



2020 Operating and Capital Budget

TRANSIT



November 13, 2019

Agenda

1. Strategic Objectives and Priorities
2. Performance Measurement
3. Operating Budget (including options to achieve target)
 - Operating Budget
 - Year over Year Variance Explanations
 - Implications of the Target to Balance the Operating Budget
 - Salaries and benefits, FTEs, and vacancy management and options to achieve target
4. Capital Budget (including options to achieve target)
 - Capital Budget
 - Implications of the Target for the Capital Budget
 - Capital Forecast to Submission Reconciliation
5. Operating and Capital Budget Referrals
6. Budget Summary
7. Questions

Strategic Objectives and Priorities

Strategic Objectives

Source: Community Trends and Performance Report - Volume 1 for 2020 Budget

- Encourage increased ridership by optimizing accessibility and improved service reliability.
- Enhance safety protocols to protect employees, passengers and specialized transit contractors.
- Develop a positive image through enhanced public information, communication systems and the use of technology.
- Minimize the impact on the environment through thoughtful bus procurement, use of fuel and maintenance strategies.
- Operate in a cost effective manner through a culture of continuous improvement and implementation of efficiencies.

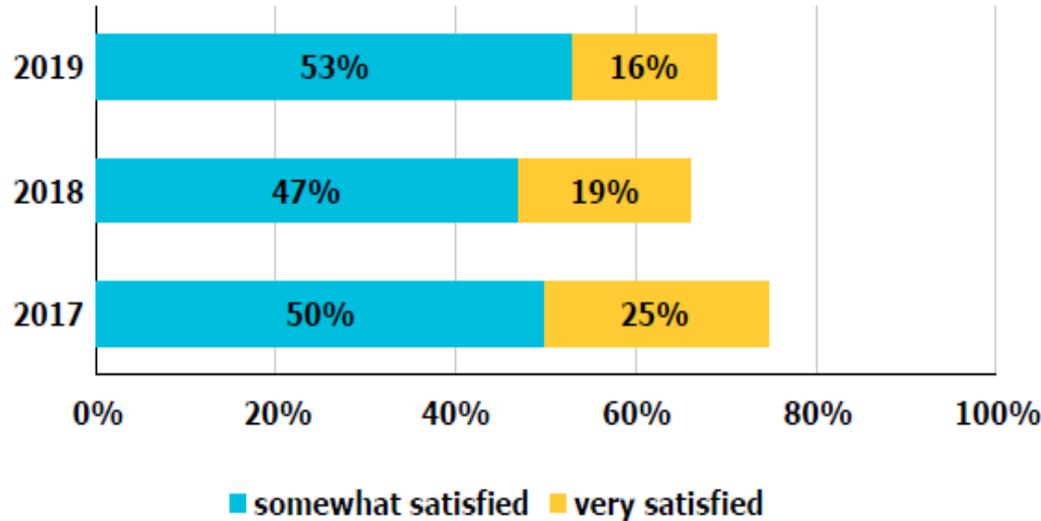
Key Priorities

- Safety of employees, passengers and specialized transit contractors
- Service optimization
- Protect infrastructure through maintenance schedules for buses, auxiliary vehicles and facilities
- Ensuring critical technology capabilities are maintained to support business outcomes

Citizen Satisfaction with Transit Services

Effectiveness Measurements

Citizen Satisfaction for Users Who Use Transit Regularly



In 2019, the level of citizens who were somewhat satisfied or very satisfied with Winnipeg Transit was 69%.

Changes to the Department's funding model occurred in 2017. In light of a new funding reality and service environment, the Department is developing a long term strategy which balances funding challenges and service goals with a sustainable capital investment plan.

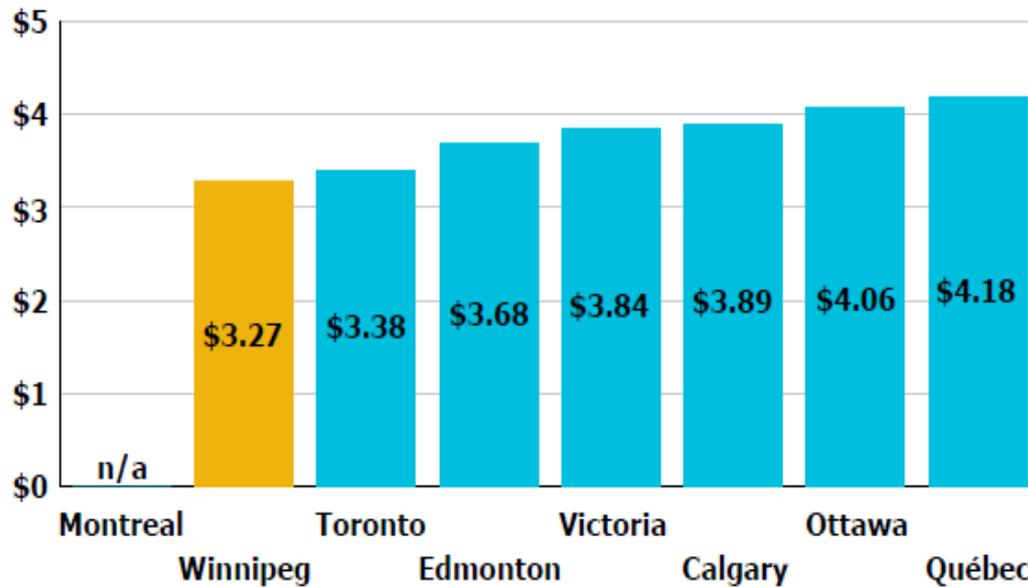
	2015	2016	2017	2018	2019
Total Satisfied	76%	77%	75%	66%	69%

Source: City of Winnipeg Annual Citizen Survey

Citizen Satisfaction with Transit Services

Efficiency Measurements

Regular Transit Operating Cost per Passenger (2018)



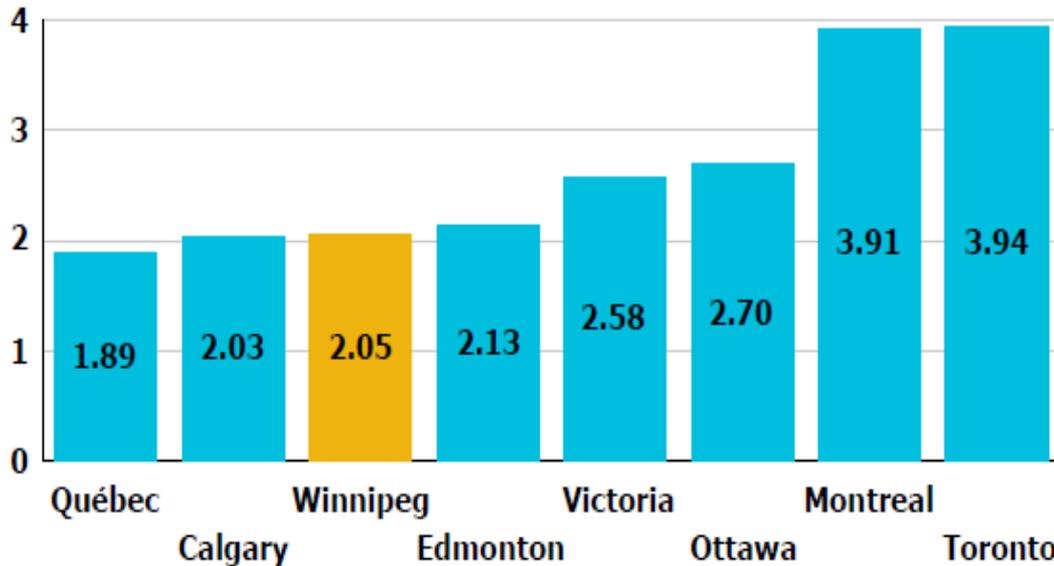
Winnipeg consistently operates one of the most cost efficient transit systems in Canada.

	2014	2015	2016	2017	2018
Wpg. Trend	\$2.80	\$2.91	\$3.02	\$3.12	\$3.27

Source: Canadian Urban Transit Association (includes only data available at publication)

Citizen Satisfaction with Transit Services

Revenue Vehicle Hours/Capita (2018)



Winnipeg has remained among the lowest in Canada in terms of revenue vehicle hours per capita.

	2014	2015	2016	2017	2018
Wpg. Trend	2.07	2.04	2.02	2.04	2.05

Source: Canadian Urban Transit Association

Target to Balance the Budget

1. Departmental Operating Budget – 2% annual budget growth rates based on 2019 expenditures

2. Cash to capital funding levels (in millions of \$):

Department	2020	2021	2022	2023	2024	2025
Transit	0.975	7.476	7.206	9.213	8.418	5.149

3. Key assumptions for multi-year budget:

These proposed recommended targets present a balanced tax-supported operating budget from 2020 to 2023:

- a. Property Tax Increases: 2.33% annually (road renewal and southwest rapid transit (stage 2))
- b. Fees and Charges: Inflationary increases annually
- c. Natural Assessment Base Growth: 1.2% annually
- d. Efficiencies/Vacancy Management: \$17 Million annually
- e. Additional Transfers/Savings: \$32.5 million in 2020 growing to \$40 million by 2023
- f. Provincial Operating Grants: Flat at \$149.7 million annually (2016 level)
- g. Utility dividend rate: 11% of Water and Sewer Sales
- h. Remaining Tax Supported Debt Room: \$150 million in total

Components of Transit's Operating Target

	(in \$000's)		
	2019	2020 Submitted	
Operating Expenditures	181,804	185,794	2.2%
Transfer to Bus Replacement Reserve	-	5,681	
Transfer to SW Payment Reserve (P3)	7,148	9,062	
Cash to Capital	5,039	16,420	
Debt/Financing	10,215	10,211	
	204,206	227,168	

(in \$000's)	2020	2021	2022	2023
Transit's total operating budget reduction target	5,852	13,769	15,471	17,528
Transfer to Bus Replacement Reserve	5,681	11,773	12,640	14,000

The 2020 operating budget forecast includes the new costs of the SWRT2 service and the FTEs for the low income program that were included as part of the Department's 2020 forecast.

These amounts are partially offset by operational efficiencies that were included in the 2020 operating budget submission.

Components of Transit's Capital Target

(in \$000's)

2020 Submitted Capital Budget:							
	2020	Forecast					
	Estimate	2021	2022	2023	2024	2025	
Financed by:							
Cash to Capital	16,420	19,624	18,577	19,370	19,812	14,560	
External Debt	7,250	1,500	1,600	-	-	-	
Federal Gas Tax	6,442	6,735	6,735	7,027	7,627	7,627	
Transit Bus Replacement Reserve	5,681	11,773	12,640	14,000	14,504	15,229	
Retained Earnings	139	-	-	-	-	-	
TOTAL CAPITAL FINANCING*	35,932	39,632	39,552	40,397	41,943	37,416	
% of total funding	62%	79%	79%	83%	82%	80%	

*excludes Southwest Rapid Transitway P3 Payments

Capital Budget Reduction Target:							
	2020	Forecast					
	Estimate	2021	2022	2023	2024	2025	
Reduce Cash to Capital	(15,445)	(12,148)	(11,371)	(10,157)	(11,394)	(9,411)	
Increase Long-term Debt	3,316	3,815	691	955	3,529	-	
Total Reduction	(12,129)	(8,333)	(10,680)	(9,202)	(7,865)	(9,411)	

Operating Budget – Options to Achieve Target (in millions of \$s)

Options to Achieve Operating Budget Target:	2020 Draft Budget	2021 Draft Projection	2022 Draft Projection	2023 Draft Projection
a. Eliminate Paper Printed Schedules	0.025	0.025	0.025	0.025
b. Various account reductions including reduced advertising and auxiliary vehicle replacement	0.475	0.430	0.580	0.480
c. Eliminate Community Grants	0.074	0.074	0.074	0.074
d. Discontinue BUStxt as a service information tool	0.050	0.050	0.050	0.050
e. Reduce Transfer to Bus Replacement Program	4.698	4.164	2.760	4.057
f. Decrease Frequency of Interior Bus Washes	0.054	0.055	0.056	0.057
g. Decrease Frequency of Shelter Maintenance	0.122	0.124	0.126	0.128
h. Remove Downtown Spirit Service	0.176	0.539	0.550	0.561
i. Remove DART Service	0.178	0.546	0.557	0.568
j. End Weekday and Saturday Service at 24:15	-	1.842	1.878	1.916
k. End Peak Hour Service at 17:45	-	0.358	0.366	0.373
l. Service Rationalization	-	5.562	8.449	9.239
Total Options to Achieve the Target	5.852	13.769	15.471	17.528
EPC Recommended Target to Balance	5.852	13.769	15.471	17.528
Variance (Shortfall from the Target)	-	-	-	-

Implications of the Options to Achieve Target to Balance Operating Budget

- a. Eliminate paper printed schedules, alternative sources for schedule information are available.
- b. Various operating account reductions include reduced advertising budget in 2022 and 2023 and auxiliary vehicle replacement budget for supervisor and plant vehicles.
- c. Eliminating grants will impact our community partners namely Christmas Cheer Board, Green Action Centre and Winnipeg Harvest.
- d. Eliminating BUStxt will reduce the TransitTOOLS service information options for customers; remaining sources of information include Transit website, mobile website (BUSguide), 311, and telebus (teleBUS).
- e. Reducing the Transfer to Bus Replacement Reserve directly reduces the number of buses that will be purchased each year which adversely impacts the replacement schedule and will increase maintenance costs.
- f. Decreased frequency of interior bus washes will result in customer complaints related to the cleanliness of the buses.
- g. Decrease frequency of shelter cleaning will result in customer complaints related to the cleanliness of bus shelters.
- h. Although these routes do not function as part of the core service network, eliminating the free Downtown Spirit service could garner negative feedback from downtown residents and service agencies who operate in the downtown area.
- i. Eliminating the DART service will impact areas of south and southeast Winnipeg during off-peak hours.
- j. Ending service at 24:15 will leave customers with no service options after the final run. Currently final service runs leave downtown at 1:38am.
- k. Ending peak hour service at 17:45 will leave customers other service options but they may be less convenient, require transfers or take longer to reach their destination. This will impact Express routes.
- l. Wide spread service rationalization to the magnitude needed to meet budget targets may put neighbourhood feeder service city-wide at risk. Service changes to this degree will need to be incorporated system-wide and, if accepted, would be part of the Transit Master Plan recommendations.

Operating Budget – Transit

(Reflects Impact of Options to Achieve Target)

2020 Draft Operating Budget and 2021 to 2023 Projections (in millions of \$)	2018 Actual	2019 Budget	2020 Draft Budget	Year over Year Increase / (Decrease)	%	Exp. No.	2021 Draft Projection	2022 Draft Projection	2023 Draft Projection
GOVERNMENT GRANTS	42.024	41.970	42.024	0.054			42.024	42.024	42.024
SERVICE AND OTHER	90.528	91.675	94.961	3.286			94.518	95.249	96.879
TOTAL REVENUE	132.552	133.645	136.985	3.340	2%	1	136.542	137.273	138.903
SALARIES & BENEFITS	114.408	121.403	124.701	3.298			123.302	124.100	126.112
SERVICES	18.094	21.372	20.148	(1.224)			20.856	21.540	22.377
MATS PARTS & SUPPLIES	34.387	37.969	38.515	0.546			36.245	36.428	37.315
ASSETS & PURCHASES	0.842	0.861	0.709	(0.152)			0.799	0.679	0.894
GRANTS, TRANSFERS & OTHER	23.581	4.789	5.806	1.017			12.528	14.887	15.039
RECOVERIES	(3.674)	(4.591)	(4.235)	0.356			(4.368)	(4.480)	(4.716)
TOTAL OPERATIONAL EXPENDITURES	187.638	181.803	185.644	3.841	2%		189.361	193.154	197.021
DEBT & FINANCE CHARGES	5.411	10.216	10.191	(0.025)			10.884	11.256	11.285
TRANSFER TO CAPITAL	0.607	5.039	0.975	(4.064)			7.476	7.206	9.213
TRANSFER TO SWRT PAYMENT RESERVE	5.300	7.148	9.062	1.914			11.042	13.088	15.233
TOTAL EXPENDITURES	198.956	204.206	205.872	1.666	1%	2	218.763	224.704	232.752
Surplus/(Deficit)	(66.404)	(70.561)	(68.887)	1.674			(82.221)	(87.431)	(93.849)

Year over Year Variance Explanations

(in millions of \$)

Year over year increase / (decrease)	2020 Draft Budget	2021 Draft Projection	2022 Draft Projection	2023 Draft Projection
1) <i>Revenue change due to the following:</i>				
- Increase (decrease) in fare revenue	\$ 3.871	\$ (0.666)	\$ 0.562	\$ 1.465
- Decrease in charter revenue	(0.687)	-	-	-
- Miscellaneous adjustments	0.156	0.223	0.169	0.165
Net Revenue Change	\$ 3.340	\$ (0.443)	\$ 0.731	\$ 1.630
2) <i>Expenditure change due to the following:</i>				
- Increase (decrease) in transfer to Capital	\$ (4.064)	\$ 6.501	\$ (0.269)	\$ 2.007
- Increase in transfer to Transit Bus Replacement Reserve	0.983	6.626	2.271	0.063
- Increase in transfer to SW Rapid Transitway Payment Reserve	1.914	1.980	2.046	2.145
- Increase (decrease) in salary and benefits	3.298	(1.399)	0.798	2.012
- Increase in carbon tax	0.800	0.500	0.500	-
- Increase in computer software	0.500	-	-	-
- Increase in Transit Plus contracts	0.205	0.408	0.328	0.663
- Increase (decrease) in debt and finance	(0.025)	0.693	0.372	0.029
- Increase (decrease) in bus parts	(0.953)	(1.690)	(0.410)	0.572
- Increase (decrease) in fuel	(0.672)	(0.880)	(0.079)	0.256
- Miscellaneous adjustments	(0.321)	0.152	0.384	0.301
Net Expenditure Change	\$ 1.665	\$ 12.891	\$ 5.941	\$ 8.048

Salary Budget and Full Time Equivalents (FTEs) / Vacancy Management / Options to Achieve the Target

	2019 Adopted Budget	2020 Draft Budget	Increase / (Decrease) (1)	2021 Draft Projection	2022 Draft Projection	2023 Draft Projection
Full Time Equivalents <i>(number of FTEs)</i>	1,570.42	1,600.71	30.29	1,547.21	1,524.21	1,518.21
Salaries & Benefits <i>(in millions of \$)</i>	\$ 121.403	\$ 124.701	\$ 3.298	\$ 123.302	\$ 124.100	\$ 126.112
Vacancy Management included in Salaries & Benefits <i>(in millions of \$)</i>	\$ (1.603)	\$ (1.612)	\$ (0.009)	\$ (1.637)	\$ (1.668)	\$ (1.700)

(1) Added FTE's for the SWRT2 service plan and the low income program are partially offset by the FTE impact from the options presented.

FTE impact from options are as follows:

- 2020 - 7.00
- 2021 - 74.50
- 2022 - 97.50
- 2023 - 103.50

Capital Budget – Options to Achieve Target

Changes from Submitted Capital Budget

TRANSIT - GENERAL CAPITAL FUND

Capital Investment Plan - Authorization

(\$000's)

Options to Achieve Capital Target		2020	2021	2022	2023	2024	2025	6-Yr Total
1	Information Technology	(325)	(200)		(200)			(725)
2	Building Replacement / Refurbishment	(300)	(1,036)	(449)	(808)	(119)	(400)	(3,112)
3	Roof & Ventilation Upgrades	(132)	(500)	(1,084)		1,800		84
4	Transit Buses	(9,372)	(1,847)	(6,297)	(5,944)	(11,696)	(8,761)	(43,917)
5	Accessibility Program	(500)	(250)	(250)	(250)	(250)	(250)	(1,750)
6	Heavy Equipment Replacement							
7	Hoist Replacement at Fort Rouge Garage			(1,000)	(1,000)	2,400		400
8	Land Acquisition		(3,000)					(3,000)
9	Heated Bus Shelters	(1,500)	(1,500)	(1,600)	(1,000)			(5,600)
Total Options to Achieve the Target		(12,129)	(8,333)	(10,680)	(9,202)	(7,865)	(9,411)	(57,620)
EPC Recommended Target to Balance		(12,129)	(8,333)	(10,680)	(9,202)	(7,865)	(9,411)	(57,620)
Variance (Shortfall from Target)		-	-	-	-	-	-	-

Options to Achieve Operating Target		2020	2021	2022	2023	2024	2025	6-Yr Total
	Subtotal - Options to Achieve Capital Target	(12,129)	(8,333)	(10,680)	(9,202)	(7,865)	(9,411)	(57,620)
	Further options to achieve Operating Target:							
	- Reduce Transfer to the Transit Bus Replacement Reserve	(4,698)	(4,164)	(2,760)	(4,057)	(3,615)	(2,961)	(22,255)
	- Partial replacement of TBRR funding with Retained Earnings	4,000						4,000
Total Options to Achieve the Target		(12,827)	(12,497)	(13,440)	(13,259)	(11,480)	(12,372)	(75,875)

Implications of the Options to Achieve Target for the Capital Budget

Transit Information Technology Program :

Elimination of the 2020 budget will result in no preventative maintenance or upgrades to existing customer facing communications systems for that year.

Subsequent years reductions will impact the timing of the redevelopment of the outdated Maintenance Management Information System (MMIS) increasing the risk of failure and deferring the realization of operational efficiencies and potential cost savings .

Building Replacement / Refurbishment:

Significant reductions in all years' budgets will result in deferral of building maintenance work to Transit's facilities and stations, some of which are over 80 years old. Emergency repairs needed beyond the capital budget amounts will need to be managed through the operating budget.

Roof Replacement and Ventilation Upgrade:

This is a critical project as the bus garage does not yet satisfy the new regulatory requirement for exhaust emissions. The proposed changes defer some work but does not put this project at risk.

Transit Buses:

The reductions result in 180 buses being replaced over six years instead of the planned 250 buses. This could put meeting daily service requirements at risk as the fleet ages. An aging fleet will result in increased spending on maintenance which will impact the operating budget.

Implications of the Options to Achieve Target for the Capital Budget (continued)

Accessibility Program:
Reductions to this program will delay Winnipeg in meeting its accessibility goals and upcoming accessibility regulations. Bus stop upgrades scheduled for 2020 will be postponed and the upgrade schedule will be reduced annually and deferred over a longer timeframe.
Hoist Replacement:
This is a critical project for the Department. Any reductions in this program will delay the ongoing replacement of hoists that are at end of life. The proposed changes to this budget defer some work but do not put this project at risk.
Land Acquisition:
This budget allows the acquisition of property for the replacement of the North Garage. With no capital budget available, the land purchase would be delayed to coincide with the garage replacement project approval, potentially delaying the project timelines.
Heated Bus Shelters:
Removal of this budget will eliminate the new shelters planned in 2020 and no further funds are allocated to this project at this time.

Capital Budget

TRANSIT - GENERAL CAPITAL FUND

Capital Investment Plan - Authorization

(\$000's)

	2019 Adopted	2020 Draft Budget*	Authorization					6-Year Total
			Draft Forecast*					
			2021	2022	2023	2024	2025	
List of Capital Projects:								
1 Transit Information Technology Program	700		500	325	500	325	325	1,975
2 Building Replacement / Refurbishment	-	336	600	600	828	881	600	3,845
3 Transit Roof and Ventilation Upgrade	2,335	1,500	1,947	1,500	1,500	1,800		8,247
4 Transit Buses	22,209	19,630	21,138	21,737	22,360	23,007	23,669	131,541
5 Accessibility Program	500		250	250	250	250	250	1,250
6 Heavy Shop Equipment Replacement	1,805		200	200	200	200	200	1,000
7 Hoist Replacement at Fort Rouge Garage	1,400	1,500	2,500	1,500	1,500	4,000		11,000
8 Land Acquisition	1,000							-
9 Heated Bus Shelter Program	1,031							-
10 Low Income Bus Pass	236	139						139
11 Southwest Rapid Transitway (Stage 2)	-							-
12 Garage Improvements - Phase 2	1,500							-
13 Safety Management Practices	165							-
14 Bus Communication Modernization	1,140							-
15 Rapid Overhead Doors at Washrack	600							-
16 Admin and Control Centre Radio Replacement	1,000							-
17 Bus Operator Compartment Safety Shields	3,150							-
18 Electric Bus Study	1,000							-
TOTAL CAPITAL PROJECTS	39,771	23,105	27,135	26,112	27,138	30,463	25,044	158,997

* 2020 Draft Budget and Five Year Draft Forecast include the options to achieve the capital target

Capital Forecast to Draft Budget Reconciliation (Including Options to Achieve Capital Target)

CHANGES FROM CAPITAL FORECAST <i>(in Thousands of \$)</i>	2019 ADOPTED BUDGET	2020 FORECAST ADOPTED BY COUNCIL	2020 CHANGES	2020 DRAFT BUDGET
<u>CAPITAL PROJECTS LISTING</u>				
<u>TRANSIT</u>				
Transit Information Technology Program	700	325	-325	
Transit Building Replacement / Refurbishment		636	-300	336
Transit Roof Replacement and Ventilation Upgrade	2,335	2,132	-632	1,500
Transit Buses	22,209	29,700	-10,070	19,630
Accessibility Program	500	500	-500	
Heavy Shop Equipment Replacement Program	1,805			
Hoist Replacement at Fort Rouge Garage	1,400	1,000	500	1,500
Land Acquisition	1,000			
Heated Bus Shelters	1,031			
Low Income Bus Pass	236		139	139
Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass				
2019 One-Time Projects	8,555			
TOTAL TRANSIT	39,771	34,293	-11,188	23,105

Capital Forecast to Draft Budget Reconciliation (Including Options to Achieve Capital Target)

CHANGES FROM CAPITAL FORECAST <i>(in Thousands of \$)</i>	2021 FORECAST ADOPTED BY COUNCIL	2021 CHANGES	2021 DRAFT BUDGET	2022 FORECAST ADOPTED BY COUNCIL	2022 CHANGES	2022 DRAFT BUDGET
<u>CAPITAL PROJECTS LISTING</u>						
<u>TRANSIT</u>						
Transit Information Technology Program	700	-200	500	325		325
Transit Building Replacement / Refurbishment	1,636	-1,036	600	1,049	-449	600
Transit Roof Replacement and Ventilation Upgrade	2,000	-53	1,947	1,400	100	1,500
Transit Buses	27,596	-6,458	21,138	31,978	-10,241	21,737
Accessibility Program	500	-250	250	500	-250	250
Heavy Shop Equipment Replacement Program	200		200	200		200
Hoist Replacement at Fort Rouge Garage	2,500		2,500	2,500	-1,000	1,500
Land Acquisition	3,000	-3,000				
Heated Bus Shelters						
Low Income Bus Pass	139	-139				
Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass						
TOTAL TRANSIT	38,271	-11,136	27,135	37,952	-11,840	26,112

Capital Forecast to Draft Budget Reconciliation (Including Options to Achieve Capital Target)

CHANGES FROM CAPITAL FORECAST <i>(in Thousands of \$)</i>	2023 FORECAST ADOPTED BY COUNCIL	2023 CHANGES	2023 DRAFT BUDGET	2024 FORECAST ADOPTED BY COUNCIL	2024 CHANGES	2024 DRAFT BUDGET	2025 DRAFT BUDGET	2020-2025 6 YEAR TOTAL
CAPITAL PROJECTS LISTING								
TRANSIT								
Transit Information Technology Program	325	175	500	325		325	325	1,975
Transit Building Replacement / Refurbishment	1,636	-808	828	1,000	-119	881	600	3,845
Transit Roof Replacement and Ventilation Upgrade	2,000	-500	1,500	2,000	-200	1,800		8,247
Transit Buses	33,236	-10,876	22,360	35,918	-12,911	23,007	23,669	131,541
Accessibility Program	500	-250	250	500	-250	250	250	1,250
Heavy Shop Equipment Replacement Program	200		200	200		200	200	1,000
Hoist Replacement at Fort Rouge Garage	2,500	-1,000	1,500	2,000	2,000	4,000		11,000
Land Acquisition								0
Heated Bus Shelters								0
Low Income Bus Pass								139
Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass								0
TOTAL TRANSIT	40,397	-13,259	27,138	41,943	-11,480	30,463	25,044	158,997

Budget Referrals - Transit

Budget Referrals			Operating Budget				Capital
			2020	2021	2022	2023	
SWRT2 Service Plan	Report has been tabled that outlines the proposed service plan for the SWRT Transitway	IRPW (Nov 4 2019), Council approval pending	✓	✓	✓	✓	✓
Low Income Transit Pass Program	Budget impact resulting from estimated lost revenue	Council (October 24, 2019)	x	x	x	x	✓
Provide Free Fare for Children Under the Age of 12	Report tabled with options and estimated costs for providing free fare to children under 12.	IRPW referred report to budget process (June 25, 2019)	x	x	x	x	x
2018 Award Report for Transit Buses	Impact on maintenance from increased number of articulated buses in fleet (FTEs)	EPC (Sept 12, 2018)	x	x	x	x	x

Included in the budget	✓
Not budgeted	x

Operating Budget Summary

Target – 4 year budget – 2%

(in millions of \$)

	2019 Approved Budget	2020 Projection	2020 Draft Budget	2021 Draft Projection	2022 Draft Projection	2023 Draft Projection
Expenditure Budget	204.21	227.17	205.87	218.76	224.70	232.75
EPC Recommended Expenditure Target			205.87	218.76	224.70	232.75
Variance (Shortfall from Target)			-	-	-	-

- The Department is able to meet the operating target only with a significant impact to service levels.

Capital Budget Summary

Target for capital:

(in millions of \$)

	2019 Approved Capital	2020 Draft Budget	Draft Forecast				
			2021	2022	2023	2024	2025
Cash to Capital Transfer	5.04	0.98	7.48	7.21	9.21	8.42	5.15
EPC Recommended Capital Target		0.98	7.48	7.21	9.21	8.42	5.15
Variance (Shortfall from Target)		-	-	-	-	-	-

- This slide only reflects the impact of the cash to capital reductions and does not include the additional capital reductions needed to meet the operating target.

- A reliable source of funding for Transit's capital program is needed to ensure long term viability of critical assets which support service and to mitigate the impact on the operating budget in future years.

Questions?