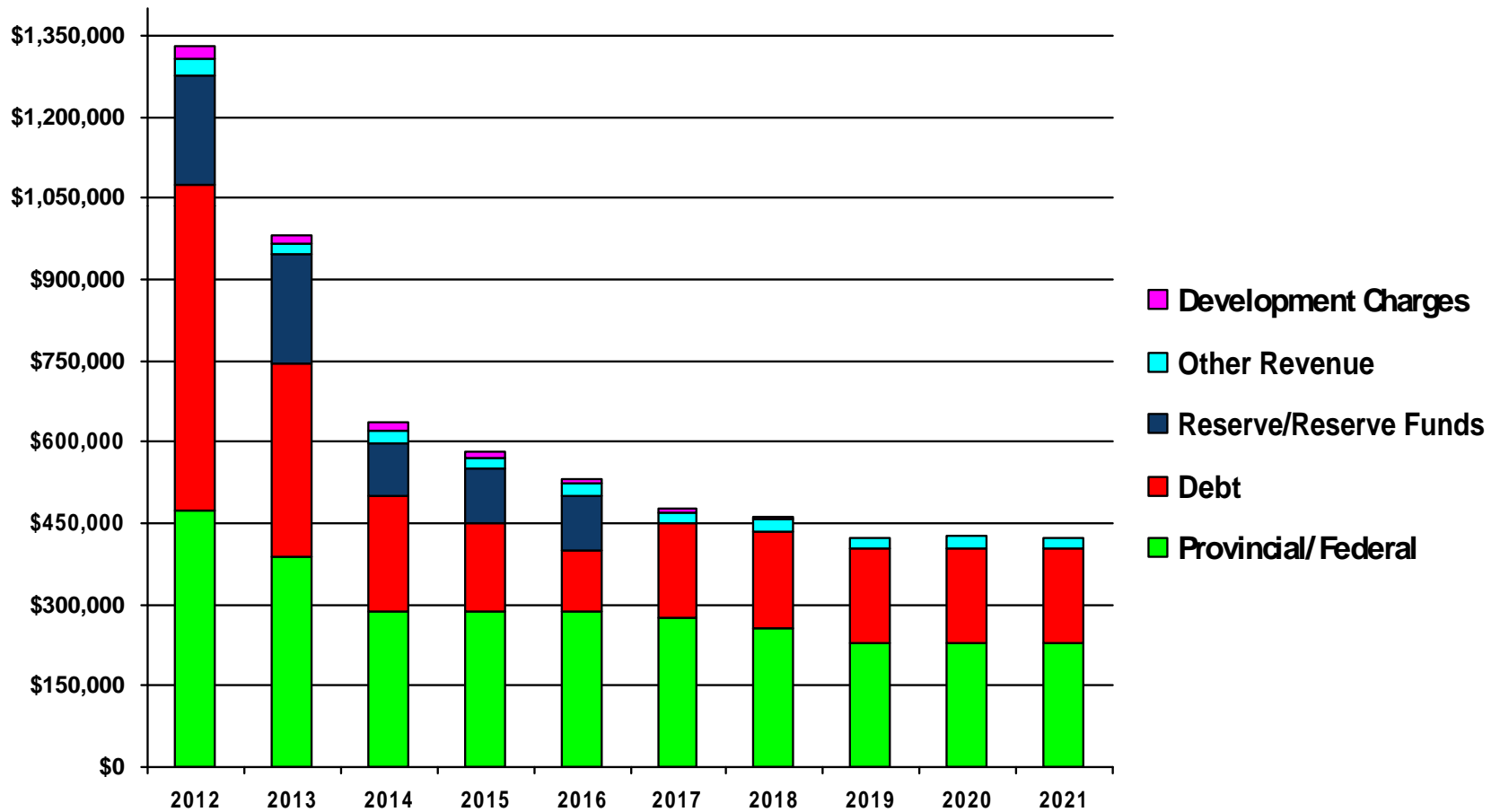


2012 Capital Budget Funding Source  
(In Millions)

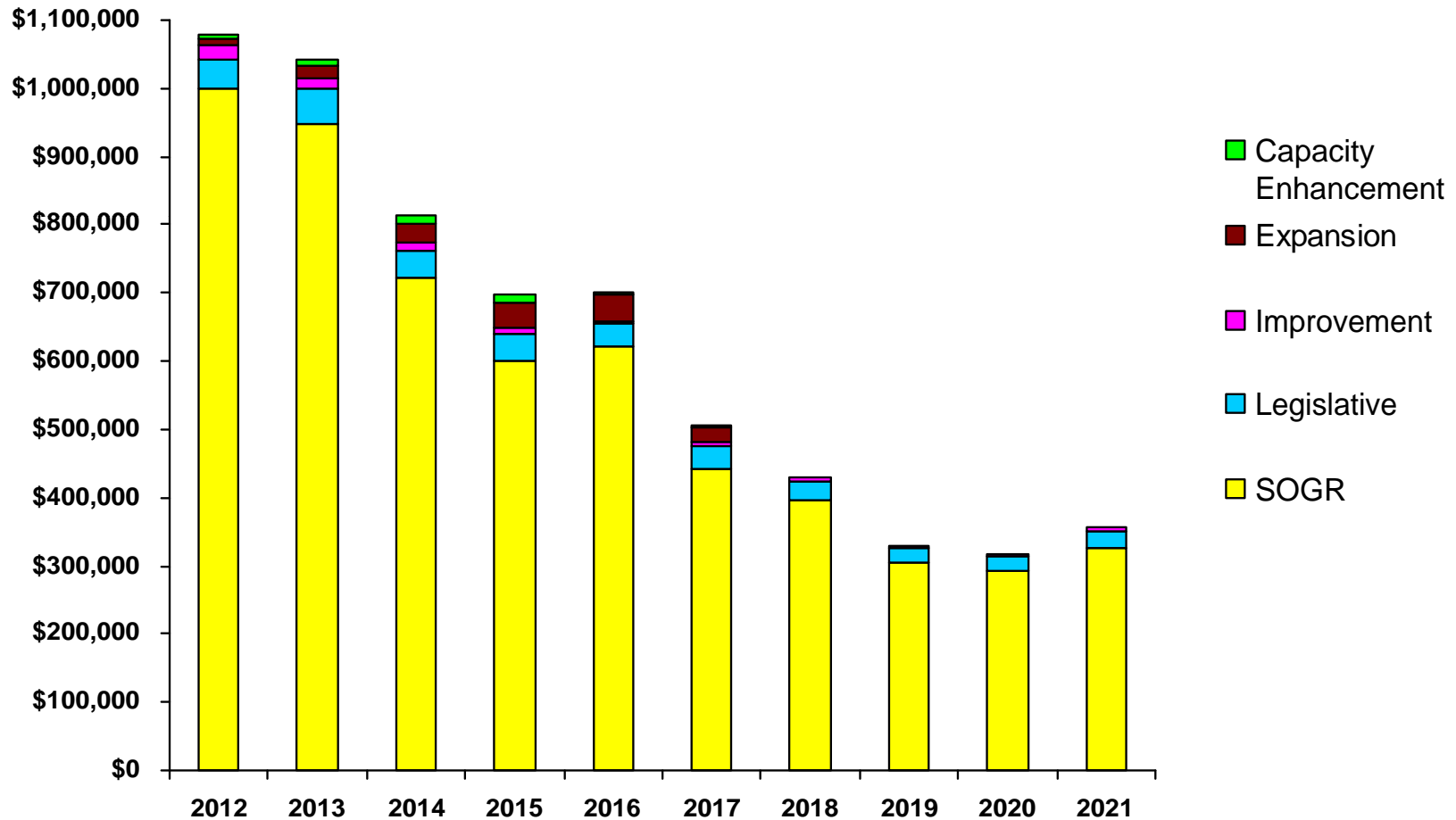




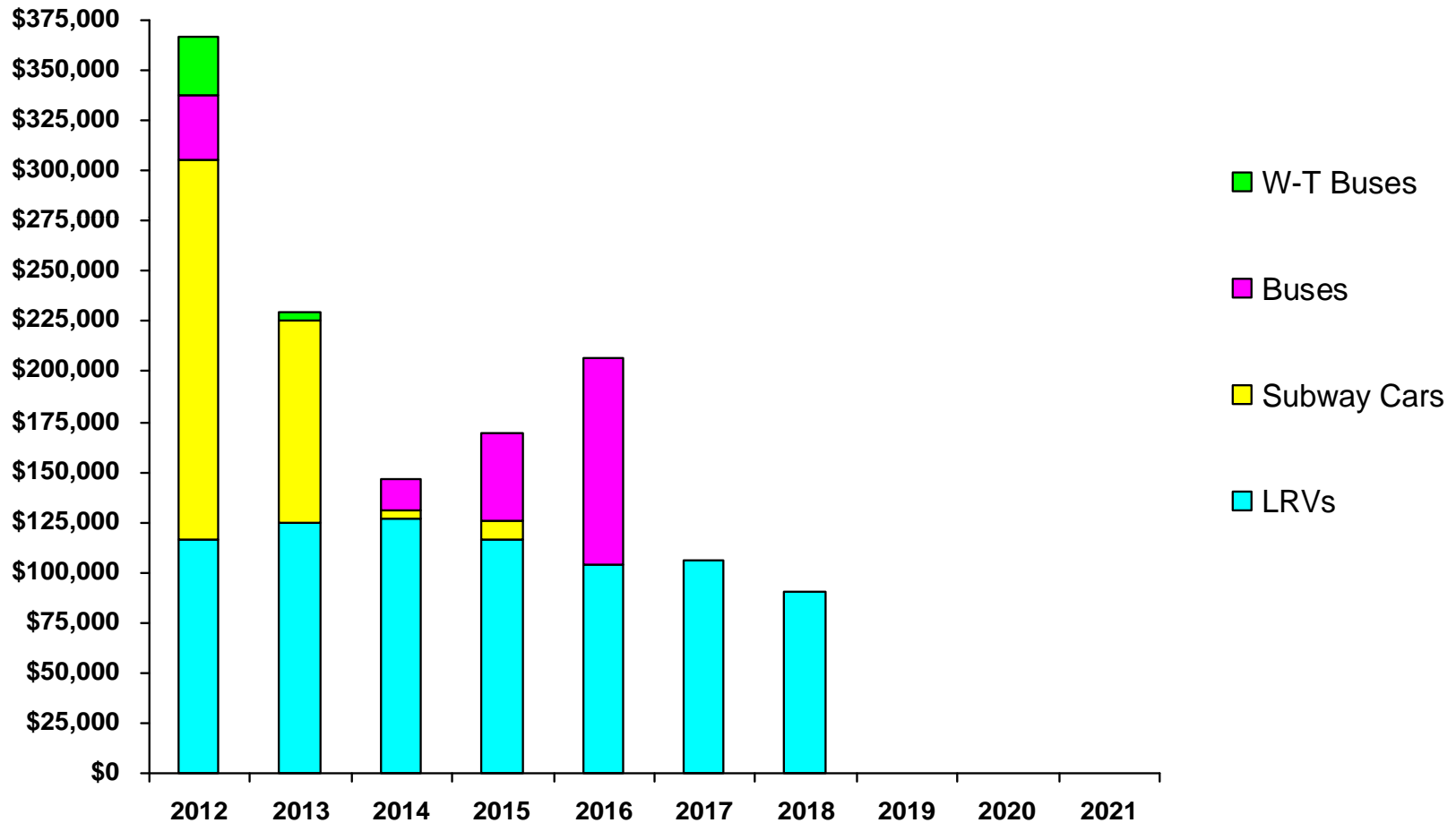
# 2012 – 2021 Capital Plan by Funding Source



# 2012 – 2021 Capital Plan by Category



# 2012 – 2021 Fleet



## Key Issues for 2012 and Beyond

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- Expansion is necessary in view of ridership demand, but, existing transit system needs must be addressed first
- Project specific Federal/Provincial funds coming to an end – need to renew
- Need long term, permanent, predictable and stable funding dedicated to public transit

