

# Toronto Transit Commission

## Staff Recommended 2015 Operating Budget & 2015 – 2024 Capital Budget and Plan

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Budget Committee Presentation  
January 28, 2015



# Agenda

- 2015 – 2024 Staff Recommended Capital Budget & Plan
- 2015 Staff Recommended Operating Budget
- Recommended Service Levels
  - Service Performance and Service Levels
  - Issues, Opportunities and Priority Actions



**Staff Recommended  
2015 – 2024 Capital Budget and Plan**



# Capital Assets to Deliver Services

- Asset Value – Insurable replacement value approaching \$14.5 billion

## **2015 – 2024 Base Program (\$9.3 Billion)**

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

## **Key Elements**

- Facilities – Leslie Barns, McNicoll Garage, TR/T1 Yard, Automatic Train Control (YUS/BD Lines)
- Vehicles - Replacement/Growth, LRVs, TRs, Buses
- Other – PRESTO, Accessibility

# Capital Assets to Deliver Services

## Key Objectives:

- Continue to maintain and improve upon the SOGR of the existing transit system (significant commitment to replace vehicles and infrastructure);
- Implement improvements such as system accessibility and PRESTO;
- Continue to improve service and ensure system reliability;
- Address increased ridership (11<sup>th</sup> year in row at all-time record high)
- Pursue long term predictable and sustainable funding

# Summary of Major Projects Completed in 2014

## Key Achievements:

- Capital infrastructure replacement and rehabilitation work progressed;
- Continued milestone payments for 204 LRVs; 3 LRVs in revenue service;
- Roll out of PRESTO Smart Card technology on new LRV fleet;
- 57 Toronto Rocket trains were accepted into revenue service;
- Of 153 Artic buses, 11 delivered in 2013 and 142 in 2014;
- Issued procurement process for 55 Buses for delivery in 2015;
- AODA Requirement - Elevator installation at Dufferin and Lawrence Stations completed;
- 63 stations were equipped with Station Information Screens (SIS) LCD;
- Union Station - new second platform, south concourse fareline/collectors booths and moat doors open to public;
- Continued milestone payments for YUS ATC Resignalling project;
- Continued progress on the Toronto Rocket/T1 Rail Yard Accommodation project;
- Leslie Barns construction ongoing (facility and track costs);
- PRESTO - continuing to work with Metrolinx – Implemented at 15 stations;
- Toronto-York-Spadina Subway Extension construction progressing.

# Summary of Major Projects in the 10-Year Capital Budget and Plan (Projects to be completed in 2015)

<u>Vehicles:</u>		<u>(\$Millions)</u>
Purchase of 82 (55 + delivery of 27 of 50) Low Floor 40' Diesel Buses	47	} \$510
Purchase of 234+126+60 Subway Cars	151	
Purchase of 204 + 60 LRV Cars	187	
Vehicle Overhaul Programs (Bus, WT, Subway, Streetcar)	99	
Other (Non-Revenue Vehicle Purchase & Overhaul)	26	
 <u>Infrastructure Projects:</u>		
Finishes, Equip, Yards & Roads	39	} \$639
Bridges & Tunnels	53	
Leslie Barns (\$116), LRV CH (\$4), EA III (\$26), Facility Renewal/Other Build. Struct. (\$28),	174	
Fire Ventilation (\$29), TR Accommodation (\$34)	63	
Track Programs	53	
Signals/Electrical/Communications (\$78), YUS/BD ATO (\$79)	157	
Shop/Maint. Equip/Fare Handling (\$26), Farecard (\$11), Environ (\$8), IT (\$46)	91	
Service Planning	9	
<b>Total - Base Program Request</b>	<b>\$1,149</b>	

# Summary of Major Projects in the 10-Year Capital Budget and Plan Key (2015-2024 Capital Budget)

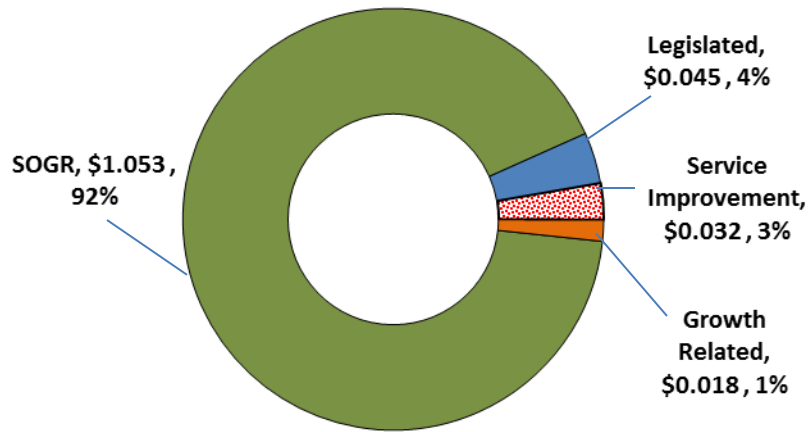
<u>Vehicles:</u>		(\$Millions)
Purchase of Buses: 55 replace + 375 replace/growth + 380 replace/growth + 149 growth ; 201 Wheel Trans	825	} \$3,692
Purchase of Subway Cars: 234 replace/growth + 126 replace + 60 growth + 372 T1 replace	801	
Purchase of LRVs: 204 + 60 LRV Cars	1,038	
Vehicle Overhaul Programs (Bus, Subway, Streetcar)	917	
Other	111	
 <u>Infrastructure Projects:</u>		
Finishes, Equip, Yards & Roads	652	} \$5,576
Bridges & Tunnels	505	
Leslie Barns (\$117), LRV CH (\$53), EA III (\$432), Facility Renewal/Other Build. Struct. (\$646),	1,248	
Fire Ventilation (\$286), TR Accommodation (\$436)	722	
Track Programs	694	
Signals/Electrical/Communications (\$482), ATC YUS/BD (\$626)	1,108	
Shop/Maint. Equip/Fare Handling (\$82), Farecard \$(36), Environ (\$93), IT (\$387)	598	
Service Planning	45	
Other	4	
<b>Total - Base Program Request</b>	<b>\$9,268</b>	



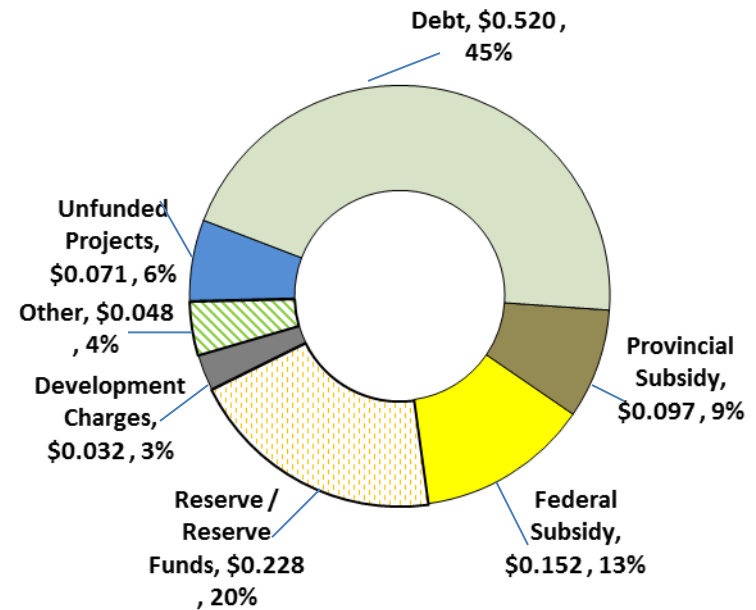
# 2015 Capital Budget

## Capital Spending by Program and Funding Sources

**Where the Money Goes**  
\$1.2 Billion



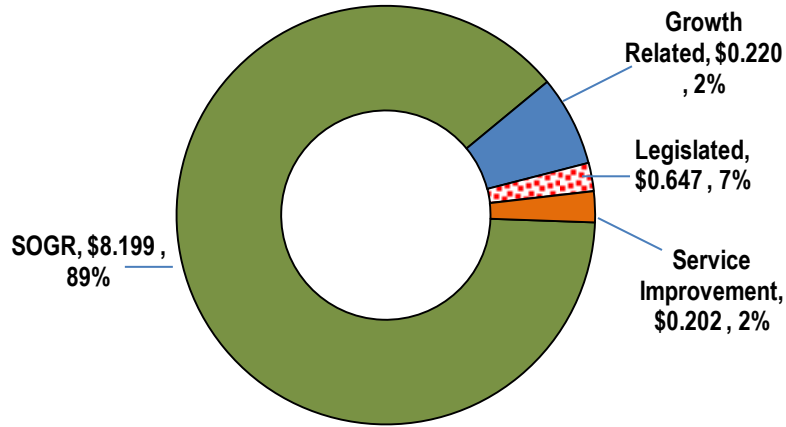
**Where the Money Comes From**  
\$1.2 Billion



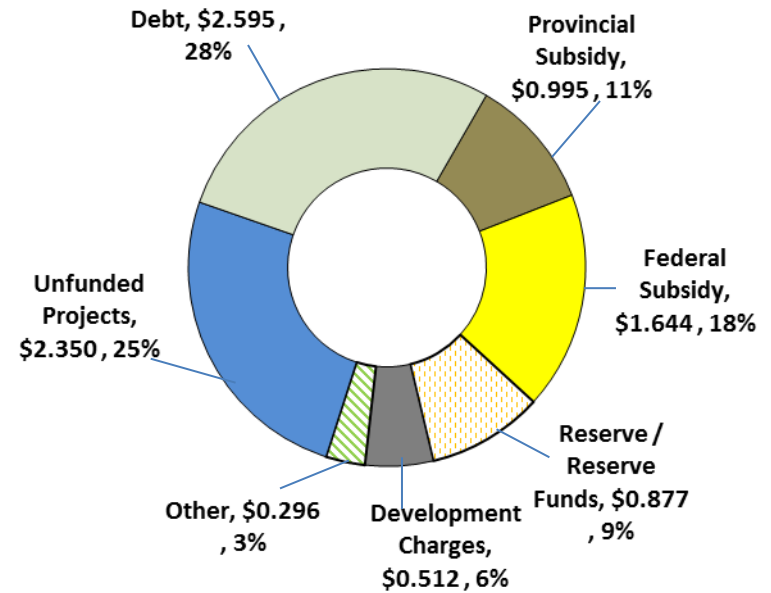
# 2015 – 2024 Capital Budget and Plan

## Capital Spending by Program and Funding Sources

**Where the Money Goes**  
\$9.3 Billion

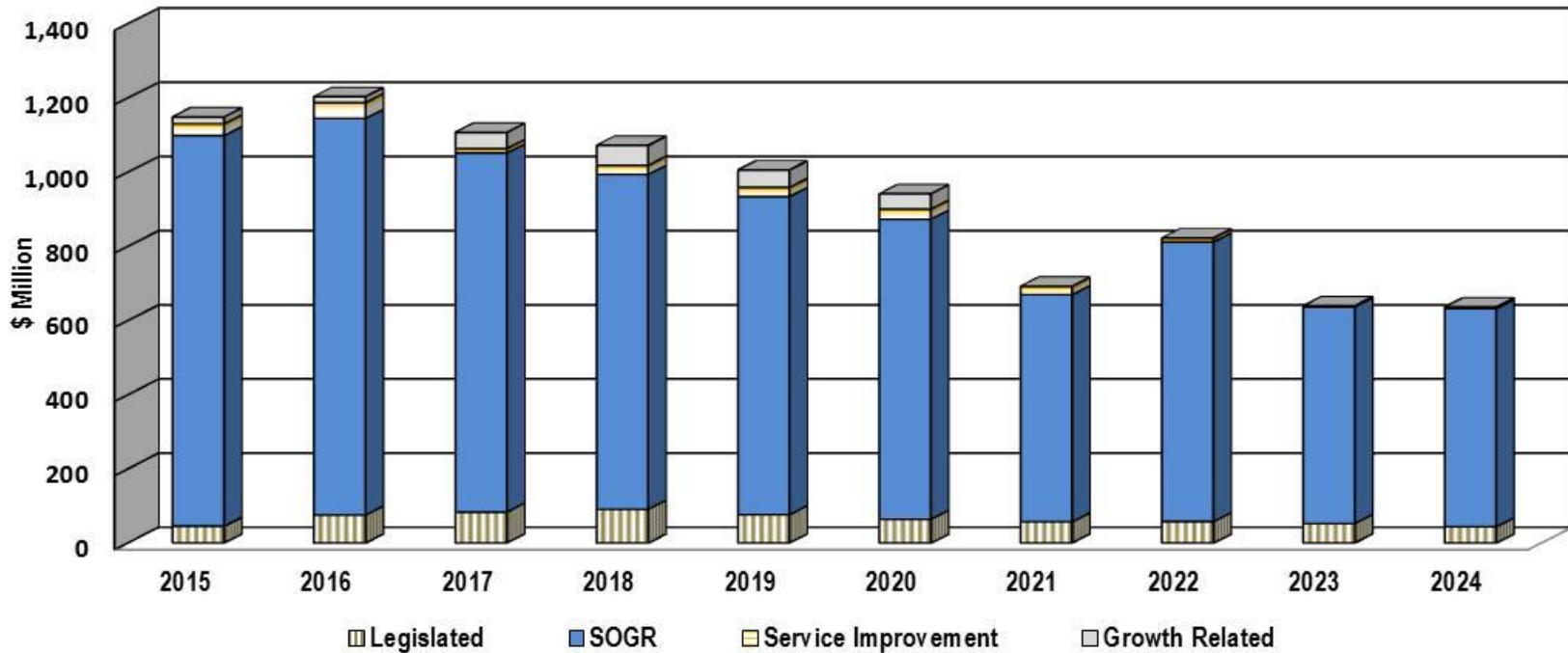


**Where the Money Comes From**  
\$9.3 Billion



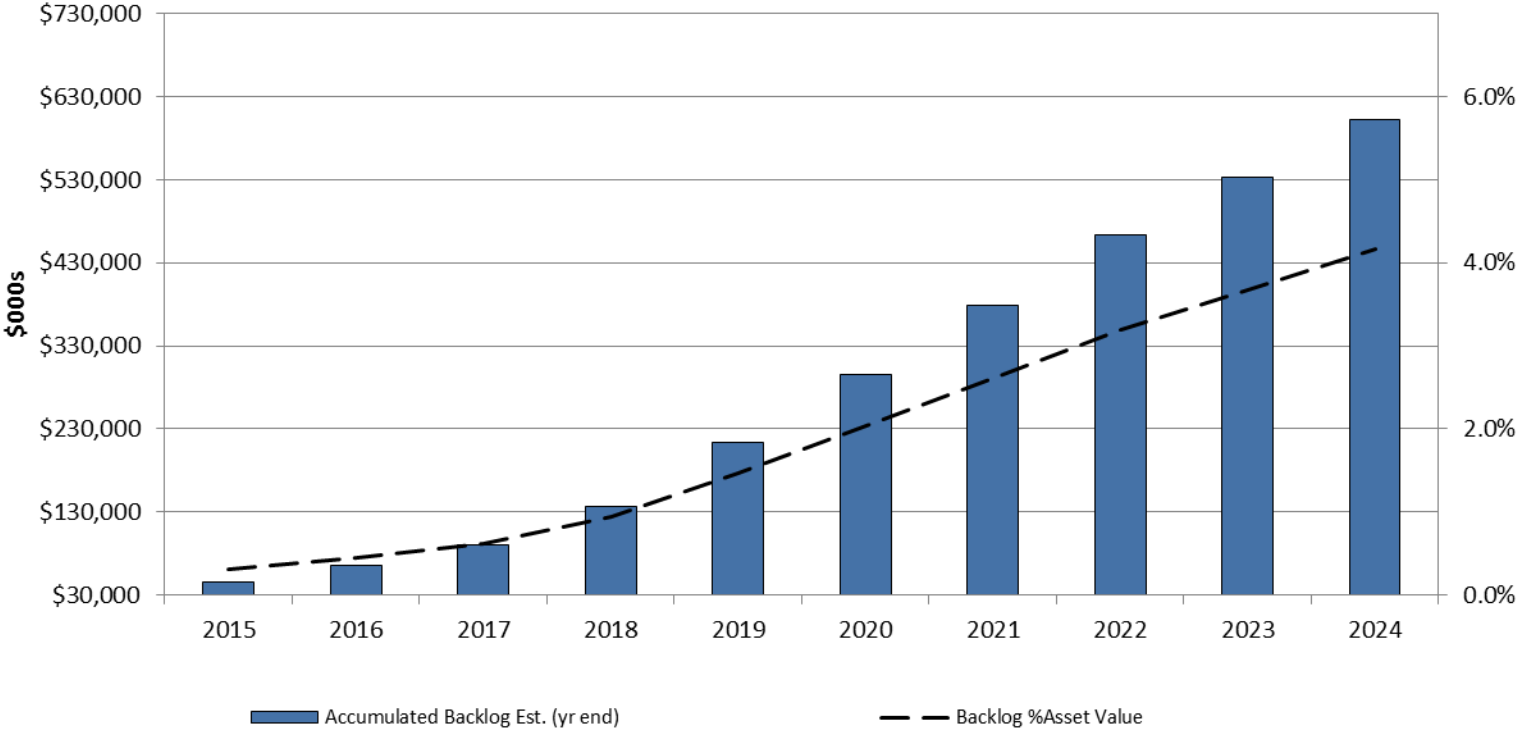
# 2015 – 2024 Capital Plan by Category

	2015–2024 Capital Budget and Plan by Project Category									
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Legislated	45.3	75.5	83.2	90.7	76.4	64.0	57.5	57.8	52.5	43.8
SOGR	1,053.1	1,069.5	968.4	903.4	857.6	809.2	612.0	753.9	583.9	588.0
Service Improvement	32.0	42.1	11.7	24.2	24.9	27.3	22.6	10.5	2.8	4.2
Growth Related	18.5	16.3	43.8	53.9	47.0	41.0	-	-	-	-



# State of Good Repair Backlog - \$ 603 Million

### Accumulated Backlog by Asset Type and Backlog as a % of Asset Value



# TTC 2015-2024 Unfunded Projects - Below the Line

<b>PROJECT</b>	<u>(\$Millions)</u>		<b>DECISION DATE</b>
	<b>2015</b>	<b>2015-2024</b>	
372 Replacement Subway Cars		(616)	2017
201 Replacement Wheel-Trans Buses		(100)	2016
Purchase of 99 40' LF Buses Customer Service Initiative		(89)	2015
60 New LRVs for Growth	(53)	(366)	2016
Fire Ventilation Upgrade		(132)	2017
Train Door Monitoring System - T1 & TR	(4)	(52)	2015
Easier Access III		(165)	2018
Bus Heavy Rebuilt Program		(256)	2018
Capacity to Spend Opportunities	(15)	(573)	2015
<b>Total</b>	<u><b>(72)</b></u>	<u><b>(2,349)</b></u>	

*\* Request of \$9.3 B versus funding available of \$6.9 B = \$2.4 B shortfall*

# Incremental Operating Impact of Capital

Projects	2015 Rec'd Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
Fare System	682.0	9.9	(613.0)	(7.0)	13.0		1.0		(784.0)	(10.0)	(701.0)	(7.1)	(701.0)	(7.1)
Communications	144.0	1.0	236.0	2.6	103.0	1.0	(78.0)		(80.0)		325.0	4.6	308.0	4.6
Signal Systems	110.0	0.3	57.0	0.2	110.0	0.6	17.0		16.0		310.0	1.1	398.0	1.1
Equipment	59.0		1.0		1.0		1.0		1.0		63.0		68.0	
Fire Ventilation Upgrade	16.0								8.0		24.0		40.0	
Purchase of Articulated Buses	(5,400.0)	(61.1)		(1.4)							(5,400.0)	(62.5)	(5,400.0)	(62.5)
Subway Car Overhaul Program	0.0		(3.0)		(3.0)		(3.0)		(3.0)		(12.0)		(28.0)	
Fare Handling Equipment	(212.0)	(3.0)									(212.0)	(3.0)	(212.0)	(3.0)
Information Technology System - Infrastructure	2,659.0	29.1	320.0	3.7	1,600.0	11.0		0.0		3.0	4,579.0	46.8	4,579.0	48.3
Easier Access Phase III	42.0	0.8			31.0	0.7	125.0	2.4	73.0	1.5	271.0	5.4	648.0	12.8
Other Service Planning	86.0	(3.0)	38.0	(2.0)	(17.0)	(2.0)	(34.0)	(2.0)	94.0		167.0	(9.0)	167.0	(9.0)
<b>Total Recommended (Net)</b>	<b>(1,814.0)</b>	<b>(26.0)</b>	<b>36.0</b>	<b>(3.9)</b>	<b>1,838.0</b>	<b>11.3</b>	<b>29.0</b>	<b>0.4</b>	<b>(675.0)</b>	<b>(5.5)</b>	<b>(586.0)</b>	<b>(23.7)</b>	<b>(133.0)</b>	<b>(14.8)</b>

Note: No provisions for the opening of any rail extensions have been included in these figures (e.g. TYSSE, Eglinton Crosstown, Finch West LRT, SmartTack, etc.)

# Issues for 2015 and Beyond

- Needs are real, won't go away
- City cannot fund it all alone
- Additional funding is required to maintain infrastructure in a state-of-good repair and to acquire vehicles to accommodate and promote ridership growth
- Take advantage of economies of scale (LRVs)



**Staff Recommended  
2015 Operating Budgets and Plans**



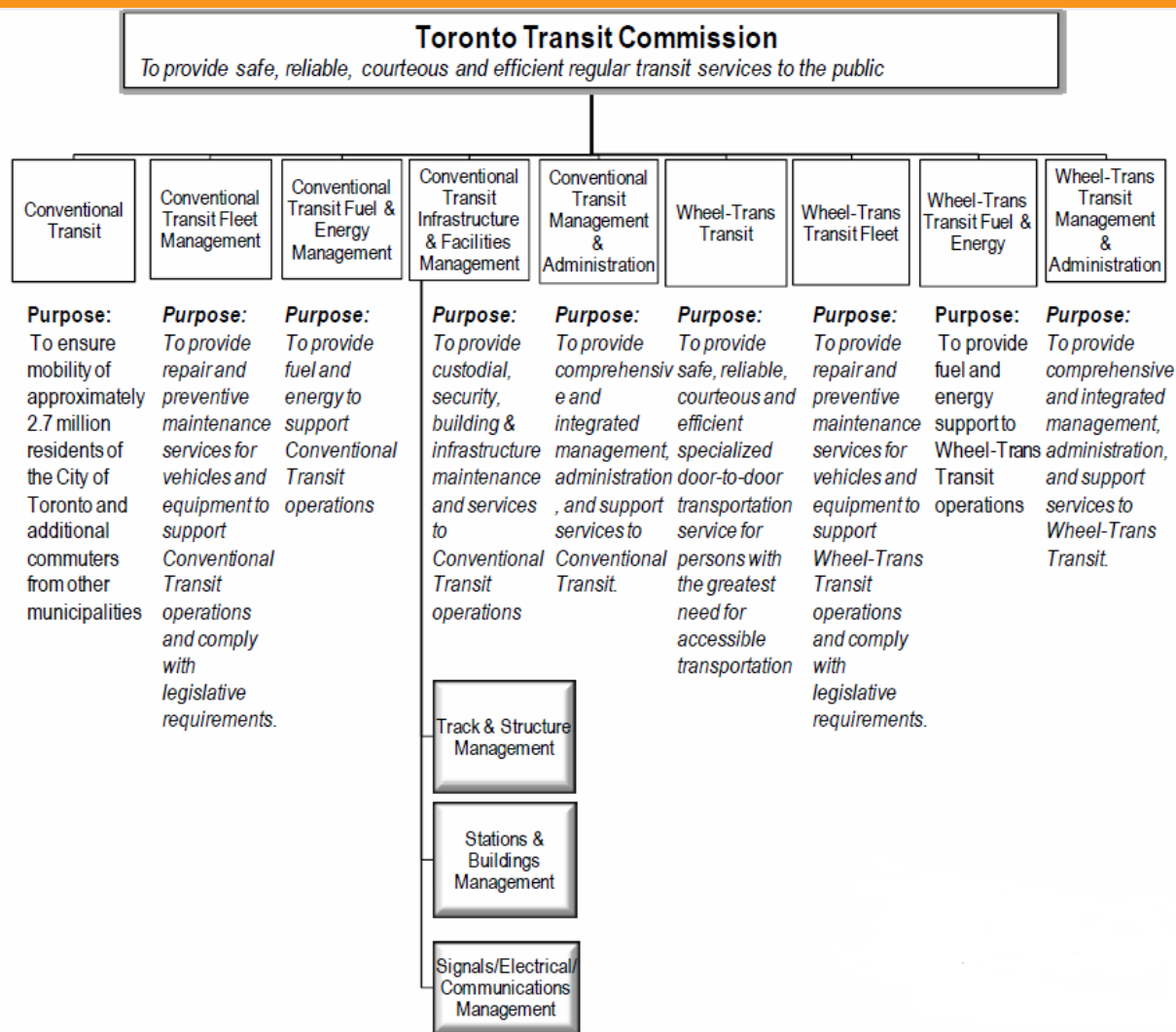




**Staff Recommended  
2015 TTC Operating Budget and Plan**



# 2015 Program Map

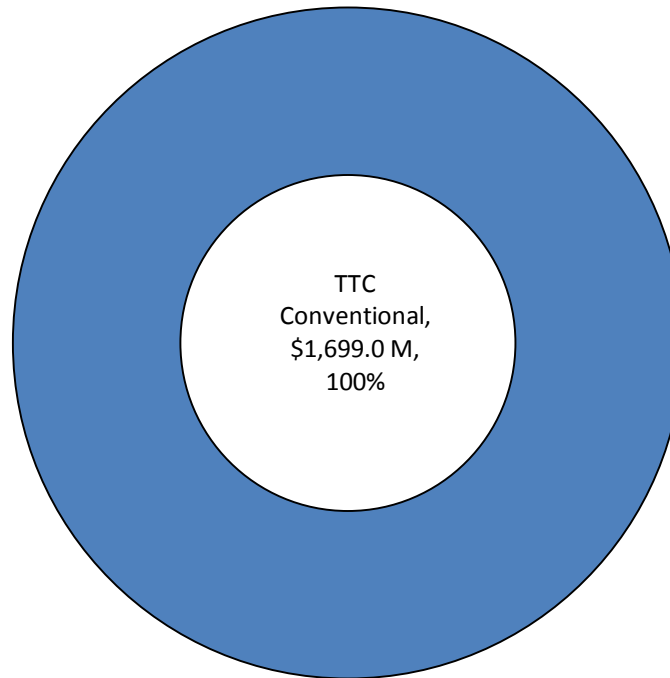


# 2015 Service Deliverables

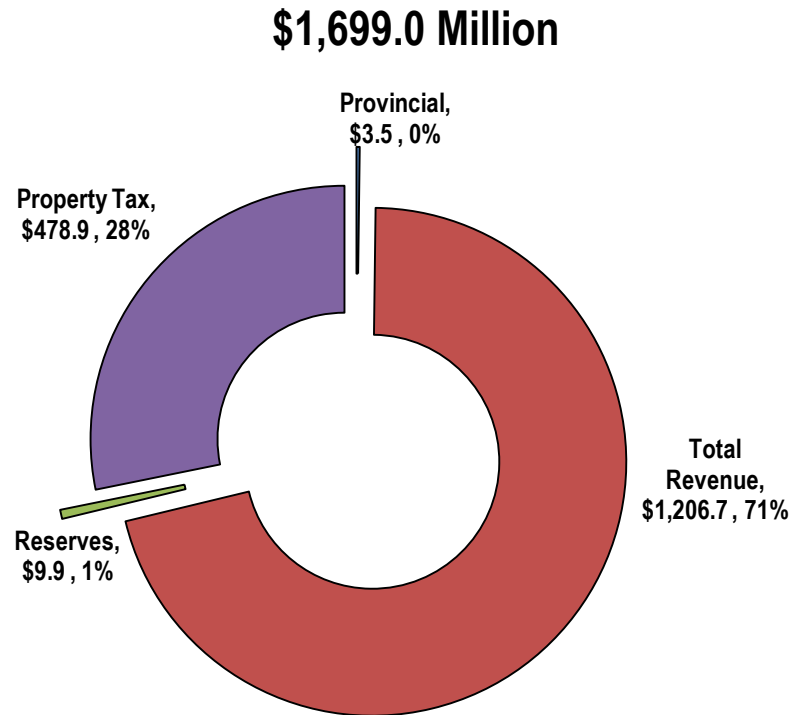
- **TTC Conventional Service**
  - ✓ Provide 545 million rides
  - ✓ Restoration of all-day, every day bus service
  - ✓ 10-minute or better bus and streetcar service on key routes
  - ✓ Expansion of Blue Night Network
  - ✓ Reduction of wait times and crowding at peak and off-peak periods
  - ✓ New and enhanced express bus route service
  - ✓ All-door boarding and Proof of Payment on streetcar routes
  - ✓ Two additional peak subway trains on each of Lines 1 and 2

# Recommended Gross Operating Budget - Where the Money Goes

\$1,699.0 Million



# Recommended Operating Budget - Where the Money Comes From



# Staff Rec'd 2015 Net Operating Budget

(\$000s)	2014 Budget		2015 Budget		Change from 2014 Over (Under)			
	Gross	Net	Gross	Net	Gross		Net	
					\$	%	\$	%
TTC Conventional Service	1,606,683.6	440,081.0	1,699,020.3	478,930.8	92,336.7	5.7%	38,849.8	8.8%
<b>Agency Total</b>	<b>1,606,684</b>	<b>440,081</b>	<b>1,699,020</b>	<b>478,931</b>	<b>92,337</b>	<b>5.7%</b>	<b>38,850</b>	<b>8.8%</b>

# Net Operating Budget and Staff Changes

## - 5 Year Overview

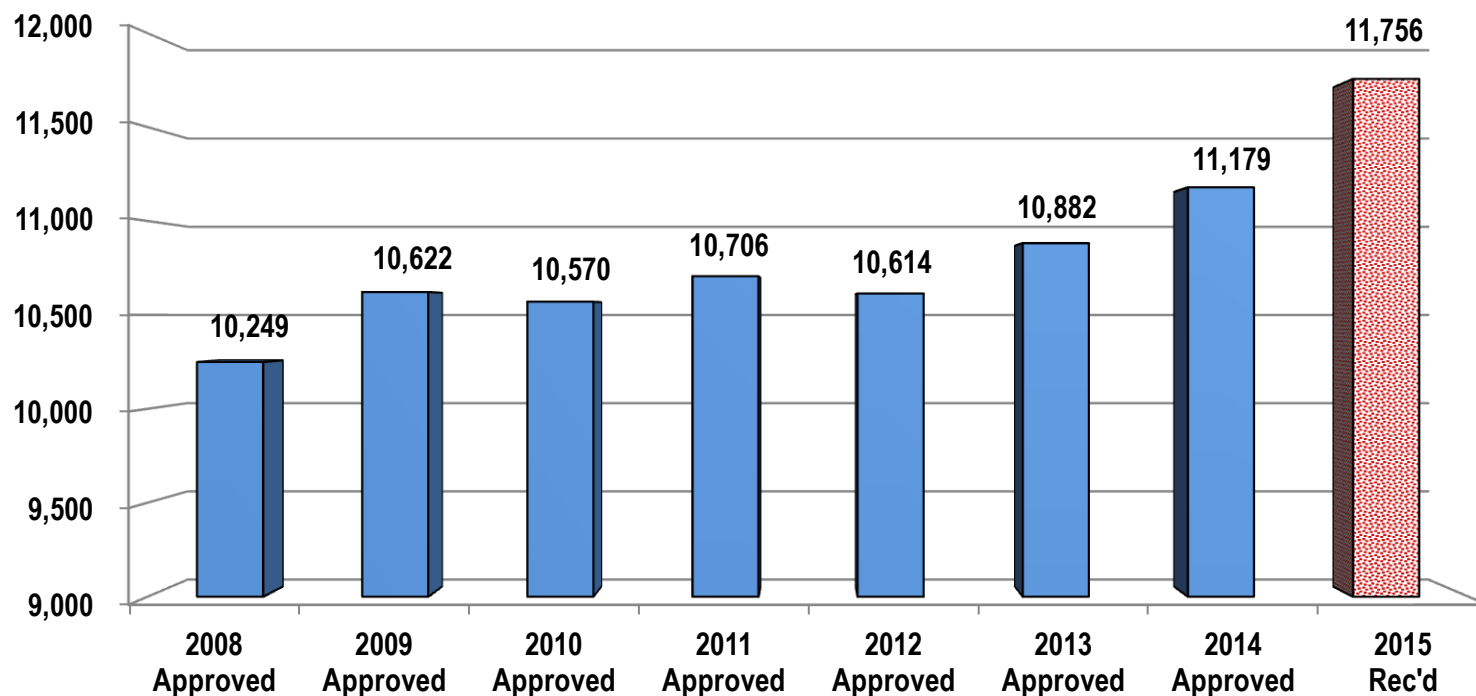
	Approved Budget					Rec'd Base
	2010	2011	2012	2013	2014	2015
Approved Net Budget (\$000's)	429,805.0	429,111.0	410,951.0	410,951.0	440,081.0	478,930.8
Net Change		(694.0)	(18,160.0)	-	29,130.0	38,849.8
<b>% Change from Prior Year</b>		<b>-0.2%</b>	<b>-4.2%</b>	<b>0.0%</b>	<b>7.1%</b>	<b>8.8%</b>
Approved Complement	10,570	10,706	10,614	10,882	11,179	11,756
Net Change		136	(92)	268	297	577
<b>% Change in Staff Complement</b>		<b>1.3%</b>	<b>-0.9%</b>	<b>2.5%</b>	<b>2.7%</b>	<b>5.2%</b>

<b>Ridership (Millions)</b>	<b>462</b>	<b>487</b>	<b>503</b>	<b>528</b>	<b>540</b>	<b>545</b>
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### Key Changes:

- 2012: Staff reductions and reversal of some Ridership Growth Strategy service improvements re: loading standards
- 2013, 2014 & 2015: Increase in complement to accommodate ridership growth from 503 million rides in 2012, to 545 million in 2015 (8.3% increase)

# Staffing Trend (*Excludes Capital & Wheel-Trans Positions*)



## Note:

- Over this period, ridership increased by 17.5% while headcount increased by only 14.7%
- For 2015, the additional 577 operating positions include 554 front-line positions and, of the total increase, 119 relate to the base budget and 458 are for new and enhanced services.



# 2015 Recommended Operating Budget: Key Drivers

(In \$000s)	Rec'd 2015 Base Budget
<b>Gross Expenditure Changes</b>	
<b>Prior Year Impacts</b>	
2014 Service Adjustments - Ridership Increase (528 to 540 million)	3,545.3
Impact from Collective Bargaining Agreements	2,600.0
Annualization of 2014 Staff Additions	765.8
<b>Cost of Living Adjustment and Progression Pay</b>	
Impact from Collective Bargaining Agreements	19,064.2
<b>Operating Impacts of Capital</b>	
Operating Savings Arising from the Introduction of Articulated Buses	(1,636.8)
Leslie Barns Operation (Anticipated for July 2015)	6,470.1
Light Rail Vehicles (Including Proof-of-Payment Inspectors)	3,939.4
New Toronto Rocket Trains	1,251.2
<b>Economic Factors</b>	
Diesel Fuel @ \$1.04/litre	(10,020.8)
Inflation @ 2%	3,196.7
Traction and AC Power @ 11%	6,684.9
Utilities (Natural Gas and Water)	552.0
Increase in Employee Benefits	1,951.0
<b>Other Base Changes</b>	
2015 Service Adjustments - Ridership Increase (540 to 545 million)	(1,318.7)
Bus Reliability	3,488.3
Streetcar Reliability	3,157.5
Streetcar Carstops	1,427.0
Subway Service Resiliency	1,026.4
Updates to Comply with Legislative Requirements	1,128.7
Changes to Training Programs	944.8
Other Workforce Changes	2,491.1
Other Base Changes	2,688.3
<b>Total Gross Expenditure Changes</b>	<b>53,396.4</b>
<b>Revenue Changes</b>	
Ridership Volume Changes	6,000.0
Lower Average Fare (Impact of Increased Rides on Metropass)	(1,000.0)
One-Time Draw from TTC Stabilization Reserve	8,975.0
Other Revenue Changes	729.1
<b>Total Revenue Changes</b>	<b>14,704.1</b>
<b>Net Expenditure Changes</b>	<b>38,692.3</b>

# Recommended New / Enhanced Service Priorities

Description (\$000s)	2015 Rec'd Service Changes				Incremental Change	
	\$	\$	\$	Position	2016 Plan	2017 Plan
	Gross	Revenue	Net	#	Net	Net
<b>Enhanced Services Priorities</b>						
Pan Am / Parapan Am Games	4,426.8	4,426.8				
Subway Service Improvements to Reduce Delays	2,834.7		2,834.7	26.0		
Station Supervisors	800.0		800.0	20.0	1,505.0	
Route and Station Management Reviews	900.0		900.0	10.0	1,118.0	
Warehouse and Interim Bus Garage Leases	2,476.0		2,476.0	2.0	14,441.0	13,300.0
Reduce Wait Times and Crowding at Off-Peak Periods	3,200.0	1,200.0	2,000.0	77.0	4,300.0	
Ten Minute or Better Route Network	3,666.8	1,200.0	2,466.8	92.0	5,200.0	
Express Route Network - New Express Services	900.0	300.0	600.0	24.0	1,100.0	
Purchase of 50 Buses						
Bus Facility Lease and Operation	2,000.0		2,000.0	65.0	10,000.0	
One-Time Cost to Retrofit Bus Facility	1,300.0		1,300.0		(1,300.0)	
Contribution to Capital Budget for Purchase of 50 Buses	13,936.0		13,936.0		(8,700.0)	(5,236.0)
Operate All Routes All Day, Every Day	1,700.0	700.0	1,000.0	44.0	2,500.0	
Expanded Overnight Bus and Streetcar Service	800.0	200.0	600.0	21.0	1,200.0	
Improve Service Reliability						2,100.0
<b>Sub-Total</b>	<b>38,940.3</b>	<b>8,026.8</b>	<b>30,913.5</b>	<b>381.0</b>	<b>31,364.0</b>	<b>10,164.0</b>
<b>New Service Priorities</b>						
Elimination of Child Fare (Ages 2-12)		(5,411.0)	5,411.0		1,699.0	
<b>Sub-Total</b>		<b>(5,411.0)</b>	<b>5,411.0</b>		<b>1,699.0</b>	
<b>Total Enhanced Service Priorities</b>	<b>38,940.3</b>	<b>2,615.8</b>	<b>36,324.5</b>	<b>381.0</b>	<b>33,063.0</b>	<b>10,164.0</b>
<b>Fare Adjustments</b>						
10 Cent Fare Increase		29,167.0	(29,167.0)		(5,833.0)	
Metropass Price Adjustment		7,000.0	(7,000.0)		(1,000.0)	
<b>Total Fare Adjustments</b>		<b>36,167.0</b>	<b>(36,167.0)</b>		<b>(6,833.0)</b>	
<b>Total New (Service Priorities and Fare Adjustments)</b>	<b>38,940.3</b>	<b>38,782.8</b>	<b>157.5</b>	<b>381.0</b>	<b>26,230.0</b>	<b>10,164.0</b>

# User Fee Changes - Highlights

Fee Description	2014 Fee	Recommended 2015 Fee	% Increase	Incremental Revenue (\$000's)
10 cent fare increase on Adult single fare and pro-rata increase on all other fares (excluding cash)	-	-	3.4%	35,000.0
Adult Metropass price adjustment	-	-	2.0%	8,000.0
Elimination of Child Fare (age 2-12)	-	-	-100%	(7,110.0)
<b>Total Incremental Revenue</b>				<b>35,890.0</b>

Incremental revenue figures are annualized.

# 2016 and 2017 Plans

Description (\$000s)	2016 - Incremental Increase			2017 - Incremental Increase		
	Gross Expense	Revenue	Net Expense	Gross Expense	Revenue	Net Expense
<b>Anticipated Impacts:</b>						
Service Increase	13,600.0		13,600.0	13,100.0		13,100.0
Bus and Streetcar Service Opportunities	21,500.0	7,200.0	14,300.0	2,100.0		2,100.0
Customer Service Enhancements	17,100.0		17,100.0	13,300.0		13,300.0
Collective Bargaining Agreements	17,800.0		17,800.0	22,900.0		22,900.0
Collective Bargaining Agreements (one-time lump-sum payments)	(7,300.0)		(7,300.0)			
2015 Pan Am / Parapan Am Games (one-time expenditures and funding)	(4,426.8)	(4,426.8)				
Other Employee Costs	16,000.0		16,000.0	17,000.0		17,000.0
Vehicle Parts	13,000.0		13,000.0	9,000.0		9,000.0
Energy (Diesel, Hydro, Utilities)	8,000.0		8,000.0	8,000.0		8,000.0
Inflation / Accident Claims	8,000.0		8,000.0	8,000.0		8,000.0
Annualization of Prior Year Impacts	5,000.0		5,000.0	2,000.0		2,000.0
Various Multi-Year Initiatives	5,000.0		5,000.0	2,000.0		2,000.0
Other	5,000.0		5,000.0	4,000.0	1,000.0	3,000.0
10 Cent Fare Increase		5,833.0	(5,833.0)			
Metropass Price Adjustment		1,000.0	(1,000.0)			
Fare Increase / Adjustment		30,000.0	(30,000.0)		30,000.0	(30,000.0)
Elimination of Child Fares (2-12)		(1,699.0)	1,699.0			
Passenger Revenues		16,266.0	(16,266.0)		8,000.0	(8,000.0)
Advertising Revenue		2,000.0	(2,000.0)			
One-Time Draw from TTC Stabilization Reserve		(8,936.0)	8,936.0			
Bus Facility Lease and Operations for 50 Buses	8,700.0		8,700.0			
Contribution to Capital for 50 Buses	(8,700.0)		(8,700.0)	(5,200.0)		(5,200.0)
<b>Sub-Total</b>	<b>118,273.2</b>	<b>47,237.2</b>	<b>(39,464.0)</b>	<b>96,200.0</b>	<b>39,000.0</b>	<b>(40,200.0)</b>
<b>Total Incremental Impact</b>	<b>118,273.2</b>	<b>47,237.2</b>	<b>71,036.0</b>	<b>96,200.0</b>	<b>39,000.0</b>	<b>57,200.0</b>

# 2015 Recommended Service Levels

# Service Performance

	Change from 1992 to 2015
Population	+ 22%
Ridership	+ 33%
Service Level (hours)	+ 29%
Service Level (kilometres)	+ 28%
Operating Budget Workforce	+ 25%

Carrying an additional 33% riders, while increasing service levels about 29% and employees by only 25%, represents a substantial improvement in labour productivity. All of this has been achieved despite the loss of bus carrying capacity in the order of 10% due to the conversion of the fleet to a low-floor design and ever-increasing road congestion which has necessitated the addition of resources (vehicles, Operators, service hours, etc.).

# 2015 Key Service Levels

Service Level Description		2012	2013	2014	2015
Ridership	Approved	503	528	540	545
	Actual	514	525	535	n.a.

# Issues, Opportunities, and Priority Actions

## ■ Service Issues

- ✓ City of Toronto funds 100% of operating costs
- ✓ Maintaining service levels and accommodating ever-increasing ridership demand under existing traffic conditions
- ✓ Operating impact of completed capital projects including major expansion

## ■ Priority Actions to address Issues and Opportunities

- ✓ A series of customer service improvements are included in the 2015 budget





**Staff Recommended  
2015 Wheel-Trans Operating Budget and Plan**



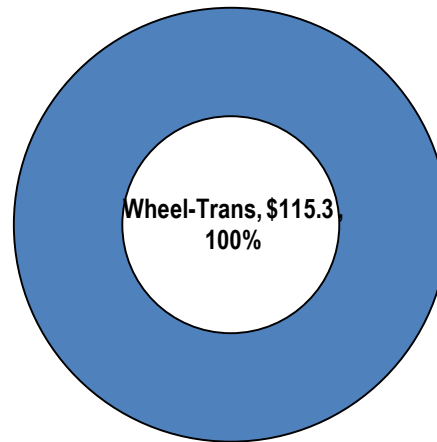
# 2015 Service Deliverables

- Wheel-Trans Service

- ✓ Provide 3.246 million rides
- ✓ 24/7 service as per AODA
- ✓ Accommodate as many trip requests within service availability (99.1%)

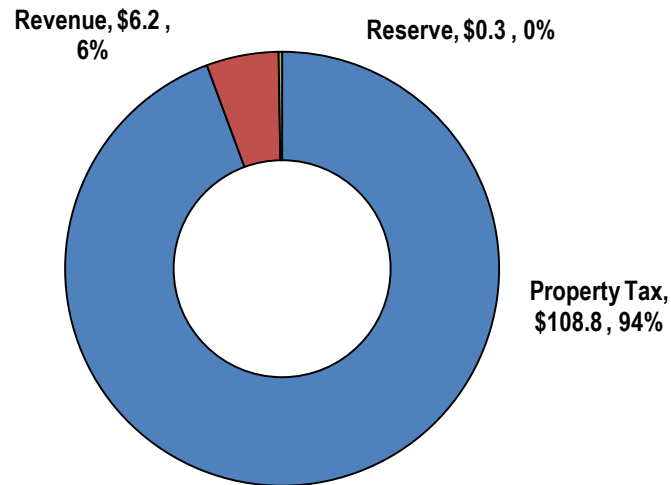
# Recommended Gross Operating Budget - Where the Money Goes

\$115.3 Million



# Recommended Operating Budget - Where the Money Comes From

\$115.3 Million



# Staff Rec'd 2015 Net Operating Budget

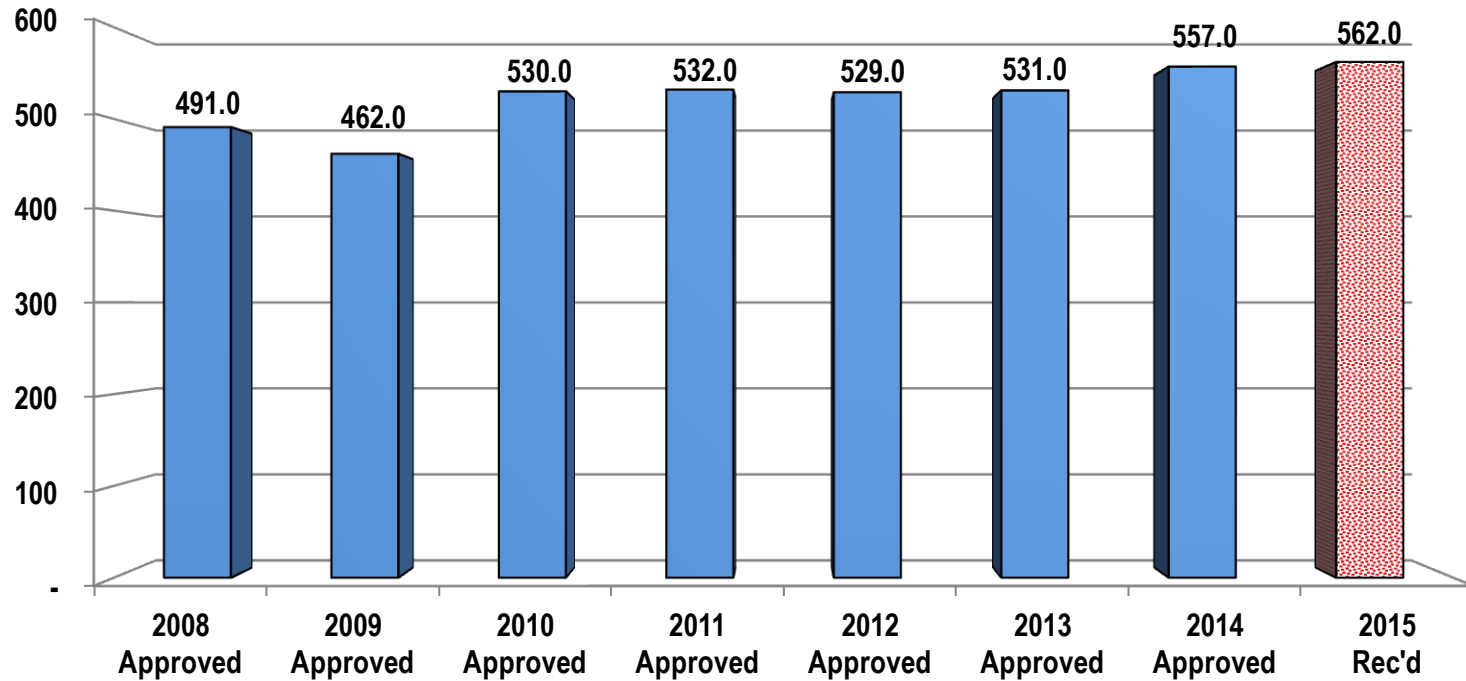
(\$000s)	2014 Budget		2015 Budget		Change from 2014 Over (Under)			
	Gross	Net	Gross	Net	Gross		Net	
					\$	%	\$	%
Wheel-Trans	112,562	106,823	115,313	108,799	2,751	2.4%	1,976	1.8%
<b>Agency Total</b>	<b>112,562</b>	<b>106,823</b>	<b>115,313</b>	<b>108,799</b>	<b>2,751</b>	<b>2.4%</b>	<b>1,976</b>	<b>1.8%</b>

# Net Operating Budget and Staff Changes

## - 5 Year Overview

	Approved Budget					Rec'd Base
	2010	2011	2012	2013	2014	2015
Approved Net Budget (\$000's)	82,676	91,012	96,823	96,823	106,823	108,799
Net Change	6,335	8,336	5,811	-	10,000	1,976
<b>% Change from Prior Year</b>	<b>8.3%</b>	<b>10.1%</b>	<b>6.4%</b>	<b>0.0%</b>	<b>10.3%</b>	<b>1.8%</b>
Approved Complement	530	532	529	531	557	562
Net Change	68	2	(3)	2	26	5
<b>% Change in Staff Complement</b>	<b>14.7%</b>	<b>0.4%</b>	<b>(0.6%)</b>	<b>0.4%</b>	<b>4.9%</b>	<b>0.9%</b>
<b>Ridership</b>	<b>2,493</b>	<b>2,951</b>	<b>3,144</b>	<b>2,877</b>	<b>3,066</b>	<b>3,246</b>

# Staffing Trend (*Wheel-Trans Positions*)



# 2015 Recommended Operating Budget:

## Key Drivers

(In \$000s)	2015 Rec'd Base Budget
<b>Gross Expenditure Changes</b>	
<b>Prior Year Impacts</b>	
Annualization of 2014 Staff Additions	14.4
<b>Cost of Living Adjustment and Progression Pay</b>	
Impact from Collective Bargaining Agreements (Including Benefits from Jan-Mar)	719.1
<b>Economic Factors</b>	
Diesel Fuel (hedge rates and \$ 1.25/litre for balance)	(38.3)
Inflation at 2%	274.2
Taxi Contracts - Increase in Cost per Trip	567.1
Savings from New Accessible Taxi Contract	(3,404.8)
Other Employee Costs	205.3
<b>Other Base Changes</b>	
2015 Service Adjustments - Ridership Increase (3.1 to 3.3)	5,827.6
Reduction in Overtime Costs	(1,192.6)
Other Base Changes	28.0
<b>Total Gross Expenditure Changes</b>	<b>3,000.0</b>
<b>Revenue Changes</b>	
Ridership Volume Changes	336.9
Lower Average Fare (Impact of Increased Rides on Metropass)	(46.9)
<b>Total Changes</b>	<b>290.0</b>
<b>Net Expenditures</b>	<b>2,710.0</b>



# 2015 Recommended Service Changes

Description	2015 Recommended			Net Incremental Impact			
	Gross Expenditures	Net Expenditures	New Positions	2016 Plan		2017 Plan	
				Net Expenditures	# Positions	Net Expenditures	# Positions
<b>Base Expenditure Changes</b>							
Diesel Price Savings	(248.8)	(248.8)					
<b>Base Expenditure Change</b>	<b>(248.8)</b>	<b>(248.8)</b>	-	-	-	-	-
<b>Base Revenue Changes</b>							
One-Time Draw from TTC Stabilization Reserve		(300.0)		300.0			
10 Cent Fare Increase		(178.8)		(35.8)			
Metropass Price Adjustment		(16.8)		(3.4)			
Elimination of Child Fares (Ages 2-12)		10.1		2.0			
<b>Base Revenue Change</b>	-	<b>(485.5)</b>	-	<b>262.8</b>	-	-	-
<b>Total Changes</b>	<b>(248.8)</b>	<b>(734.3)</b>	-	<b>262.8</b>	-	-	-

# User Fee Changes - Highlights

Fee Description	2014 Fee	Recommended 2015 Fee	% Increase	Incremental Revenue (\$000's)
10 cent fare increase on Adult single fare and pro-rata increase on all other fares (excluding cash)	-	-	3.4%	214.6
Adult Metropass price adjustment	-	-	2.0%	20.2
Elimination of Child Fares (ages 2-12)	-	-	-100.0%	(12.1)
<b>Total Incremental Revenue</b>				<b>222.7</b>

Incremental revenue figures are annualized.

# 2016 and 2017 Plans

Description (\$000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
<b>Anticipated Impacts:</b>										
Impact from Collective Bargaining Agreement	866.0		866.0	0.8%		1,128.0		1,128.0	1.0%	
Service Increase	3,771.3	353.6	3,417.7	3.1%		3,915.4	371.1	3,544.3	3.1%	
Other Employee Costs	716.6		716.6	0.7%		840.0		840.0	0.7%	
Energy (Diesel, Hydro, Utilities)	56.7		56.7	0.1%		61.3		61.3	0.1%	
Inflation and Accident Claims	567.2		567.2	0.5%		546.3		546.3	0.5%	
Vehicle Maintenance	200.0		200.0	0.2%		200.0		200.0	0.2%	
Material Volume	23.4		23.4	0.0%		84.0		84.0	0.1%	
Other Net Changes	380.1		380.1	0.3%		416.8		416.8	0.4%	
Change in Average Fare		(78.0)	78.0	0.1%			(79.6)	79.6	0.1%	
10 Cent Fare Increase		35.8	(35.8)	0.0%						
Metropass Price Adjustment		3.4	(3.4)	0.0%						
Elimination of Child Fare (2-12)		(2.0)	2.0	0.0%						
One-Time Draw from TTC Stabilization Reserve (2015)		(300.0)	300.0	0.3%						
<b>Total Incremental Impact</b>	<b>6,581.3</b>	<b>12.8</b>	<b>6,568.5</b>	<b>6.0%</b>	<b>TBD</b>	<b>7,191.8</b>	<b>291.5</b>	<b>6,900.3</b>	<b>6.0%</b>	<b>TBD</b>



# 2015 Recommended Service Levels



# Service Performance

	Change from 2006 to 2015
Ridership	+ 63%
Service Level (hours)	+ 68%
Operating Budget Workforce	+ 31%

Carrying an additional 63% riders, while increasing service levels about 68% and employees by only 31%, represents a substantial improvement in labour productivity.

# 2015 Key Service Levels

Service Level Description		2012	2013	2014	2015
<b>Wheel-Trans</b>					
Ridership (000s)	Approved	3,144	2,877	3,066	3,246
	Actual	2,946	2,896	3,127	n.a.

# Issues, Opportunities, and Priority Actions

## ■ Service Issues

- ✓ City of Toronto funds 100% of operating costs
- ✓ Increasing service demand is driven by demographics, AODA and higher availability of day programs, workshops and sports programs

## ■ Priority Actions to address Issues and Opportunities

- ✓ Utilize less expensive contracted taxi service to address increasing demand
- ✓ Continue integration of trips with TTC Conventional service

Thank You

