

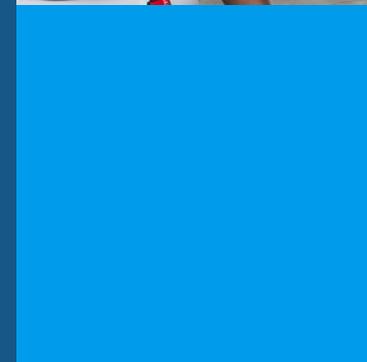
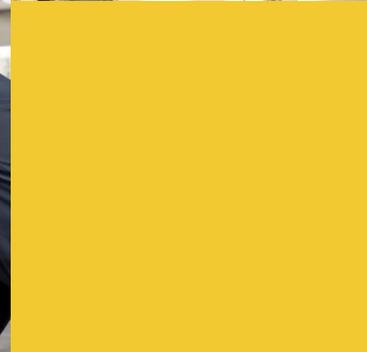
BUDGET TO

Toronto Transit Commission

2022 Operating Budget and
2022-2031 Capital Budget & Plan
Briefing to Budget Committee

January 19, 2022

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at (416) 393 3701 or stephanie.labile@ttc.ca



Toronto Transit Commission Services

TTC Conventional Service



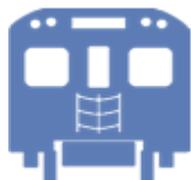
159 Bus
Routes



10 Streetcar
Routes



3 Subway
Lines



1 Rapid
Transit Line

Wheel-Trans Service



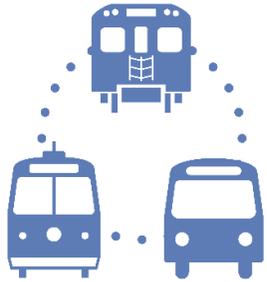
Door-to-Door
Service

Service Offering



All Service Provided
24 hours per day,
7 days per week

TTC's Service Objectives and Key Outcomes



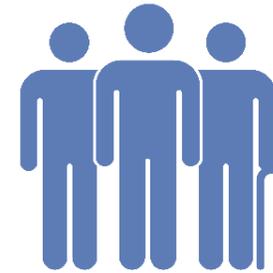
**Provide Safe, Seamless
& Reliable Transit
Service**

Customer Satisfaction



**Transform to Solidify
Fiscal Foundation**

Financial sustainability



**Lead as an
Inclusive & Accessible
Service Provider**

Inclusion and Accessibility



**Innovate for
Future Demand**

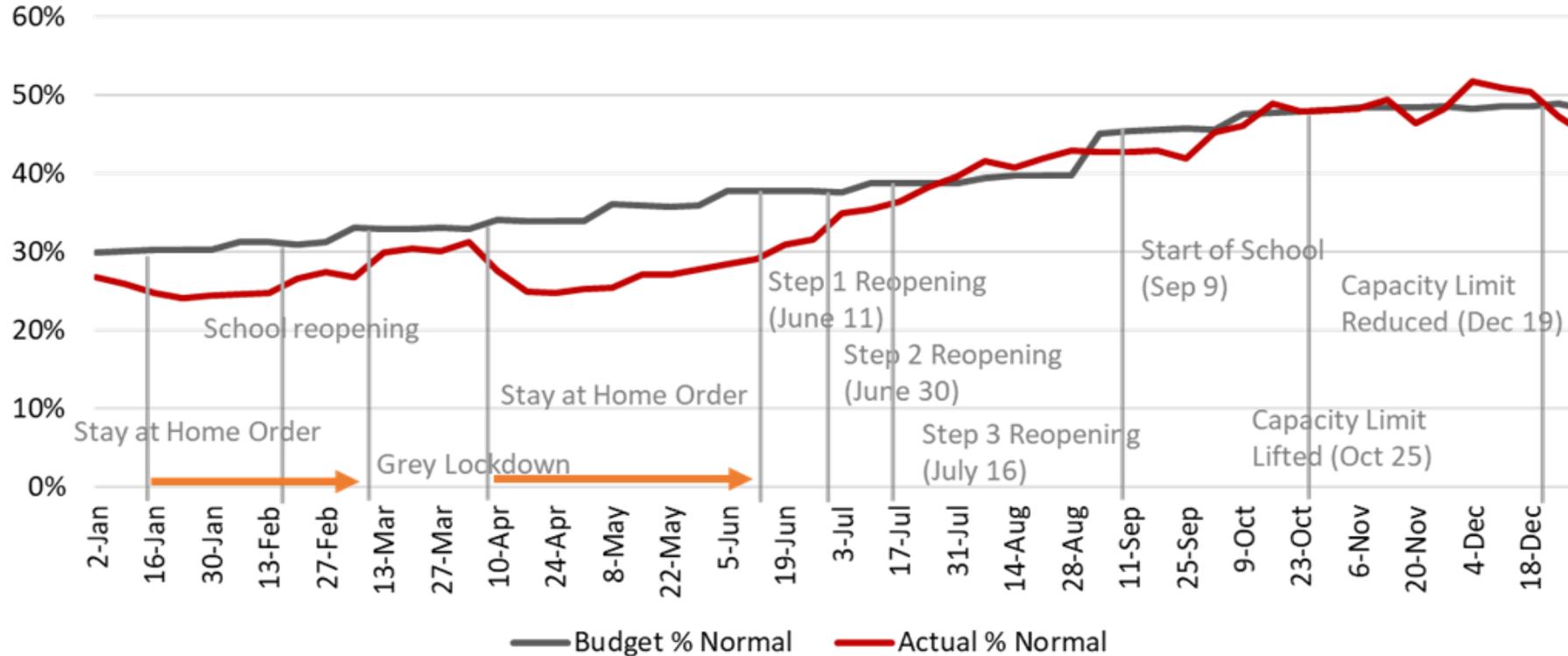
System Resiliency

How Well We Are Doing

Service	Measure	2019 Actual	2020 Actual	2021 Target	2021 Projection	Status	2022 Target	2023 Target
Outcome Measures								
TTC Conventional	Revenue Ridership	525.5M	225.0M	214.4M	196.8M	●	369.4M	460.5M
Wheel-Trans	Call Wait Times	20.8 Min.	4.1 Min.	2.0 Min.	3.1 Min.	●	2.0 Min.	2.0 Min.
TTC Conventional	Customer Satisfaction	79%	79%	80%	80%	●	80%	80%
Service Level Measures								
TTC Conventional	Regular Service Hours	9.5M	9.0M	9.4M	9.0M	●	9.4M	9.4M
TTC Conventional - Subway	Achieve 90% On-time	94%	94%	90%	95%	●	90%	90%
TTC Conventional - Streetcar	Achieve 90% On-time	64%	78%	90%	70%	●	90%	90%
TTC Conventional – Bus	Achieve 90% On-time	76%	85%	90%	84%	●	90%	90%
Wheel-Trans	Accommodate 99.5%	99.9%	100%	99.5%	100%	●	99.5%	99.5%

Passenger Revenue

YTD Weekly Passenger Revenue as a % of pre-Pandemic Normal

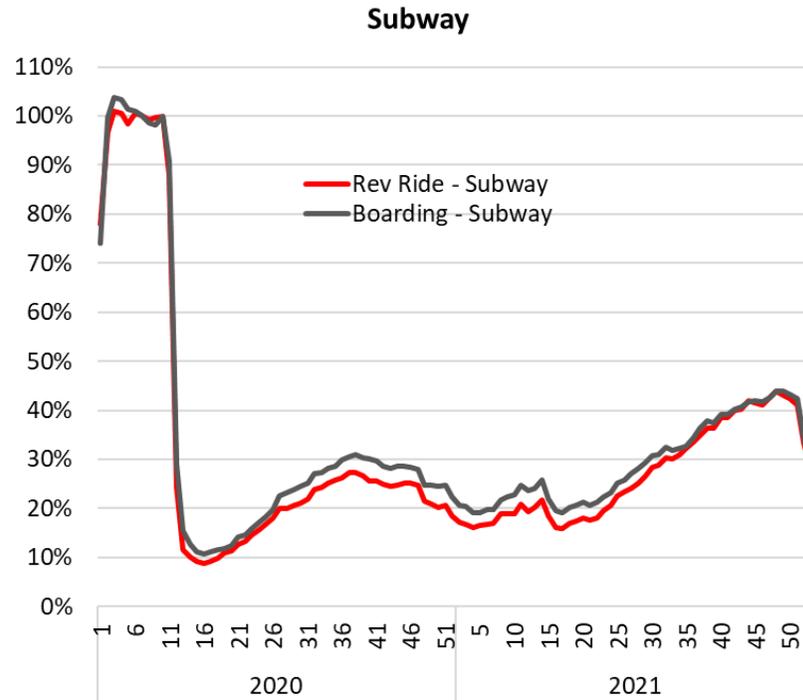
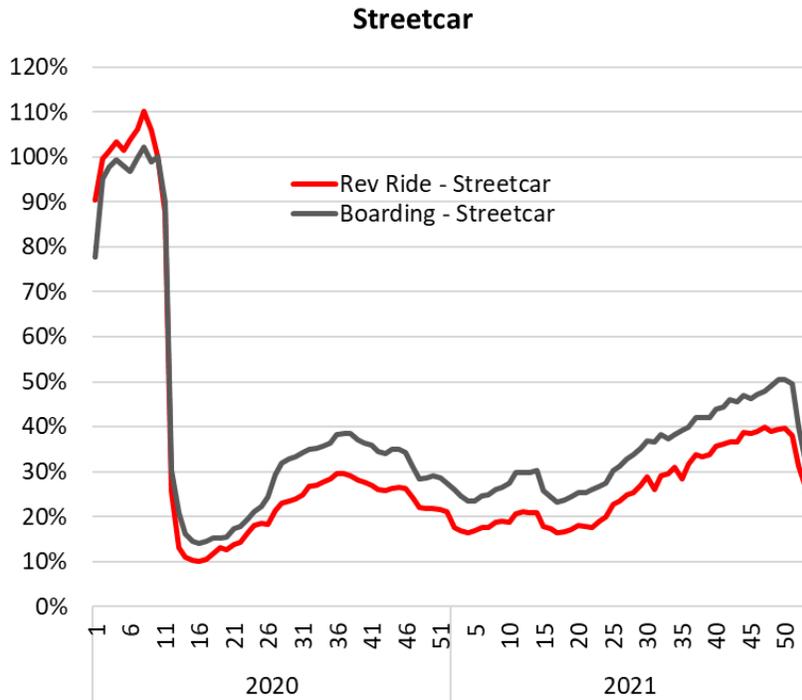
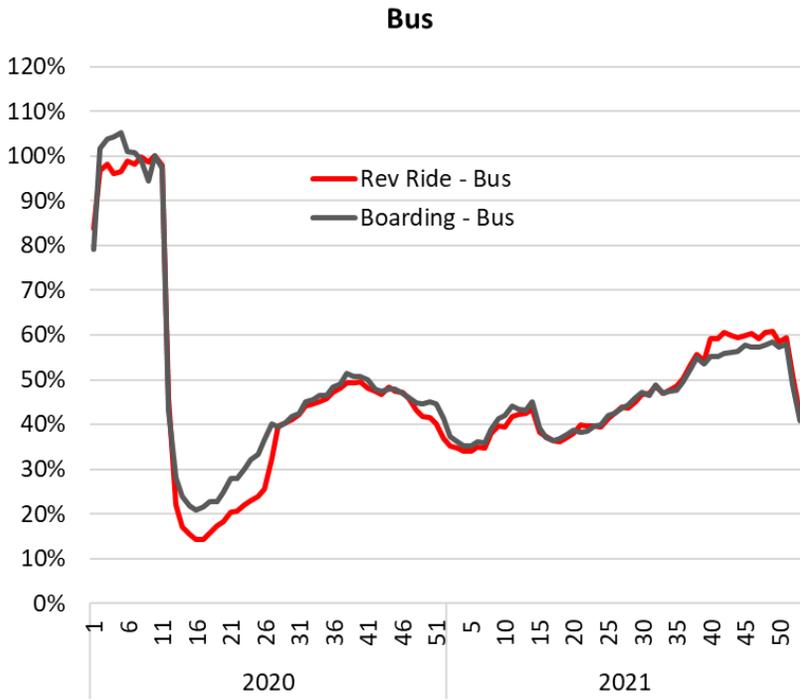


2021 Revenue (% of Normal)	Budget	Actual/Forecast
Q1	32%	27%
Q2	36%	28%
Q3	42%	41%
Q4	48%	48%

- Overall Passenger Revenue was below 2021 Budget

- Largest impact during Stay-at-Home order periods
 - Since Step 3 Reopening on July 16, Passenger Revenue has been broadly consistent with levels anticipated in the 2021 Budget

2021 Ridership Demand by Mode

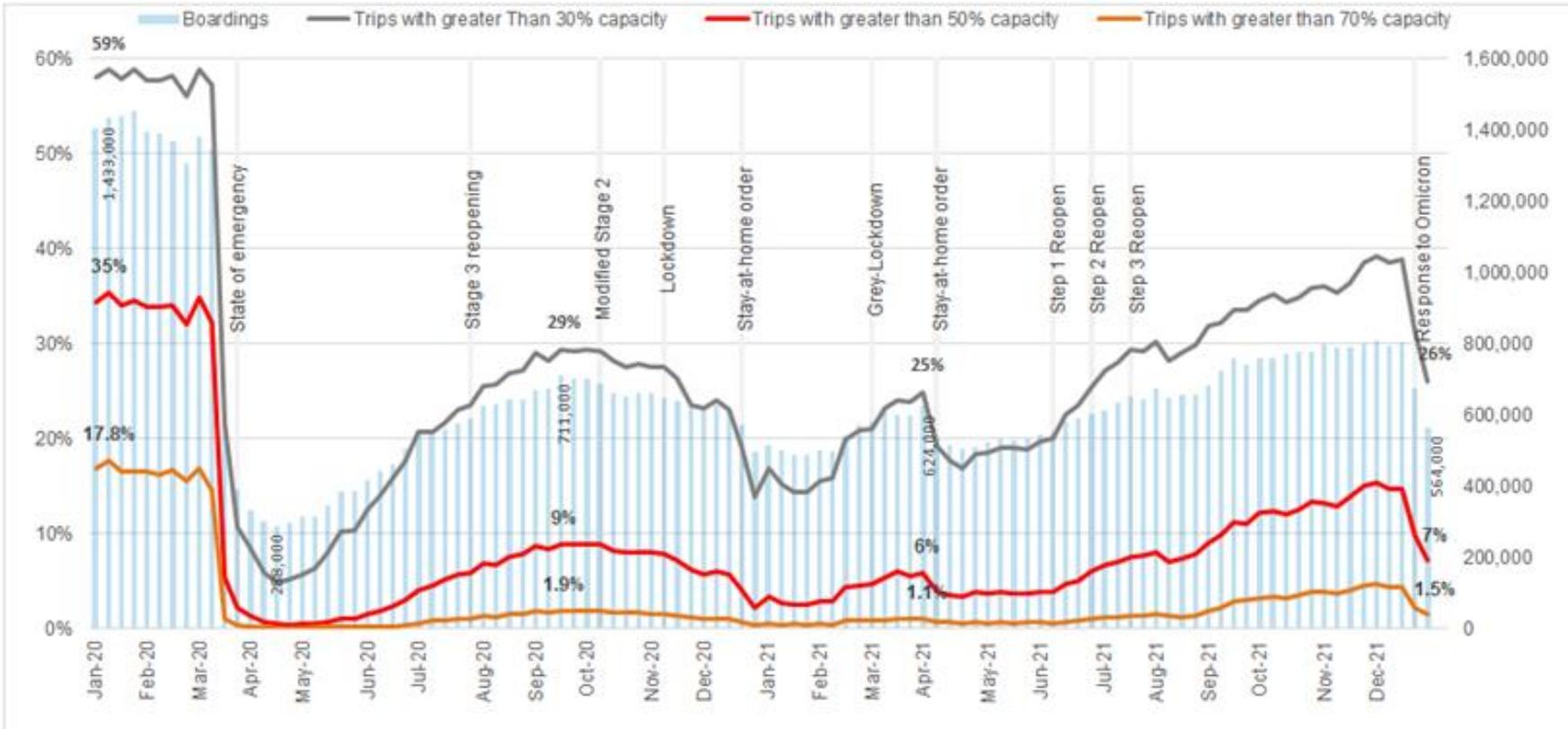


TTC Board Commitment:

Match Service Capacity to Demand, with target of 100% service, with 50% ridership demand.

Bus Capacity Monitoring

Trips with Greater than 30%, 50% & 70% capacity* (Weekday)



* 30% of Capacity: 15 passengers onboard for regular bus; 23 passengers onboard for artic bus
 50% of Capacity: 25 passengers onboard for regular bus; 39 passengers onboard for artic bus
 70% of Capacity: 35 passengers onboard for regular bus; 54 passengers onboard for artic bus

Planned capacity & approach

- Started at 50% (25 passengers per bus) increasing to 70% (35 passengers per bus) by year end.
- Active monitoring and re-allocation of resources to key corridors.

Results

- Less than 10% of trips exceeded 25 passengers for most of the year.
- As ridership increased in line with budget expectation in Q4, trips exceeding 35 passengers remained below 5% of trips.

2022 Key Risks and Challenges



COVID-19 Impact and Recovery

- Continued financial and ridership impact of COVID-19 in 2022 and beyond.
 - Ridership projected to average of 61% of Pre-COVID levels.
 - Includes Omicron impact in Q1
 - Total 2022 Anticipated Financial Impact of \$561 million; inclusive of incremental response expenses.
- The City and TTC continue to hold discussions with other orders of government to address 2022 COVID impacts and secure stable and long-term funding.



Transit Service Delivery during Omicron Wave

- Ensuring service delivery during periods of high absence during Omicron wave.
 - Mitigation actions include: Accelerated operator hiring; and schedule adjustment to protect key routes.
 - Expect to operate full pre-pandemic service levels in Q2.



Climate Resiliency & Innovation

- Ongoing need to embed innovation, environmental sustainability and climate change resilience into all initiatives and deliverables.
- Currently formulating TTC innovation and sustainability strategy and plan to advance planning, integration, delivery, and reporting of innovation initiatives, while incorporating a climate and resiliency lens.



Capital Funding for Key Initiatives

- Life cycle maintenance of existing vehicles and replacements at the end of useful life constrained by under-funding.
- Partial funding for Line 1 and Line 2 Capacity Enhancement projects that are in-flight.
- Funding support for SRT replacement service beyond 2023 is yet to be confirmed and subject to ongoing discussion between Toronto and Ontario as a result of the Toronto- Ontario Partnership Agreement.

2022 Priority Actions



Safe, Seamless & Reliable Transit Service

Priority Initiatives

- Match Service to Demand
- Building vehicle maintenance capacity given warranty expiry
- LRV Apprentice Program

Capital:

- Streetcar and bus procurement
- Bloor-Yonge, Line 1 and Line 2 Capacity Enhancements
- Queue Jump Lanes and Transit Signal Priority



Transform to Solidify Fiscal Foundation

Priority Initiatives

- Continue Business Transformation
- Implement Service Efficiencies and Auditor General recommendations
- Manage Overtime

New:

- Ridership reacquisition strategy
- ModernTO

Capital:

- Capital Investment Plan Update
- Real Estate Investment Plan
- SAP; Maximo Implementation



Lead as an Inclusive & Accessible Service Provider

Priority Initiatives

- Freeze TTC Fares
- Gender Recruitment Outreach
- Apply equity lens to Service Planning
- Family of Services model

New:

- Diversity & Mental Health Training
- Embracing Diversity: 10 Point Action Plan

Capital:

- Easier Access
- Add accessible bus and streetcar stops



Innovate for Future Demand

Priority Initiatives

- Advance Service Integration
- Line 5 Eglinton LRT Startup

New:

- Innovation, Environmental Sustainability and Climate Change Resilience
- 10 Year Fare Collection Strategy

Capital:

- Procurement of additional E-Buses
- Pilot Free Wi-Fi Access to TTC's Surface Routes

Climate Lens

Initiatives proposed in the 2022 Capital Budget	Supports		(\$000s)	
	Reduces GHG Emissions	Improves Climate Resiliency	2022 Budget	2023 2031 Capital Plan
Bicycle Parking at Stations	Yes		100.0	
Transit Priorities	Yes		5,085.0	27,950.0
Transit Improvements - New Technology Study	Yes		576.0	584.0
Opportunities to Improve Transit Services -Transit Priority Measures	Yes		534.0	500.0
Bus Lane Implementation	Yes		3,000.0	7,750.0
eBus Charging Systems – Purchase	Yes		31,979.0	36,893.2
Climate Change Mitigation & Adaptation Studies	Yes	Yes	625.0	1,326.0
Hybrid Bus – Purchase	Yes		276,690.0	37,208.6
Autonomous Vehicle Program	Yes		916.0	5,499.0
eBus – Purchase	Yes		2,944.0	290,536.0
Wheel-Trans Bus – Purchase	Yes		25,448.4	11,345.0
Diesel Emission Control Equipment	Yes		600.0	400.0
Alternate Feeds for Intersections		Yes	513.0	6,372.0
Replace Surface Traction Power Distribution		Yes	653.0	10,329.0
Electrolysis Control - Streetcar		Yes	165.0	1,858.0
Reconstruction of Streetcar Overhead		Yes	7,808.0	46,954.0
Replace Lighting & Receptacles in Tunnels/Vent Shafts	Yes		560.0	6,385.0
Surface AC and Lighting Upgrade	Yes	Yes	177.0	2,521.0
Asset Inventory Management and GIS Mapping		Yes	100.0	1,711.0

*Information above includes full project / sub-project 2022-2031 Budget and Plan cash flows. Does not break out the climate component costs separately

2022 Budget Highlights



Keeps the TTC affordable
No fare increase



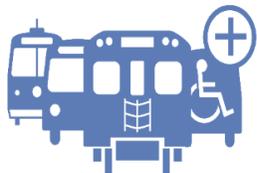
Restores Pre-Pandemic Service Capacity in Q2 2022



Incorporates \$25 million in efficiencies, with no service impact.



Includes 2022 COVID-19 impact of \$561.1M
Ongoing discussions with City and Province to secure required funding.



Advances major capital projects and critical state of good repair and provides additional capacity to enhance program delivery.

2022 Budget Overview

Operating Budget							
\$ Thousands	2021 Budget	2021 Projection*	2022 Budget	Chg from 2021 Proj.		OUTLOOKS	
				\$	%	2023	2024
Revenues	\$566,776	\$503,458	\$817,221	\$313,763	62.3%	\$1,111,242	\$1,187,113
Gross Expenditures	\$2,153,004	\$2,089,686	\$2,229,692	\$140,006	6.7%	\$2,338,365	\$2,399,983
Net Expenditures	\$1,586,228	\$1,586,228	\$1,412,470	(\$173,758)	-11.0%	\$1,227,123	\$1,212,869
COVID Impact	\$796,400	\$796,400	\$561,089	(\$235,311)	-29.5%	\$250,062	\$176,422
Net Expenditures excl COVID	\$789,828	\$789,828	\$851,382	\$61,554	7.8%	\$977,061	\$1,036,448

*Projection based on 9 Month Variance

10 Year Capital Budget & Plan

\$ Thousands	2022	2023-2031	Total
Gross Expenditures	\$1,698,267	\$10,353,128	\$12,051,395
Debt Recoverable	\$787,723	\$5,399,064	\$6,186,787
Debt	\$115,470	\$767,017	\$882,487

Note: Includes 2021 carry forward funding

2022 Operating Budget Submission

2022 Operating Budget

(In \$000s)	2020 Actual	2021 Budget ***	2021 Projection*	2022 Base Budget	2022 New / Enhanced	2022 Budget ***	Change v. 2021 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
TTC Conventional	587,981	562,500	499,796	810,136	1,090	811,226	311,430	62.3%
Wheel-Trans	3,895	4,276	3,662	5,995		5,995	2,333	63.7%
Total Revenues	591,876	566,776	503,458	816,131	1,090	817,221	313,763	62.3%
Expenditures								
TTC Conventional	1,866,511	2,034,438	1,988,672	2,093,333	3,208	2,096,541	107,869	5.4%
Wheel-Trans	105,383	118,566	101,014	133,151		133,151	32,137	31.8%
Total Gross Expenditures	1,971,894	2,153,004	2,089,686	2,226,484	3,208	2,229,692	140,006	6.7%
Net Expenditures	1,380,018	1,586,228	1,586,228	1,410,352	2,118	1,412,470	(173,758)	-11.0%
COVID Impact	751,948	796,400	796,400	561,089		561,089	(235,311)	-29.5%
Net Expenditures excl COVID	628,070	789,828	789,828	849,264	2,118	851,382	61,554	7.8%

*Projection based on 9 Month Variance

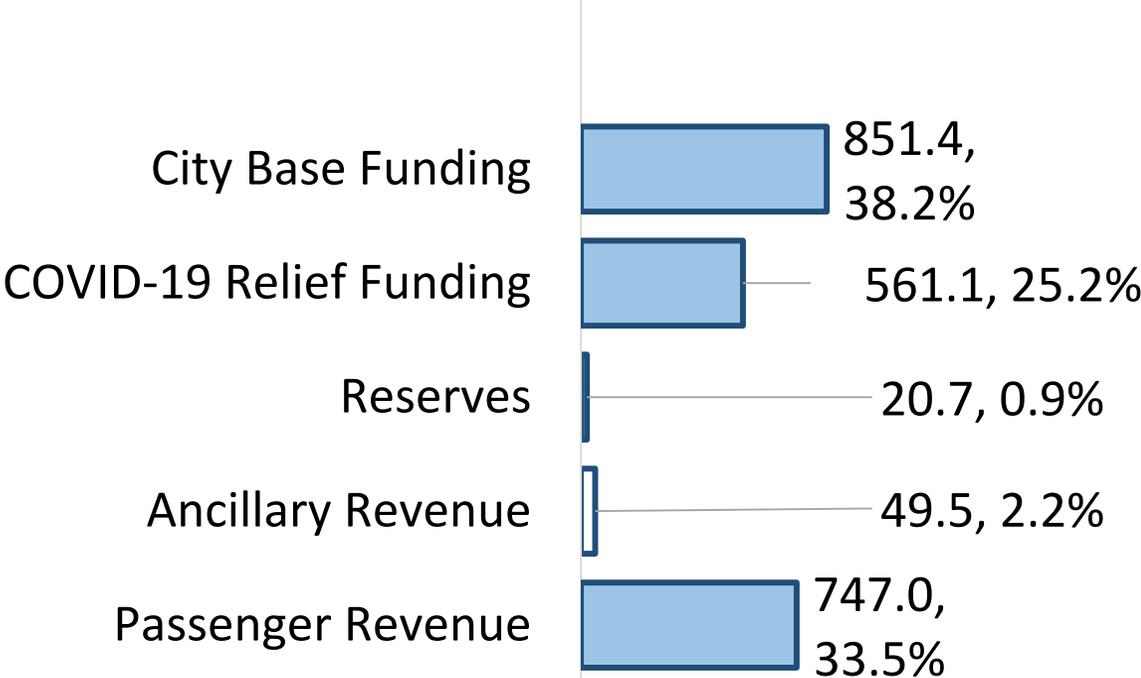
**YoY comparison based on approved positions - includes 34 MX Transit Expansion positions added in February 2021 & Wheel Trans Operating positions

***Excludes CBA in Non-Program

How the Budget is Funded

Where the Money Comes From

In \$ Millions



Key Points

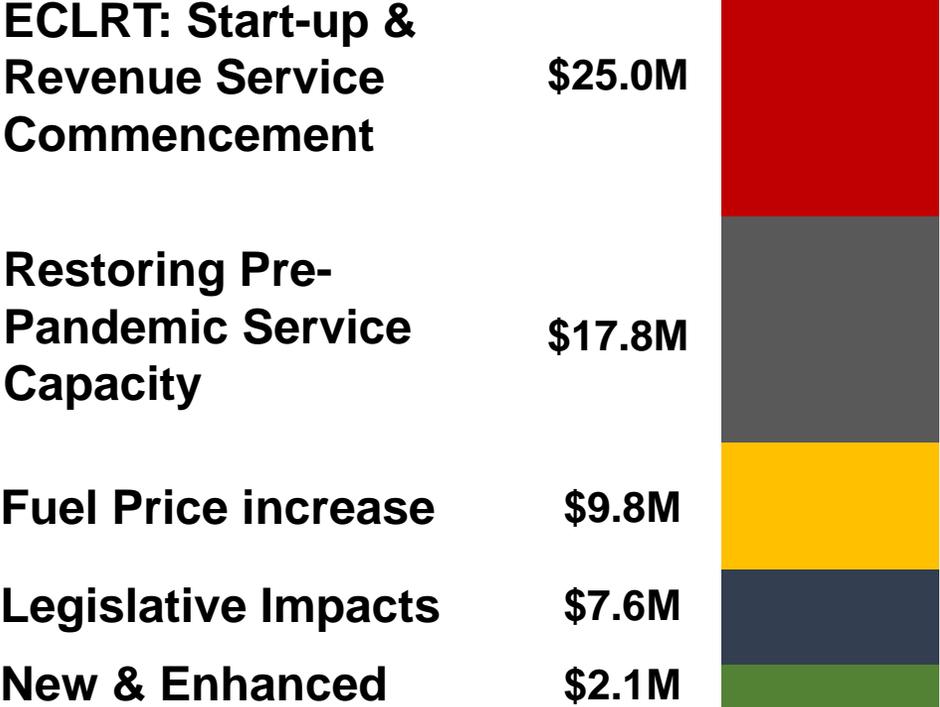
- **City Base Funding:** \$61.5 million increase to address unavoidable pressures
- **COVID-19 Relief Funding:** \$561.1 million required to offset passenger and ancillary revenue losses and response expenses.
- **Reserves:** \$13.1 million increase to specifically address fuel and insurance market price volatility

2022 Net Operating Budget

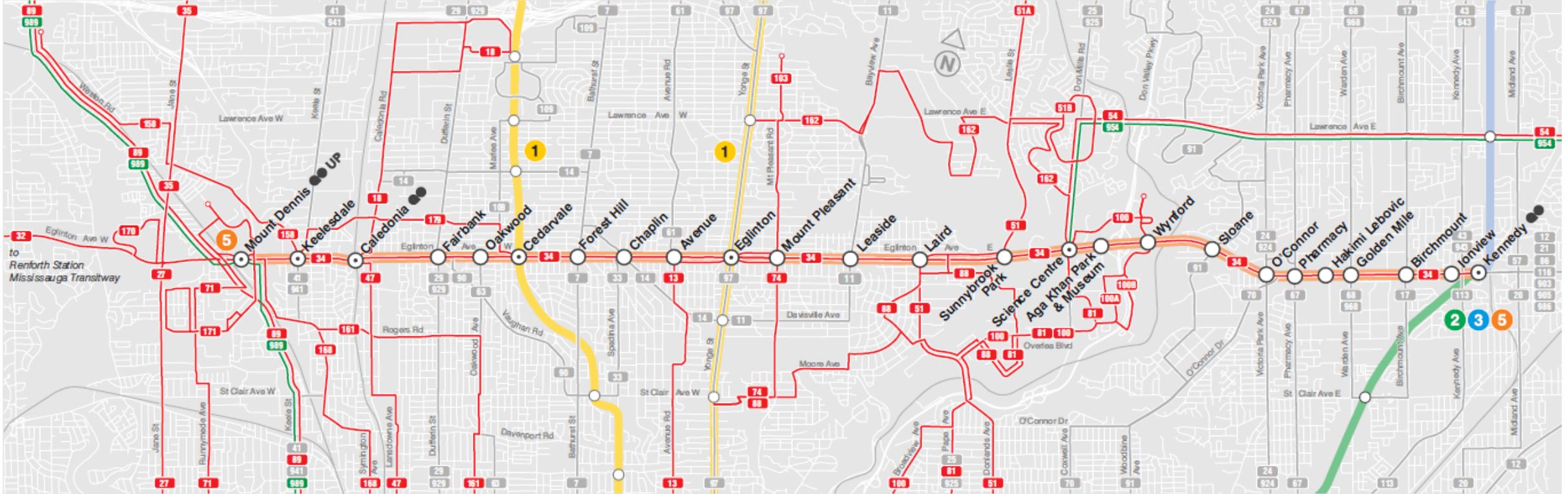
(In \$000s)	2020 Actual	2021 Budget	2021 Projection	2022			2022 Budget	Change v. 2021 Projection	
				Base Budget	COVID-19 Impact	new / Enhanced Requests		\$	%
By Program	\$	\$	\$	\$		\$	\$	\$	%
Net Expenditures									
TTC Conventional	1,278,531	1,471,938	1,488,876	722,108	560,989	2,118	1,285,215	(203,661)	(13.7%)
Wheel-Trans	101,487	114,290	97,352	127,156	100		127,256	29,904	30.7%
Total Net Expenditures	1,380,018	1,586,228	1,586,228	849,264	561,089	2,118	1,412,470	(173,758)	(11.0%)
COVID Impact	751,948	796,400	796,400		561,089		561,089	(235,311)	(0)
Net Expenditures Ex COVID									
TTC Conventional	526,584	675,540	692,478	722,108		2,118	724,226	31,748	4.6%
Wheel-Trans	101,486	114,288	97,350	127,156			127,156	29,805	30.6%
Total Net Expenditures Ex COVID	628,070	789,828	789,828	849,264		2,118	851,382	61,554	7.8%

Unavoidable Pressures

Total \$61.5 million increase in funding required, driven by unavoidable pressures:



Line 5 Eglinton Revenue Service



- 19 Kilometers: Mount Dennis to Kennedy
- 15 stations and 10 surface stops, Dedicated Right of Way.
- Connections: 59 bus routes, 3 Subway Stations, 3 GO Transit lines & UP Express

Restoring Service Capacity: TTC Conventional

2022 Operating Budget TTC Conventional Service Capacity as a % of Pre-Pandemic Normal Service Levels				
POLICY - 50% DEMAND, 100% SERVICE				
Mode	Q1	Q2	Q3	Q4
Bus	100%	100%	100%	100%
Streetcar	95%	100%	100%	100%
Subway	95%	100%	100%	100%

2022 Operating Budget TTC Conventional Service Capacity as a % of Pre-Pandemic Normal Service Levels				
BASED ON AVAILABLE WORKFORCE				
Mode	Q1	Q2	Q3	Q4
Bus	94.3%	100%	100%	100%
Streetcar	90.4%	100%	100%	100%
Subway	90.0%	100%	100%	100%

- Implementation of the Mandatory Vaccination Policy requires some temporary service adjustments due to operator availability.
- Anticipates 100% of pre-pandemic service on all conventional transit modes in Q2, 2022.

Efficiency Measures offset Base Pressures

Efficiencies, Reduction & Balancing Actions (\$Millions)						
Description	TTC	WT	Gross	Revenue	Net	Pos.
Base Expenditure Reductions:						
Diesel Consumption Savings	(5.4)		(5.4)		(5.4)	
Diesel Hedging	(1.4)		(1.4)		(1.4)	
Other Line by Line Reductions	(3.7)	(0.5)	(4.2)		(4.2)	
Subtotal: Base Budget Reductions	(10.5)	(0.5)	(11.0)		(11.0)	0.0
Efficiency Measures:						
Overtime Reduction Strategy	(3.8)	(0.7)	(4.5)		(4.5)	
Overtime Reduction Pension Contribution Savings	(0.5)	(0.1)	(0.6)		(0.6)	
Improved Vehicle Maintenance Work Methods & Tool Usage	(1.7)		(1.7)		(1.7)	(5)
Streetcar Interior Lighting Upgrade	(0.9)		(0.9)		(0.9)	(1)
Facility Maintenance Contract Optimizations	(0.7)		(0.7)		(0.7)	
One Person Train Operation	(2.6)		(2.6)		(2.6)	(66)
ATC Efficiency	(0.1)		(0.1)		(0.1)	
McNicoll Deahead Savings	(0.2)		(0.2)		(0.2)	
Articulated Buses Route 927	(0.1)		(0.1)		(0.1)	(4)
Subtotal: Efficiency Measures	(10.6)	(0.8)	(11.4)		(11.4)	(76)
Transformation Initiatives:						
Second Source Streetcar cleaning/servicing	(0.4)		(0.4)		(0.4)	
Materials Management: Storeperson Efficiency	(0.3)		(0.3)		(0.3)	(3)
Wheel-Trans - Family of Services		(0.2)	(0.2)		(0.2)	
Subtotal: Transformation Initiatives	(0.7)	(0.2)	(0.9)		(0.9)	(3)
Implementation of AG Recommendations:						
Wheel-Trans: Reservationists		(1.7)	(1.7)		(1.7)	(21)
After Market Parts Warranty	(0.4)		(0.4)		(0.4)	
Alternate Source Savings	(0.2)		(0.2)		(0.2)	1
Subtotal: Implementation of AG Recommendations	(0.6)	(1.7)	(2.3)		(2.3)	(20)
Total 2022 Efficiencies & Reduction Measures before Reserve Draw	(22.3)	(3.3)	(25.6)		(25.6)	(99)
Balancing Actions						
TTC Stabilization Reserve Draw: Re Fuel Prices				8.5	(8.5)	
TTC Stabilization Reserve Draw: Re Insurance Premiums				1.6	(1.6)	
TTC Long-Term Liability Reserve Draw: Re Insurance and Accident Claims				3.0	(3.0)	
Total 2022 Efficiencies, Reduction & Balancing Actions	(22.3)	(3.3)	(25.6)	13.1	(38.6)	(99)

Savings from efficiency measures, used to offset all other base pressures.

\$25.6 million in savings from efficiency measures with no impact to service.

\$13.1 million in balancing actions to address volatility.

New / Enhanced



**DIVERSITY & INCLUSION
TRAINING & AWARENESS**
\$0.6 M



**SERVICE PLAN RESET &
RIDERSHIP ACQUISITION
STRATEGY**
\$0.5 M



**10-YEAR FARE COLLECTION
STRATEGY \$0.6M**
INNOVATION & SUSTAINABILITY
\$0.4 M



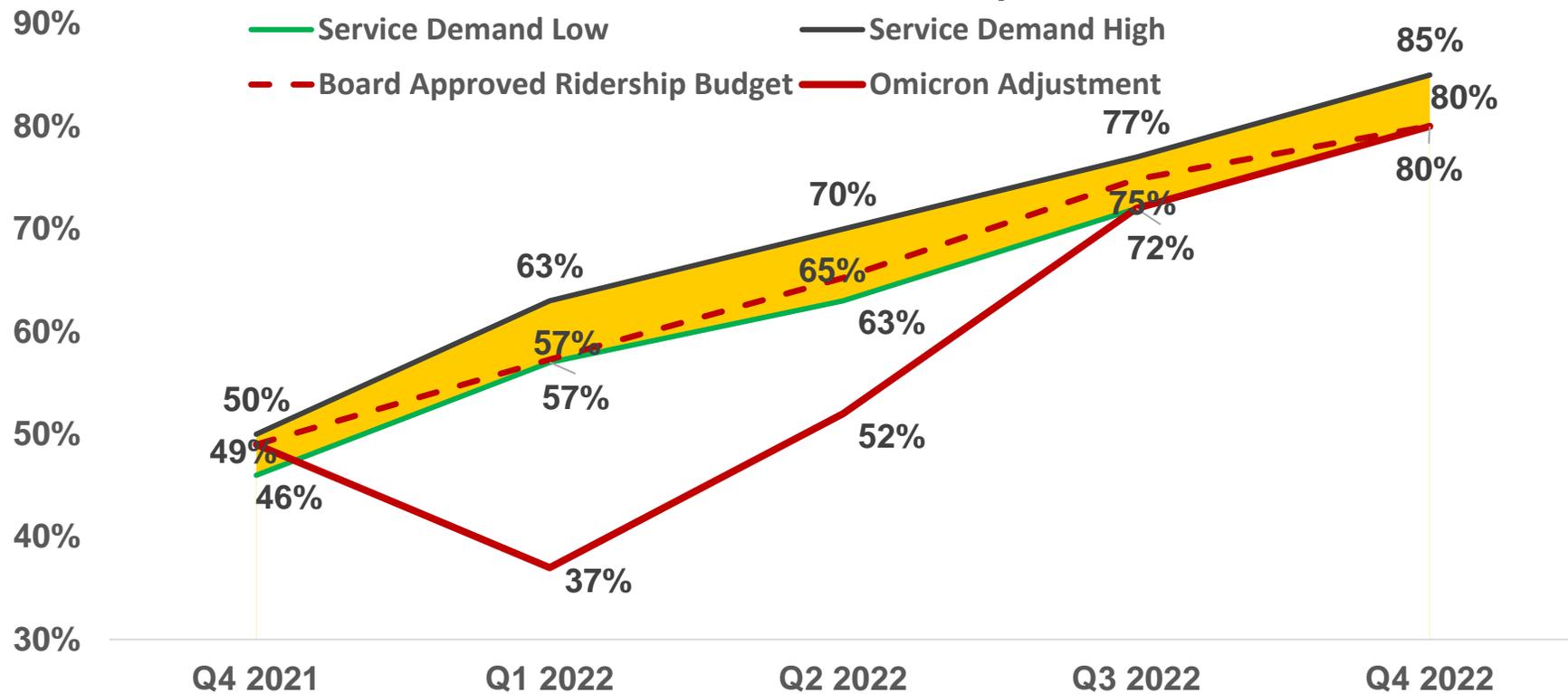
MODERNTO
\$1.1 M

\$3.2M

TOTAL NEW / ENHANCED INVESTMENTS TO ADDRESS KEY PRIORITIES

2022 Forecast Revenue Ridership

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



- 2022 Ridership demand based on:
 - Rider profiles: Who & Frequency
 - Key trip drivers:
 - Hybrid Return to Office
 - In-Person Learning
 - Resumption of Events

- Board approved ridership budget set within demand range.

- Post Board Approval Adjustment to account for Omicron variant impact.
 - Restrictions and ridership projection comparable to early summer 2021

Looking Ahead

Ongoing Impact of COVID

Passenger Revenue Recovery

Ancillary Revenue

Ongoing Incremental Expenses

Key Corporate Pressures

Annualized Cost of Eglinton Crosstown LRT

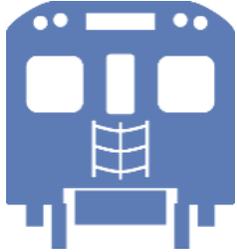
Opening of Finch West LRT

Fuel and Energy Prices

Full Restoration of Conventional Service and Increased Wheel-Trans Ridership

2022-2031 Capital Budget & Plan Submission

Capital Assets to Deliver Services - \$20.15B



Tunnels & Structures
\$6.957 billion



Buildings & Structures
\$4.460 billion



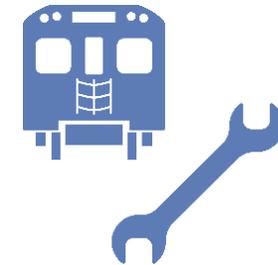
Surface Track System
\$2.623 billion



Rolling Stock
\$4.195 billion



Buses
\$1.601 billion



Rail Service Equipment
\$0.158 billion

*Includes \$0.153 billion in other assets

Capital Investment Plan: Benefits Realized

The Capital Investment Plan:

Provides awareness, education and better understanding of required capital investments over the next 15 years

Clearly outlining what is funded and not funded

Allows TTC to articulate and advocate for critical investments with interdependencies to ensure the timing of investments are aligned



New Toronto-Ontario Transit Partnership



\$1.5 billion Tri-party funding commitment for Bloor-Yonge Capacity Enhancement



\$4.73 billion in new City Building Funds



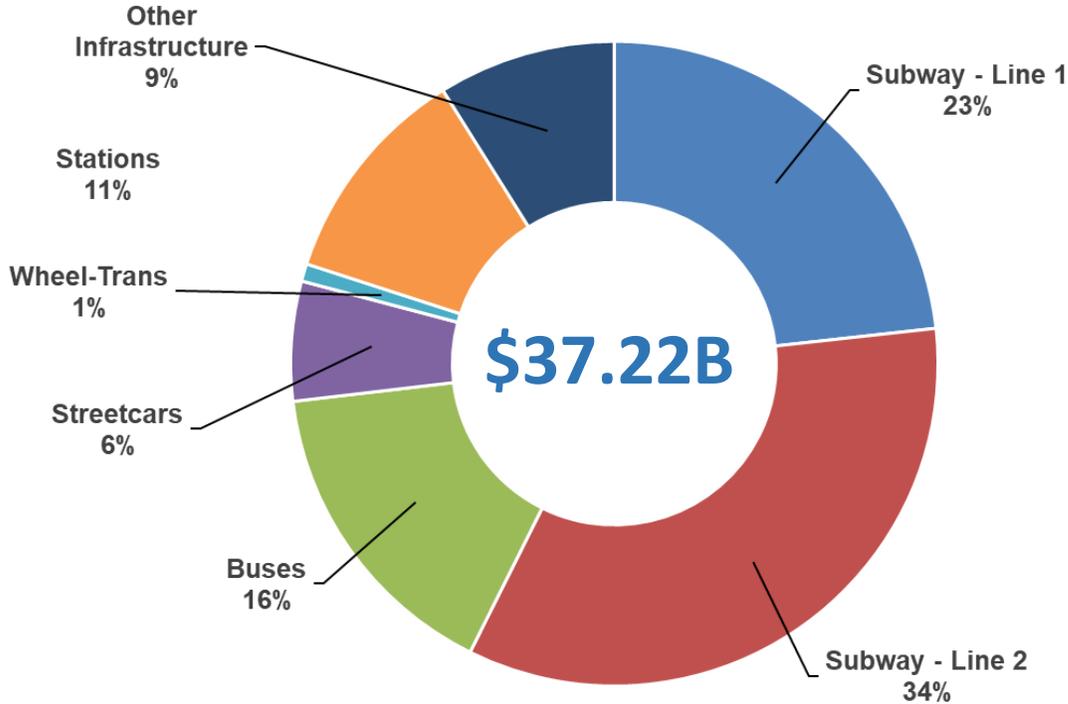
\$568 million from all three orders of government for 60 streetcars and facility expansion



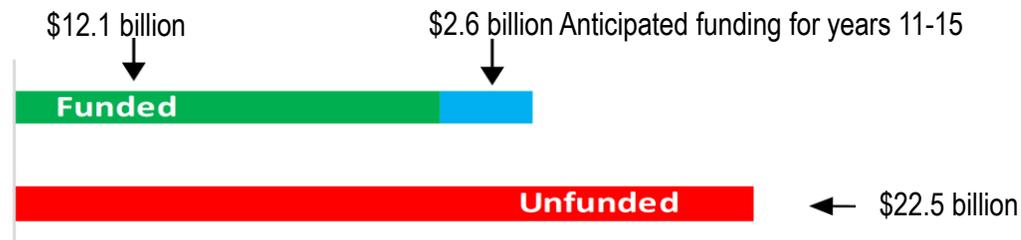
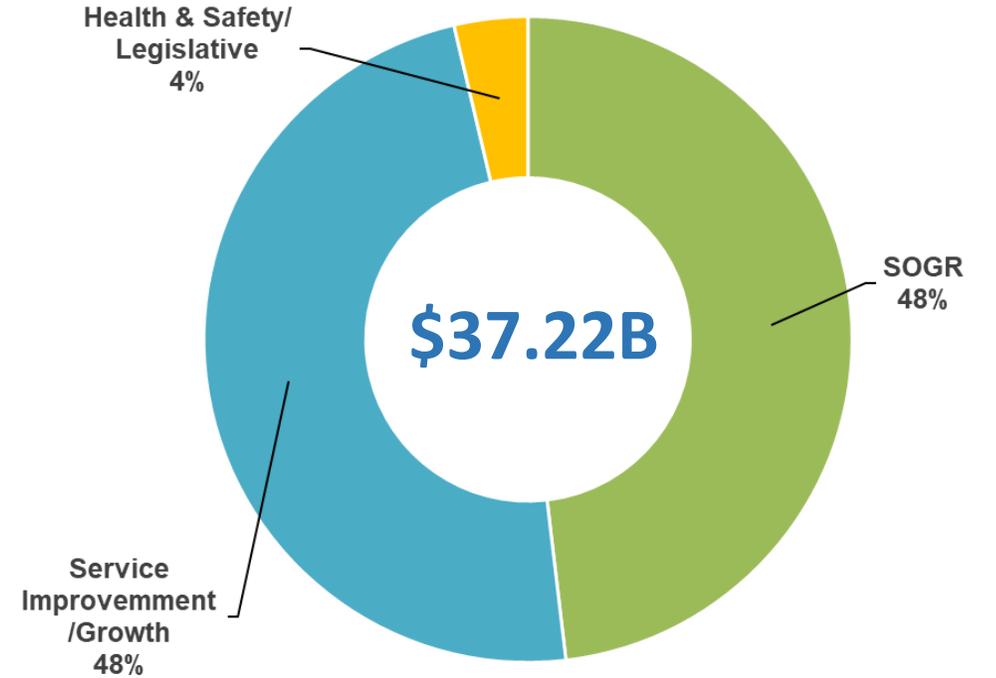
Repurposed \$1.3 billion through recalibration of capital plan and funding sources

2022-2036 Capital Investment Plan: Overview

15 Year Capital Investment Plan By Mode

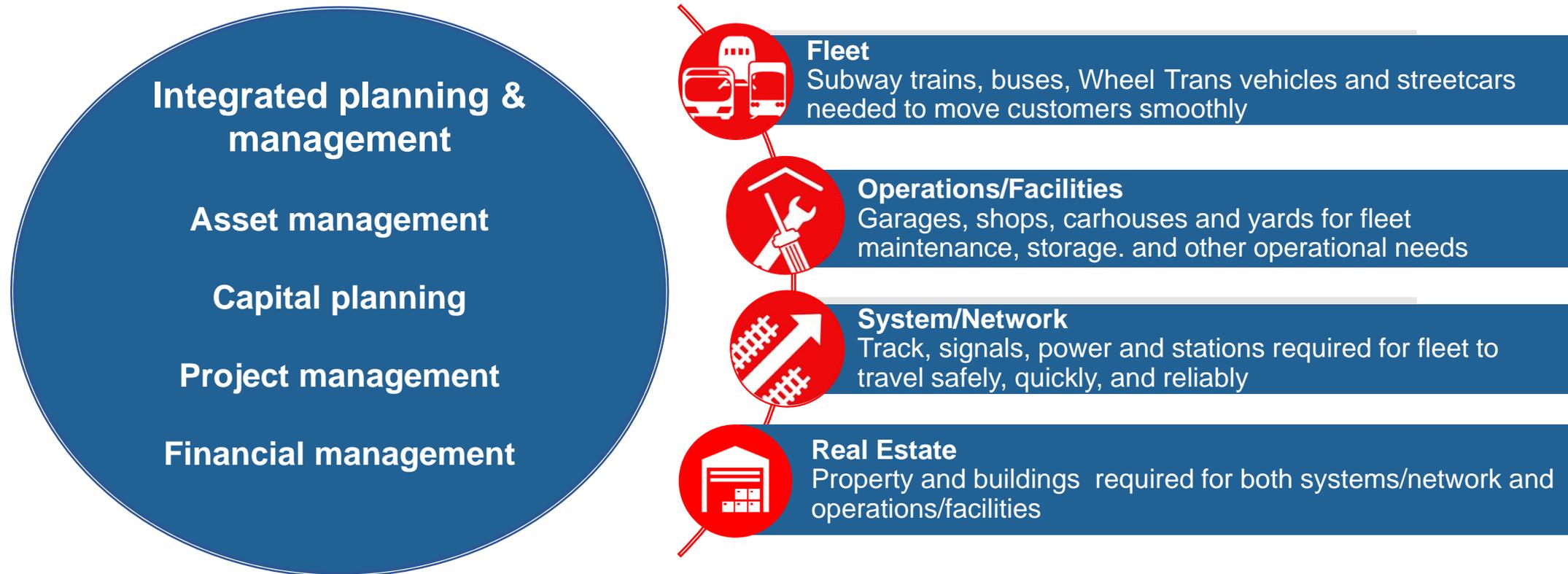


15 Year Capital Investment Plan By Category



Investments must advance in lockstep

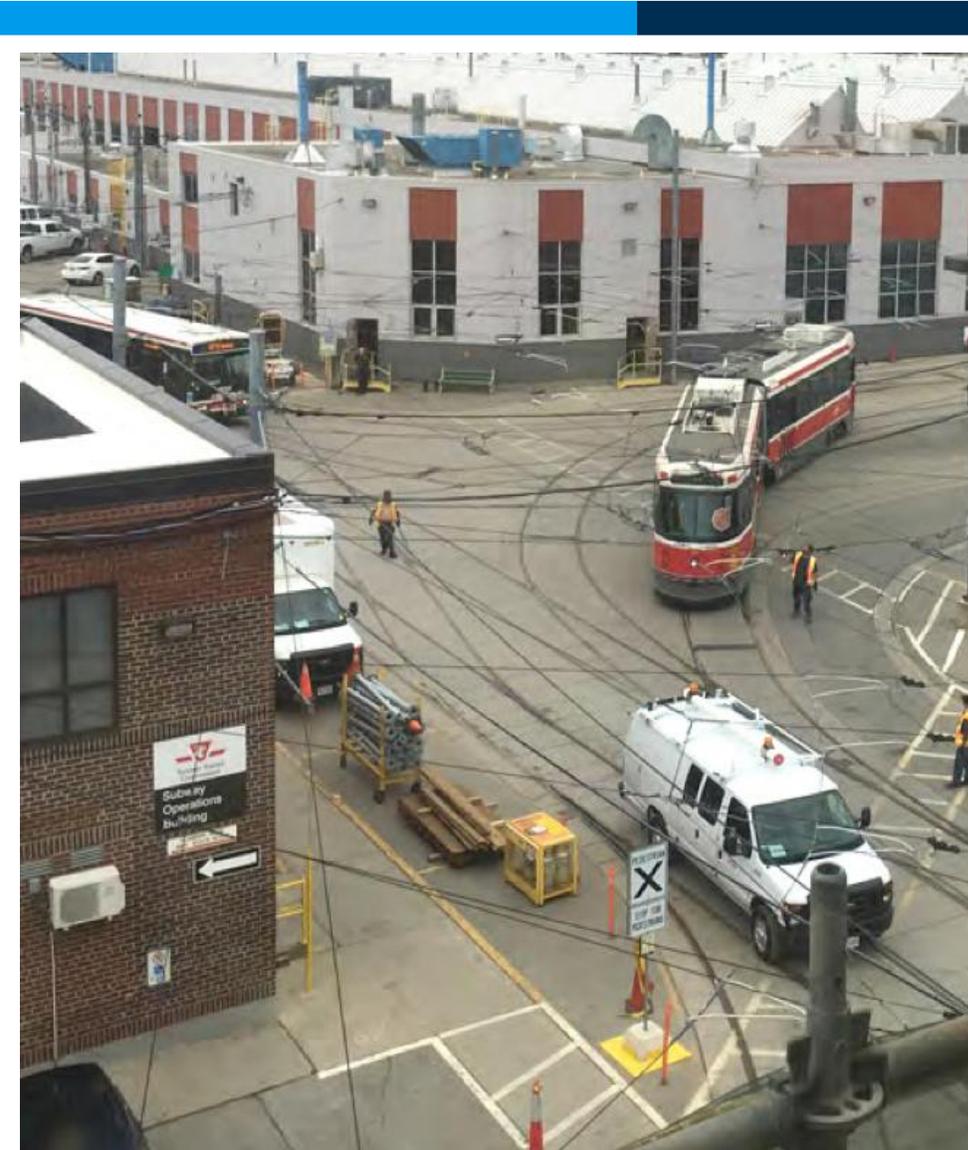
To get the most from transit investments, they must advance on four fronts in a coordinated way. If there is investment in one category, but others fall behind, the entire system is weakened.



On Solid Ground: A Strategic Approach to Real Estate

The TTC's first 15 year real-estate investment plan

- Companion document to the Capital Investment Plan
- Sets strategic direction for the planning and management of TTC's real estate portfolio
- Establishes property-focused strategies, objectives and priorities
- Provides a roadmap for TTC and City partners to ensure TTC needs are known, met and integrated into City-building initiatives
- Provides a 15-year Implementation Action Plan and Timeline that maps out property timing and other actions
- Identifies funding status, consistent with the Capital Investment Plan.



Real Estate Investment Plan

A wide-ranging real estate portfolio



Facilities

- 9 garages
- 3 streetcar shops
- 3 streetcar carhouses
- 5 subway yards
- 1.3 million square feet of industrial space



System Network

- 75 subway stations
- 69 traction power substations
- 27 bus/streetcar loops
- 73 3rd party entrance connections to subway
- 9500+ bus and streetcar stops

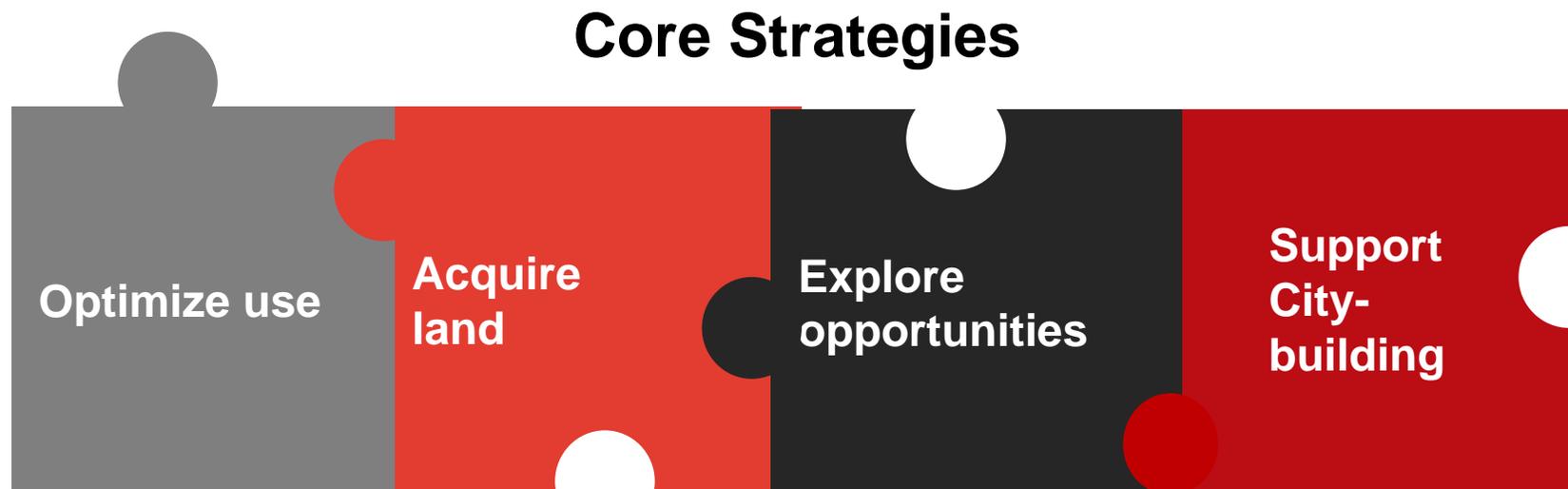


Office Space

- Headquarters at 1900 Yonge Street at Davisville
- 9 leased facilities across the city

A Principle-Based 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.



2022 - 2031 Capital Budget & Plan: Highlights



Total Capital Budget and Plan is \$12.1 billion, \$8.9 billion (74%) relates to 27 major projects/programs:

- Making progress on the fleet procurement strategy, delivering 60 Streetcars, 300 hybrid & 300 e-buses and 70 Wheel-Trans buses
- Continues to advance work on three major capacity improvement projects (Bloor-Yonge, Line 1 & 2)
- Completion of ATC Line 1 and full funding for ATC Line 2



Maintains steady state funding for essential safety, legislated and SOGR capital work to ensure system safety, reliability and accessibility



Continues business modernization and service transformation



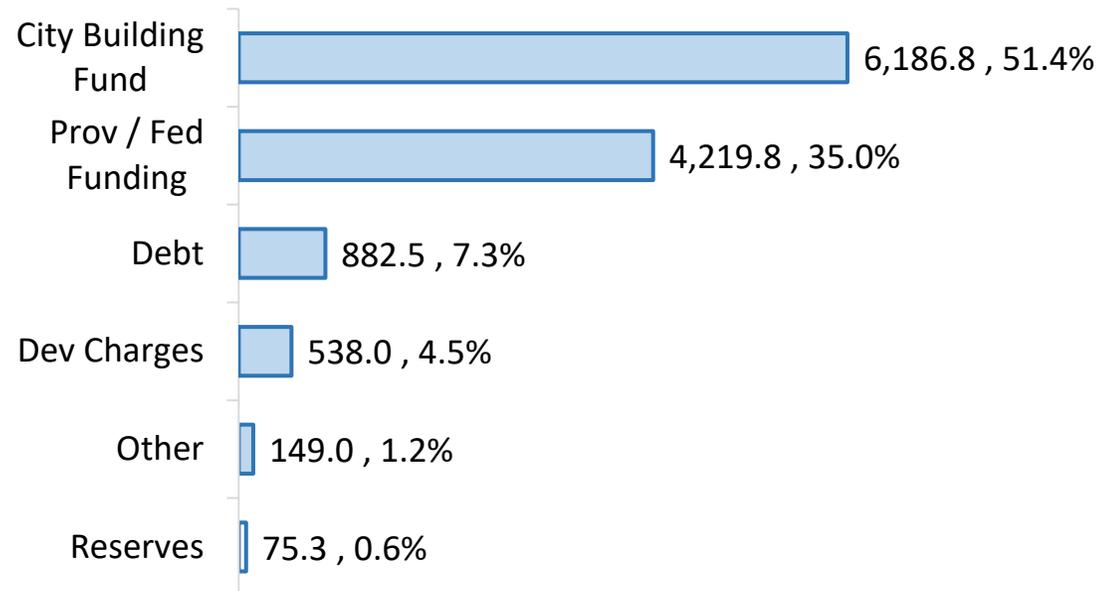
Builds capacity within our major projects/programs to enhance coordination of activities and resourcing

2022-2031 Capital Program Breakdown - \$12.051 Billion

Where the Money Comes From

10-Year Capital Plan

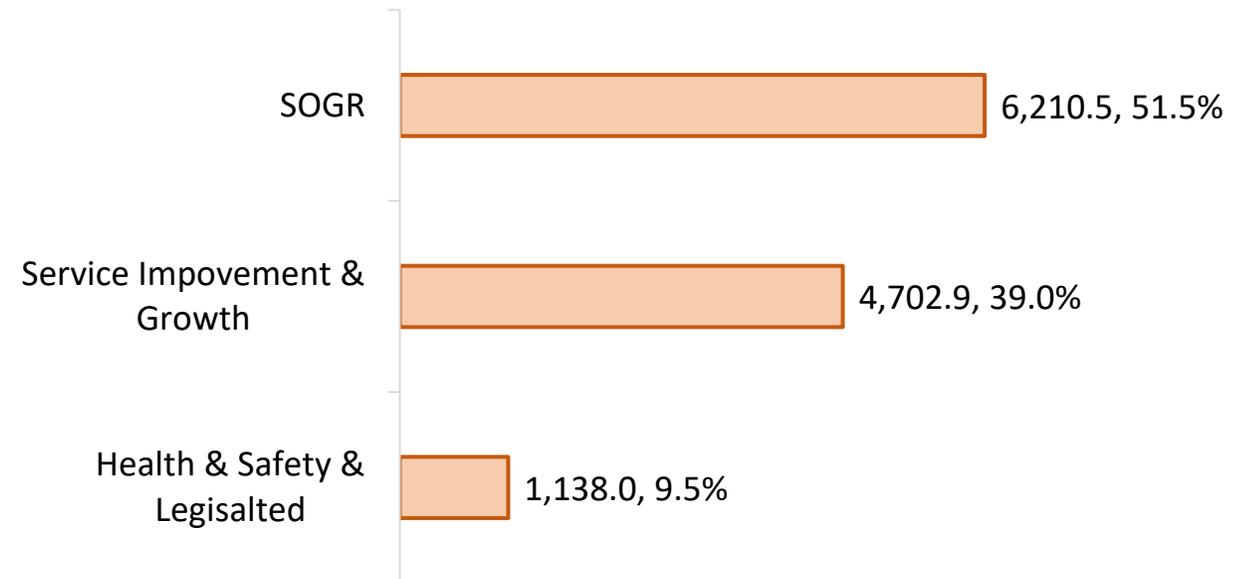
In \$ Millions



Where the Money Goes

10-Year Capital Plan

In \$ Millions



\$12.051 Billion 10-Year Capital Plan



Buildings & Structures

\$3,332.85 M

28%

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



Signal Systems

\$935.80 M

8%

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



Track Work

\$812.52 M

7%

Subway Track
Surface Track
Subway Rail Grinding



Electrical Systems

\$565.35 M

5%

Traction Power
Power Distribution /
Electric Systems
Communications



Capacity Improvements

\$3,419.16 M

28%

Bloor-Yonge Capacity
Improvements
Line 1 & 2 Capacity
Enhancements



Vehicles

\$2,237.40 M

18%

T1 25-Year Overhaul
Bus Overhaul
Streetcar Overhaul
Purchase of additional vehicles



Information Technology

\$332.66 M

3%

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



Equipment & Other

\$415.66 M

3%

Shop & Maintenance Equipment
Revenue & Fare Handling
Equipment
Fare System

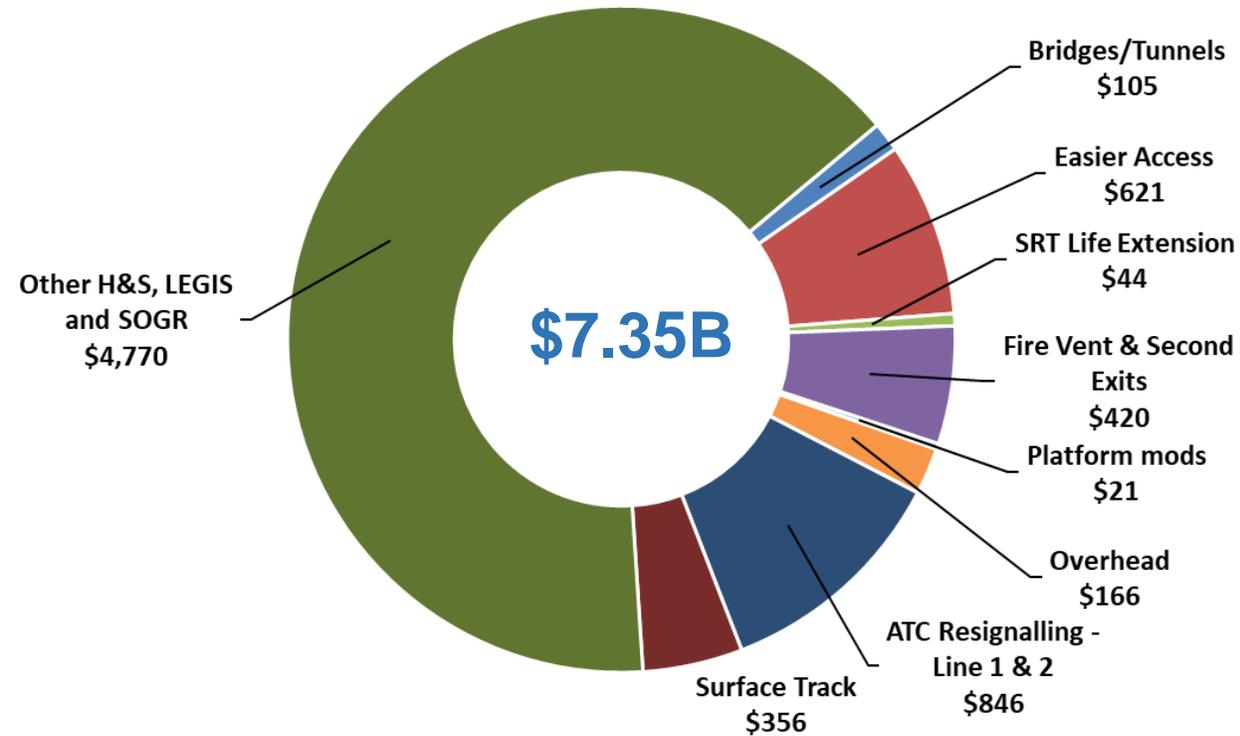
How the 10-Year Capital Program is Funded

\$ 12,051.40 M

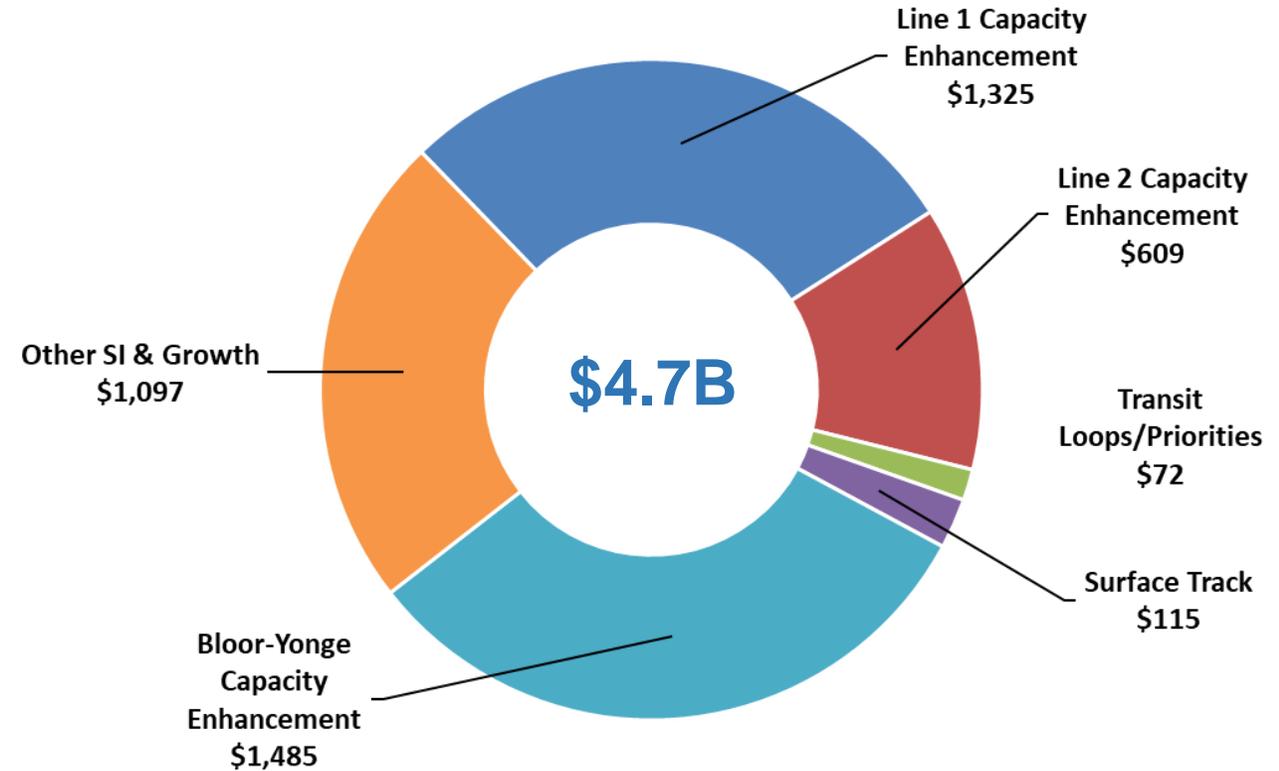
City of Toronto Funding		Provincial Funding		Federal Funding	
7,831.60 65%		1,589.45 13%		2,630.35 22%	
City Building Fund	6,186.79	PTIF	500.00	PTIF	500.00
Debt	882.49	Provincial Gas Tax	936.01	Federal Gas Tax	1,976.91
Development Charges	538.03	Other	153.44	Other	153.44
TTC Internal (Depreciation)	134.03				
Reserve Draws	75.26				
Other	15.00				

Building Up Capacity for Capital Project Delivery

Key Capital Projects (SOGR, Health/Safety and Legislated)



Key Capital Projects (Service Improvement & Growth)



Thank You



Appendices

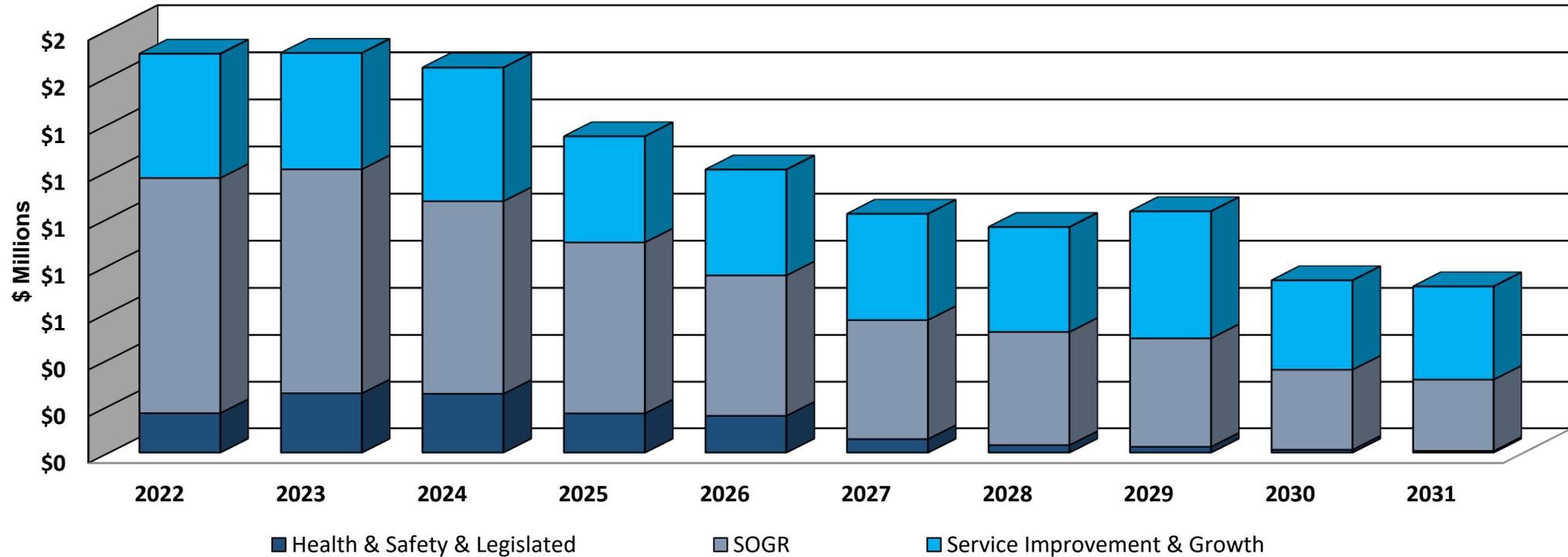
COVID-19 Financial Impact - Operating

COVID-19 Impacts	In \$ Thousands			
	2021 Net Budget	2022		
		Revenues	Gross	Net
Revenue Loss				
Passenger Revenue Loss (Net of PRESTO)	725,000	(509,385)	(22,224)	487,161
Ancillary Revenue	15,885	(22,550)		22,550
Sub-Total	740,885	(531,935)	(22,224)	509,711
Expenditure Increase				
Safety and Other Required Measures				
Vehicle Disinfection	25,776		11,641	11,641
Personal Protective Equipment	5,870		5,965	5,965
Vehicle Ventilation Filters	1,365		1,665	1,665
Facility Disinfection, Decals and Other	5,766		4,409	4,409
Hand Sanitizer for Customers	2,367		1,632	1,632
Employee Screening Costs	5,500		8,000	8,000
Managing Resourcing				
Incremental Labour Costs	2,715		1,678	1,678
Increased WSIB Claims			10,231	10,231
Sick Benefit Costs	6,156		6,156	6,156
Sub-Total	55,515		51,378	51,378
Support from Other Levels of Gov't				
SRA Phase 2	(232,400)			
SRA Phase 3	(395,200)			
SRA Phase 3 Top-Up	(103,300)			
Sub-Total	(730,900)			
Other Funding Sources				
2020 Management Savings	(65,500)			
Sub-Total	(65,500)			
Total COVID-19 Impact		(531,935)	29,154	561,089

Impacts and Recovery

- **Total Impact \$561.1 million**
 - Highly dependent on anticipated ridership recovery, assumes:
 - Further pandemic restrictions in place Q1 2022 due to Omicron variant
 - ICU/Hospitalization level moderates by end of Q1 2022
 - Recovery resumes in April 2022
- To date the TTC has received \$1.3 billion in funding relief from other orders of government
- The City and TTC continue to meet with other levels of government to address 2022 COVID impacts and secure stable and long-term funding.

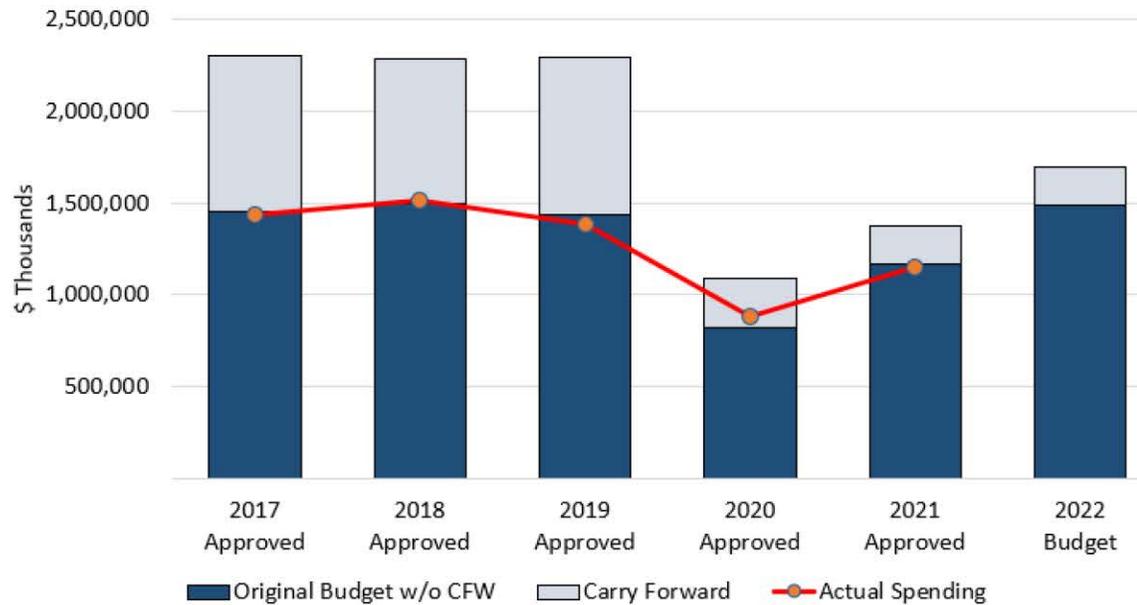
2022 – 2031 Capital Budget & Plan by Project Category



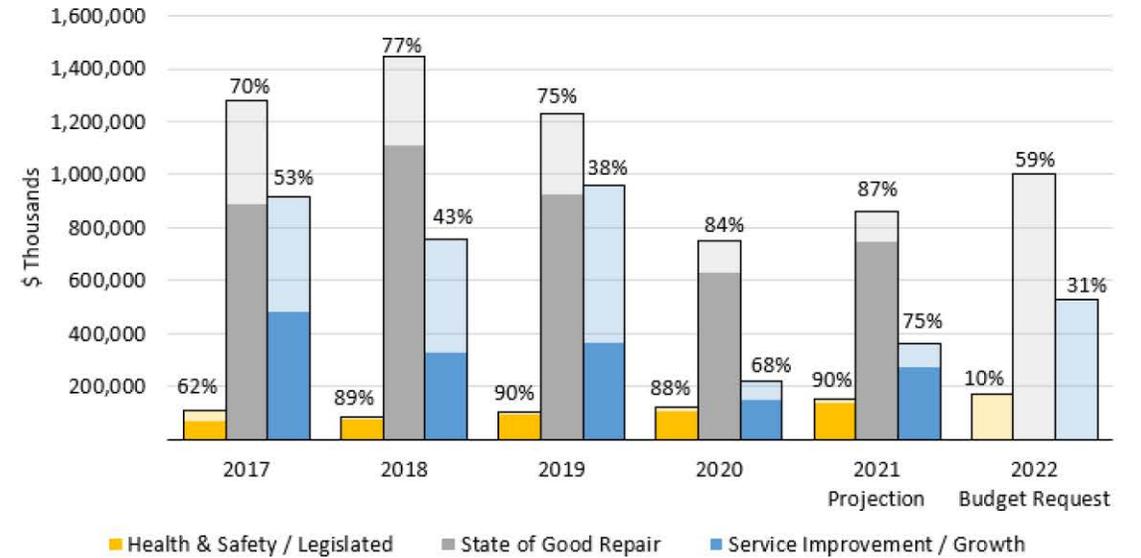
2022 - 2031 Staff Recommended Capital Budget and Plan by Category											
\$ Millions	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Health & Safety & Legislated	169.6	254.8	252.5	168.3	158.1	58.0	32.3	25.2	12.2	7.1	1,138.1
SOGR	1,001.2	952.9	819.4	729.0	599.0	509.4	484.8	464.9	343.7	306.2	6,210.5
Service Improvement & Growth	527.5	493.9	567.7	450.3	449.6	451.3	445.5	539.4	380.4	397.2	4,702.8
Total	1,698.3	1,701.6	1,639.6	1,347.6	1,206.7	1,018.7	962.6	1,029.5	736.3	710.5	12,051.4

Capacity to Spend

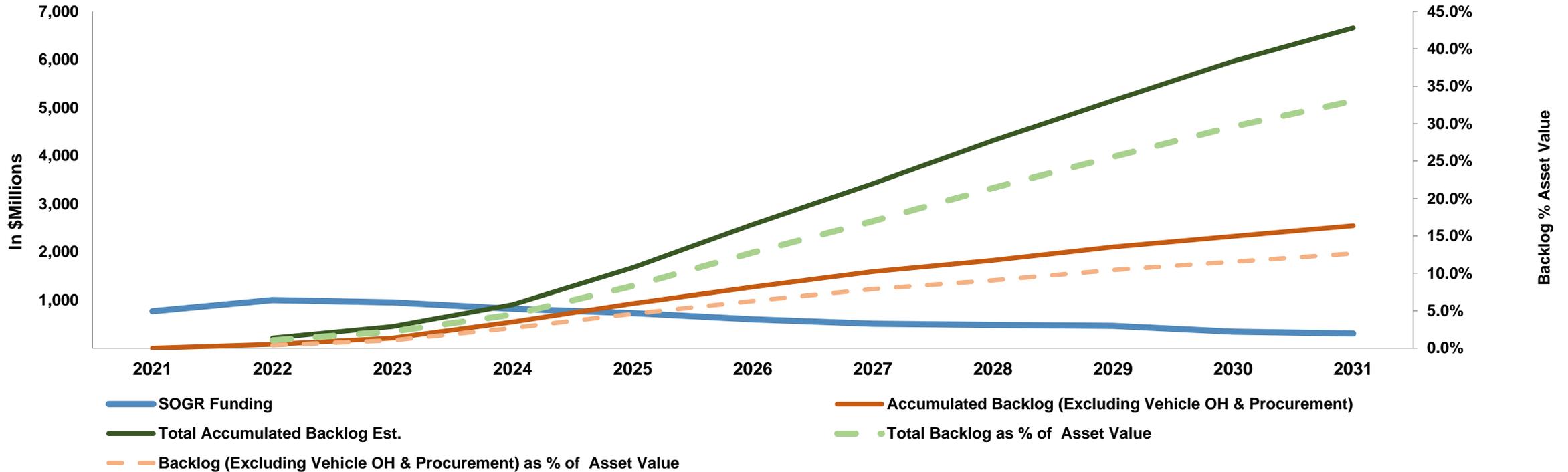
Carry Forward Impact Vs. Capacity to Spend



Budget Vs. Actual Spending by Category



State of Good Repair (SOGR) Funding and Backlog



\$ Million	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
SOGR Funding	768.139	1,001.193	952.866	819.375	729.021	598.978	509.434	484.758	464.917	343.740	306.190
Accumulated Backlog (Excluding Vehicle OH & Procurement)		79.132	209.447	544.238	925.819	1,271.108	1,590.890	1,825.004	2,101.764	2,323.797	2,546.140
Backlog (Excluding Vehicle OH & Procurement) as % of Asset Value		0.4%	1.0%	2.7%	4.6%	6.3%	7.9%	9.1%	10.4%	11.5%	12.6%
Vehicle Overhaul/Procurement Backlog		132.397	240.502	361.288	745.893	1,300.869	1,828.191	2,488.432	3,046.686	3,642.429	4,110.134
Total Accumulated Backlog Est.		211.529	449.948	905.526	1,671.712	2,571.978	3,419.081	4,313.436	5,148.450	5,966.225	6,656.273
Total Backlog as % of Asset Value		1.0%	2.2%	4.5%	8.3%	12.8%	17.0%	21.4%	25.6%	29.6%	33.0%
Total Asset Value	20,147.060	20,147.060	20,147.060	20,147.060	20,147.060	20,147.060	20,147.060	20,147.060	20,147.060	20,147.060	20,147.060

Capital Needs Constraints

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

Project Description	Cash Flow (In \$ Millions)									
	2022	2023	2024	2025	2026	5 Year Total	2027 to 2031	10 year Total	2032 to 2036	15 Year Total
HEALTH & SAFETY/LEGISLATIVE	5.5	32.6	43.1	28.6	19.4	129.3	50.4	179.7	25.4	205.0
FLEET PURCHASE PROGRAMS	168.3	92.4	62.7	314.4	527.0	1,164.7	2,294.7	3,459.4	1,450.8	4,910.3
PURCHASE OF BUSES		8,976	13,815	222,009	248,642	493.4	1,288.2	1,781.6	1,428.7	3,210.3
PURCHASE OF SUBWAY CARS	168,284	83,376	48,874	92,351	278,383	671.3	1,006.5	1,677.8	22.2	1,700.0
OVERHAUL PROGRAMS		36.5	58.3	89.0	175.3	359.2	840.6	1,199.8	701.4	1,901.2
BUS OVERHAUL			33.6	34.3	76.7	144.7	328.0	472.7	307.0	779.7
STREETCAR OVERHAUL			0.3	6.8	16.5	23.6	124.9	148.4	304.1	452.5
SUBWAY OVERHAUL		36.5	24.4	47.9	82.2	191.0	387.7	578.7	90.3	669.0
SERVICE PLANNING		42.6	54.3	40.6	55.0	192.5	187.4	379.9	14.0	393.9
KEY BUILDINGS AND STRUCTURES	3.6	8.5	19.2	109.6	102.4	243.4	2,094.7	2,338.1	4,440.0	6,778.0
Line 1 Capacity Enhancement	3.6	8.5	16.8	106.1	96.3	231.4	1,835.4	2,066.8	1,659.8	3,726.6
Line 2 Capacity Enhancement			2.4	3.5	6.1	12.0	259.2	271.3	2,780.2	3,051.4
STATE OF GOOD REPAIR	79.1	125.7	330.4	377.2	341.0	1,253.4	1,271.5	2,524.9	2,854.4	5,379.2
SERVICE IMPROVEMENTS		11.3	26.5	34.5	39.7	112.1	156.7	268.7	1,198.9	1,467.7
GROWTH		2.5	30.1	29.7	18.3	80.6	825.6	906.2	3,225.8	4,132.0
Total Unmet Needs (Not Included)	256.6	352.2	624.6	1,023.5	1,278.1	3,535.0	7,721.5	11,256.6	13,910.6	25,167.2

- \$4.9 billion is needed to fully fund the balance of fleet purchases:
 - 2,196 e-Buses
 - 674 Wheel-Trans buses
 - 80 subway cars
- \$1.9 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 \$3.7 billion for the following:
 - \$2.1 billion for the acquisition/construction of two facilities \$1.7 billion to complete Line 1
- Line 2 requires a total of \$3.1 billion