



Easier Access Phase III – Project Status Update July 2022

Date: July 14, 2022
To: TTC Board
From: Chief Capital Officer

Summary

The purpose of this report is to provide a status update on the delivery of the Easier Access Phase III (EAIII) program for completion by 2025.

A cornerstone of the TTC's Corporate Plan 2018-2022 is accessibility, and as a proud leader in providing accessible public transit in the city of Toronto, we are committed to ensuring reliable, safe and inclusive transit services for all our customers.

The EAIII program is an important part of the 2019-2023 TTC Multi-Year Accessibility Plan in its objective to fulfil the provincially legislated requirements in the Accessibility for Ontarians with Disabilities Act, 2005 (AODA).

The Board adopted the recommendations in the report entitled, '2021 Accessibility Plan Status Update' at its May 12, 2021 meeting. In so doing, the Board also directed staff to bring back on a semi-annual basis an Easier Access Update Report. The report is to outline a program for each station, including:

- a. Major milestones through to project completion;
- b. Interdependencies with the City's planning and permit approvals process; and
- c. A high-level program risk register.

The Board has received regular updates on the status and progress of the EAIII program since this report.

The previous reports highlighted the key challenges and complexities with delivering the EAIII program. Managing these challenges and working collaboratively with City agencies and staff, utility authorities as well as developers is key for the TTC to successfully deliver the EAIII program.

To date, 55 stations are accessible and there are 17 remaining subway stations to be made accessible by 2025. Since the last update to the Board in February 2022, elevator construction has increased to 14 stations from eight, with three stations remaining in the design or procurement phases. Overall, the program is ambitious and acceleration efforts continue to be made to achieve the objectives of the program.

There remains a number of challenges at King, Old Mill and Islington stations, which may delay the start of construction and meeting the AODA compliance date for accessibility by January 1, 2025. These challenges include securing required permits, approvals and property easements necessary to commence construction. Mitigating steps are continuing to expedite remaining tasks in order to commence construction at these stations at the earliest possible dates.

At our peak in 2023, we will have up to 16 stations concurrently in various stages of construction. Recognizing the level of effort remaining in the last two years of the program, the following actions have been taken:

- a. The Board at its meeting on July 7, 2021 delegated authority to the TTC Chief Executive Officer to award future Easier Access III construction contracts provided that the contract award values are within the TTC construction estimates. The delegation of authority to the TTC CEO was updated at the April 14, 2022 meeting for the remaining stations.
- b. Advancing design development to identify requirements early to commence the lengthy process of approvals and property acquisitions in parallel with completing the design and commencing construction.
- c. Established a City and TTC Executive Steering Committee to oversee and advance all approvals and property acquisitions.
- d. Separating and completing station power upgrades using both external and internal resources in advance to reduce construction complexity as well as performing utility relocations ahead of EAIII construction.
- e. Implementing the recommendations received from a 2021 assurance review completed by Ernst & Young to improving control of the project, providing more accurate and timely reporting.

The Board was provided with an annual Accessibility Plan Status Update, most recently in June 2022, and this included an update to the EAIII program schedule.

This report also includes an update on the subsequent review of the Easier Access program currently being undertaken by Ernst & Young at the direction of the TTC CEO. The assurance review is focused on five stations within the program and a summary of the preliminary findings submitted to the TTC CEO are identified in this report.

Recommendations

It is recommended that the Board:

1. Receive the current EAIII program schedule, noting the acceleration efforts presently underway, and that staff will continue to seek opportunities for schedule improvement.

Financial Summary

This report has no additional capital financial impact beyond what has been approved for this project and the remaining funding requirements included in the 2022-2031 Capital Budget and Plan.

The total project cost of the Easier Access III (EAIII) program is approximately \$1,090.5 million, comprising of costs to the end of 2021 of \$460.3 million and approved funding in the 2022-2031 Capital Budget and Plan of \$630.2 million. Of the total project cost, approximately \$703.2 million has been committed to date, with \$225.7 million of the approved funding in the 2022-2031 Capital Budget and Plan committed to date.

Construction contracts for Glencairn, Greenwood, Lawrence, Christie, Warden and Spadina stations have been awarded by delegated approval by the Board to the TTC CEO. The cumulative value of these awards is approximately \$76 million.

The program is experiencing cost pressures due to current market conditions, escalations as well as design development and maturity. Several of the recent bids in 2022 have come in higher than the budgeted amount. Updated costs for the EAIII program's approved budget will be included in the 2023-2032 Capital Budget submission.

The Chief Financial Officer has reviewed this report and agrees with the financial summary information.

Equity/Accessibility Matters

A cornerstone of the TTC's Corporate Plan 2018-2022 is accessibility, and as a proud leader in providing accessible public transit in the city of Toronto, we are committed to ensuring reliable, safe and inclusive transit services for all our customers.

This is supported through the work of the EAIII Project. An accessible path with elevators and the associated equipment and finishes will be provided from street level to subway platforms for all remaining subway stations not currently accessible, with the exception of the non-accessible Line 3 stations, which will be decommissioned in 2023.

The prioritization of making stations accessible was determined in consultation with the Advisory Committee on Accessible Transit (ACAT). Factors considered by ACAT include: geographical location, daily usage of the station, proximity to hospital and senior citizens' facilities, proximity to other accessible stations, and transfers/connections to other modes of transportation and Wheel-Trans.

The ACAT Design Review Subcommittee have reviewed and provided input and constructive feedback on all EAIII designs at the preliminary design stage. All ACAT comments were addressed to the greatest extent possible prior to completing the detail design. In addition to review by ACAT, public consultations and updates are completed throughout the project life cycle to keep the public informed of the planned work.

Decision History

In order to meet the 2025 required completion date, the EAIII program schedule has been accelerated where possible. For further project background and history refer to:

https://ttc-cdn.azureedge.net/-/media/Project/TTC/DevProto/Documents/Home/Public-Meetings/Board/2016/October-27/Reports/7_Feasibility_of_Acceleration_Easier_Access_-_III.pdf?rev=6c2d0b8646bd4a4192aac81d4ecffdc&hash=53E264D19FE9F91F70294B9FD59F697C

https://ttc-cdn.azureedge.net/-/media/Project/TTC/DevProto/Documents/Home/Public-Meetings/Board/2020/July_14/Reports/7_Easier_Access_Phase_III_Project_Status_Report.pdf?rev=a13ddbdc15f247b98e806994a4e16ea2&hash=29B99C6650FC8487DA534727D05758D9

https://ttc-cdn.azureedge.net/-/media/Project/TTC/DevProto/Documents/Home/Public-Meetings/Board/2022/February-10/Reports/6_Easier_Access_Phase_III_-_Project_Status_Update_-_February_-_2022.pdf?rev=d57df510f9854172b1af2c3beb15f476&hash=311B7D99F4DEED8DC757B8FCE4B30301

https://ttc-cdn.azureedge.net/-/media/Project/TTC/DevProto/Documents/Home/Public-Meetings/Board/2021/May-12/6_2021_Accessibility_Plan_Status_Update.pdf?sc_lang=en&rev=44f126cbbdc14423a2305d725b4a71f7&hash=74D8C7DFA6BCBB19489281E8F416F90F

Issue Background

The EAIII program is an important part of the 2019-2023 TTC Multi-Year Accessibility Plan in its objective to provide accessible transit to all customers, and to fulfil the provincially legislated requirements in the Accessibility for Ontarians with Disabilities Act, 2005 (AODA).

The TTC started work to make subway stations accessible in 1990 and has a target to complete all subway stations by 2025. To date, 55 stations are accessible, and there are 17 remaining subway stations to be made accessible by 2025 as depicted in Appendix A – Easier Access Phase III Program Schedule. Note: the remaining Scarborough Rapid Transit (SRT) or Line 3 stations are not included under the program as they will be replaced by the Scarborough Subway Extension.

The EAIII program will provide an accessible path from street level, buses and streetcars, to subway platforms for all remaining stations not currently accessible.

The overall project scope at each station can vary according to individual station requirements, but will include as applicable: elevators, accessible doors, ramps, wide fare gates, electrical power upgrade, communication system upgrades, fire alarm modifications, tactile tiles, Wheel-Trans stops, associated HVAC and electrical

equipment, ceiling and signage modifications and architectural finishes. Existing service rooms will be renovated or new service rooms constructed to house the required equipment. Structural modifications are required for wall and floor openings to accommodate elevator shafts and corridors. Some stations require removal or reconstruction of existing stairs and escalators.

Comments

This report provides an update on the program status. Over the past two years, (2020 and 2021), nine stations were made accessible with six stations being put into service in 2020 (Wellesley, Dupont, Chester, Runnymede, Wilson and Bay); and Keele, Sherbourne and Yorkdale stations put into service in 2021.

Elevator construction has increased to 14 stations from eight stations as noted during the February 2022 update, and includes the following stations: Lansdowne, Donlands, College, Summerhill, Rosedale, Castle Frank, Glencairn, Greenwood, Lawrence, Christie, High Park, Spadina, Museum and Warden (EA component). King and Old Mill stations are in the Tender phase and Islington and Warden (redevelopment) stations are in final design stage. Refer to Appendix A for projected timing for each station.

We continue to look for opportunities to advance EA project construction work where deemed feasible and beneficial. The TTC closed an entrance at Lansdowne Station in 2021 for approximately three months to facilitate elevator and entrance work, and we are looking at further potential entrance closures and extended bus loop closures to facilitate the work at other stations. This includes Museum and Lawrence stations, which will require temporary station entrance closures to facilitate elevator construction. Lawrence Station has two entrances and the main entrance at Museum Station is planned to be closed once the second exit/entrance is built/opened. The local Councillors and communities have been advised in advance of planned station entrance closures. Some stations, such as Lawrence, will also require weekend subway closures to facilitate the construction work affecting track level areas.

The February 10, 2022 report, 'Easier Access Phase III Project Status Report' discussed the increasing complexities of the remaining stations to be made accessible and the challenges faced by EAll projects. Since that update earlier this year, completion dates for the following stations have been adjusted as noted in the June 23, 2022 Accessibility Plan Update report:

- Donlands: Elevator in service date was moved from 2022 to 2023, as additional time is expected to be required in the construction phase as a result of site conditions.
- Christie: Elevator in service date was moved from 2023 to 2024, as additional time was required in the design phase to resolve outstanding permits and approvals as a result of site conditions.

It should also be noted that several stations, including Rosedale and Glencairn, are continuing to track ahead of their end of 2024 public commitment dates as shown in Appendix A due to acceleration efforts by the project teams.

Stations made accessible early in the program were chosen for both geographic accessibility and comparatively less complex design and construction constraints. The majority of the remaining stations are significantly more challenging due to station configuration, conditions and constraints. The following discussion provides an update to the information in the previous Project Status report.

Project Life Cycle

The project life cycle begins with a design concept, which is achieved at Stage Gate 1, followed by preliminary design development at Stage Gate 2. At this stage, the required project scope elements are identified and agreed to by the principle project stakeholders.

The project then proceeds past Stage Gate 3 detail design development. At the completion of this stage gate, the design is thoroughly vetted through all internal stakeholders for acceptance for construction. Stage Gate 4 is the tender and award process and Stage Gate 5 is achieved at the commencement of the construction phase, which is typically a two-to-three-year duration and includes the elevator in-service milestone. Project estimates and schedules are progressively updated at each stage gate based on the level of design maturity and development. Stage 6 is contract closeout and handover to the end user.

The current status of the remaining Easier Access stations is as follows:

Station	Stage Gate Achieved
Lansdowne	G5
Donlands	G5
College	G5
Summerhill	G5
Rosedale	G5
Castle Frank	G5
Glencairn	G5
Greenwood	G5
Christie	G5
Lawrence	G5
Museum	G5
High Park	G5
Spadina	G5
King	G4
Old Mill	G4
Warden	G3
Islington	G3

The design phase work has been completed at all stations with the exception of Islington and Warden, which are in the stage of design reviews and approvals

necessary to proceed to tender and construction. Every station is unique, with different risks identified and required mitigation efforts to manage the risk to the project schedule.

A project risk register is developed for each station and is used to identify and manage the potential risks, impacts and mitigation strategies.

Refer to Appendix B – Easier Access III Critical Issues and Risks for further information on issues and risks by station.

Project Risks and Mitigation

The EAIII program continues to work closely with the City, third-party agencies and utility companies to secure property acquisitions, permits and approvals. There remain several stations that require completion of property acquisitions, permits and/or approvals by the City and/or utility agencies in order to proceed to construction. In many cases, multiple rounds of permit or approval reviews are required to satisfy requirements.

Several stations have remaining complex requirements with multiple stakeholders and based on the current outlook, there are challenges in providing accessibility at King, Old Mill and Islington stations by the AODA compliance date of January 1, 2025. Staff will continue to work with the City and third parties to resolve remaining issues and obtain outstanding permits, approvals and easements by the earliest possible date and commence construction. The construction will be closely monitored and schedule mitigated at all remaining stations in order to complete the work by the earliest possible dates.

Due to the configuration of several stations, including Museum, King and Spadina being directly below the right-of-way, lane restrictions are required to conduct the elevator construction. Extensive co-ordination has been done with City departments to co-ordinate the work with other planned projects and minimize the required impact to traffic.

Since the last update in February 2022, property easements have been secured at High Park Station, which allowed the construction to proceed; and are in the final stages at Museum Station. Property easement agreements remain to be completed at Old Mill and Islington stations, which could affect project timelines. For Islington Station, the plan is to extend the current licence with Hydro One to allow construction to proceed while the easement is being secured prior to 2025. The work at Old Mill Station involves multiple properties and easements and is in process, but will be very challenging to complete by the AODA timeline based on the current status and outlook.

Significant progress was also made with utility and third-party agencies since the last update report in February 2022. Agreements were secured with several utility agencies for relocations and support of infrastructure at several stations, including: King, Spadina, Christie, Museum and Islington. Continued support from City staff and utility agencies is critical in completing the stations according to schedule.

Labour strikes in early May 2022 by several unions have directly impacted the progress of construction work at several stations in the construction phase. This has included crane and heavy equipment operators, carpenters and other labourers that are critical to EAIII work, which involves excavations, shoring and formwork operations. However, the various union locals have been able to ratify new agreements in late May, which has resulted in resumption of the work. The impacts to the schedules for stations in construction is under review.

Warden and Islington Stations

Warden and Islington stations were designed with multiple individual drive-through bus bay configurations with stairs to each bus bay, and as such require new multi-bay bus platforms to achieve accessibility requirements. A dedicated project team was implemented to advance both designs. Funding for the redevelopment of both stations was provided in 2019 during conceptual design and further supplemented in 2021 upon completion of the Stage Gate 2 milestone. The Board approved an additional \$315.8 million in the 2021 Capital Budget to fully fund the EA program.

Existing and adjacent sites at both stations are designated for future development by CreateTO, and as a result, extensive co-ordination and commitment is required among CreateTO, City Planning and Transportation and the TTC to develop a feasible and co-ordinated development plan that is constructible within the required timelines and respects both transit and housing needs.

Design and construction costs of these stations are more than four times the cost of typical EA projects due to the complex third-party issues and redevelopment requirements. As such, the project team is continuing to investigate mitigation strategies to expedite the completion of design phases, including necessary approvals in order to commence construction as soon as possible.

For Warden Station, this includes splitting the work under three separate construction contracts as follows:

- Selective electrical upgrades that will be completed by early 2022;
- Construction of subway platform and concourse elevators, which is expected to be completed by early 2024; and
- Station Redevelopment work, which includes a temporary island bus terminal as an initial phase to make the station fully accessible by the end of 2024. Further work will follow, including construction of a new island bus terminal in the location of the existing terminal.

For Islington Station, construction and phasing of the work will be done under one contract and will include electrical room upgrades, train platform elevator and new accessible entrance as initial phases, followed by construction of the new permanent island bus terminal north of the existing bus terminal.

Since the last update to the Board in early 2022, Warden Station has progressed with the construction of an electrical power upgrade contract; the award of the train platform and concourse level elevators contract; and the continued progression towards design

completion for the station redevelopment contract. This contract's design will be reviewed and finalized in 2022 and proceed to construction in 2023.

For Islington Station, 90% design was achieved in early 2022 and the design is currently being finalized for completion. Site plan approval application co-ordination with City staff is continuing and expected to be finalized and permits issued by the end of Q3 2022. This timeline is critical in proceeding to construction at both stations and maintaining schedule commitments.

Acceleration Efforts

Acceleration of the program has been ongoing since the 2016 report to the Board entitled, 'Feasibility of Acceleration Easier Access III.' Prior to that time, an average of one station was made accessible per year. Since then, additional resources have been added to the project and the average number of stations being made accessible has ramped up to three per year on average. This is expected to increase further with the goal of completing the remaining stations by 2025.

In 2017, the Board approved acceleration of the design works and additional design services have been retained and dedicated Project Management and Property staff were assigned to advance designs in parallel as well as identify permit, property and other requirements early. Earlier acceleration efforts are paying off. Since the last update to the Board in February 2022, six stations have commenced construction: Christie, Lawrence, Spadina, High Park, Museum and Warden (EA component). Appendix A shows that by the end of 2022, all stations with the exception of Warden (Redevelopment contract) and Islington stations are expected to have proceeded to the construction phase.

At its July 7, 2021 meeting, the Board delegated approval of contract awards at remaining EAIII stations to the TTC CEO based on construction estimates, which can result in expediting contract approvals for award by approximately one month or more as the Board may not meet every month. This delegated approval has facilitated the award of six EAIII contracts to date for Glencairn, Greenwood, Christie, Lawrence, Warden and Spadina stations.

The later stations in design are more technically complex as discussed in this report, and required construction staging and operating constraints add to the project complexity and construction durations. Staff work collaboratively with contractors to identify opportunities to accelerate the work during construction. Given the described project constraints affecting the EAIII projects, the current construction schedule, which has up to 16 stations in construction concurrently is ambitious and acceleration efforts continue to be made to achieve the objectives of the program.

However, based on the issues experienced on completed stations to date, and the risks and challenges due to the complexities of the remaining stations, there is limited float and opportunity to absorb delays in the construction of the remaining stations from unforeseen site conditions, third-party impacts or other issues should they arise. Several stations in construction are experiencing challenges due to encountered site conditions that have impacted construction progress. Staff will continue to work with

contractors to recover delays where possible to limit overall schedule impacts. Continued monitoring and reporting of the construction progress and outlook will be provided to ACAT and other stakeholders to program completion.

Ernst & Young (EY) – Independent Assurance Review

As reported, Ernst & Young (EY), at the direction of the TTC CEO, has conducted a further review of the Easier Access Phase III (EAIII) program. The primary objective of the subsequent review is to provide the TTC with an in depth, independent assessment of the performance of five EAIII stations in meeting the AODA compliance deadline of January 1, 2025. This builds on the program level review that was conducted in 2021, which resulted in a series of recommendations to improve program level reporting and controls.

EY is in the process of completing the Deep Dive Review, which consists of the following stations: Islington EA and Redevelopment, King, Old Mill, Spadina and Lawrence. Under this review, EY has analyzed key Project/Program documents, interviewed internal and external stakeholders, and conducted site visits.

Based on the preliminary EY findings, the following stations have been identified at risk of not meeting the AODA deadline: Islington, King and Old Mill. King and Old Mill are in the procurement phase and Islington is in the final design phase. Spadina Station has also been identified as potentially at risk of not meeting the deadline by EY in their preliminary findings. The analysis and recommendations from EY's review of the five stations is being finalized and will inform additional actions to be taken by the TTC. The outcomes of the review and recommendations from EY will be reported to the Board as part of the next update on the Easier Access Program.

Contact

Rob Rosati, Senior Project Manager – Construction
416-678-5420
rob.rosati@ttc.ca

Signature

Gary Downie
Chief Capital Officer

Attachments

Appendix A – Easier Access Phase III Program Schedule
Appendix B – Easier Access Phase III Critical Issues and Risks

03075-897-83

APPENDIX A
Easier Access Phase III Program Schedule

Station	Design Completion	RFP Construction	Contract Award	Construction Planned to Begin	Station Accessible	Substantial Completion	Status
Keele				Complete	In Service	Achieved	Complete
Yorkdale				Underway now	In Service	Q4 2022	Construction
Sherbourne				Underway now	In Service	Achieved	Close out
Donlands				Underway now	Q2 2023	Q3 2023	Construction
Lansdowne				Underway now	Q4 2022	Q4 2022	Construction
College				Underway now	Q4 2023	Q4 2023	Construction
Summerhill				Underway now	Q4 2023	Q1 2024	Construction
Castle Frank				Underway now	Q4 2023	Q1 2024	Construction
Rosedale				Underway now	Q4 2023	Q2 2024	Construction
Greenwood				Underway now	Q4 2023	Q2 2024	Construction
Glencairn				Underway now	Q2 2024	Q3 2024	Construction
Christie				Underway now	Q1 2024	Q2 2024	Construction
Lawrence				Underway now	Q4 2024	Q4 2024	Construction
Museum				Underway now	Q4 2024	Q4 2024	Construction
High Park				Underway now	Q4 2024	Q4 2024	Construction
Spadina				Underway now	Q4 2024	Q1 2025	Construction
King	Q4 2021	Q2 2022	Q3 2022	Q3 2022	Q4 2024	Q1 2025	Tender
Old Mill	Q1 2022	Q2 2022	Q3 2022	Q3 2022	Q4 2024	Q2 2025	Tender
Islington (EA)*	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q4 2024	Q3 2026	Detail Design
Islington (Redev)**	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q4 2024	Q3 2026	Detail Design





Station	Design Completion	RFP Construction	Contract Award	Construction Planned to Begin	Station Accessible	Substantial Completion	Status
Warden (EA)***				Underway Now	Q1 2024	Q2 2024	Construction
Warden (Redev)	Q4 2022	Q1 2023	Q2 2023	Q2 2023	Q4 2024**	Q3 2026	Detail Design



***Note: Islington EA work will provide accessibility from new street level entrance (ramp) to concourse and from concourse to subway platform (elevator). Accessibility from new bus terminal to concourse will be provided with an elevator as part of Redevelopment. Bus access to new street level entrance target completion by end of 2024.**

****Note: Islington Redevelopment will provide accessibility between the new bus terminal and the station concourse.**

***** Note: Warden EA Contract will provide accessibility from Passenger Pick Up/Drop Off (PPUDO) to concourse (1 elevator) and concourse to subway (2nd elevator). The station becomes accessible during Redevelopment contract once temporary bus terminal is completed (end of 2024). Redevelopment of bus terminal will follow beyond 2024.**

**APPENDIX B
EASIER ACCESS III PROGRAM RISKS AND ISSUES**

Risk name	Description	Risk Status	Current State	Impact & Interdependencies	Required Escalation	Outlook
Property Acquisition	Property Acquisition for various projects may take longer, or cost more than anticipated	Open		<p>Driving/Critical Projects: Old Mill Station, Museum Station, Islington Station</p> <ul style="list-style-type: none"> - Property and easements delays related to Museum Station and Old Mill Station may directly impact the Easier Access Program schedule. - Stakeholder comments cycles taking longer than expected to resolve. 	- Sufficient resources are required to support completion of property agreements in alignment with the project schedule.	
Detailed Design Review Delays	<p>Delays to completion of Detailed Design Review process</p> <p>Design changes and/or scope changes required to incorporate stakeholders comments/issues</p>	Open		<p>Driving/Critical Projects: Islington Station, Warden Station</p> <ul style="list-style-type: none"> - For Islington Station, a phased approach for the replacement of the Electrical Room slab has been proposed to allow Elevators-in-Service and New West Entrance to be achieved by end of 2024, while remaining slab replacement continues beyond 2024 in parallel with the New Bus Terminal. - Warden Station detailed design review was impacted by additional site investigations, and resulting new dewatering requirements and design changes. And expedited review is required to support the project schedule, and station accessibility by the end of 2024. 	- A need for expedited review and sign-off for Islington and Warden Stations is required in order to proceed to construction at the earliest possible date.	

Risk name	Description	Risk Status	Current State	Impact & Interdependencies	Required Escalation	Outlook
Permits/ Approvals	Support from City of Toronto - Permits and Approvals - Right of Way, Building, Tree Injury/Removal, Third Party Utility Review - Site Plan Approval, Committee of Adjustments, Rezoning	Open		Driving/Critical Projects: King Station, Islington Station, Christie Station - Right of Way (ROW) permit, Site Plan approval, and Third Party Utility Review (TPUR) can take several rounds of comments to resolve issues and clear permits. - Executive Steering Committee with the City of Toronto established and first meeting held in February 2022. - At Christie Station, additional design requested by City of Toronto and Toronto Water to meet provincial requirements to offset additional discharge to the storm sewer network expected from the future installation for the project resulted in delays to approvals, tender closing/award and commencement of construction. - At Islington Station, Site Plan Approval (SPA) review comments from Transportation Services were delayed. Project team is working with Property, Planning and Development (PPD) and City Staff to expedite this review to support the project schedule.	- Continued discussion with City Departments including Toronto Water, Engineering and Construction Services, and Transportation Services etc. that Easier Access is a priority project and their assistance with expedited reviews and approvals are essential in meeting Accessibility for Ontarians with Disabilities Act (AODA) mandate.	





Risk name	Description	Risk Status	Current State	Impact & Interdependencies	Required Escalation	Outlook
Worker Strike	Worker strike(s) causes work stoppages or delays to one or more Easier Access Projects	Open	M	<ul style="list-style-type: none"> - In early May, several LiUNA locals began strike action, which is directly impacting all Easier Access projects in construction. Impact to the program schedule directly related to the length of each strike action. - Potential Impact to Elevators-in-Service is possible, depending on the length of each strike. - Impacted union locals have ratified new agreements. TTC and contractors will review project impacts, and work to mitigate impacts to Elevators-in-Service /Substantial Performance. 		M
Availability of General Contractors	Lack of diversity of General Contractors available in-market	Open	M	<ul style="list-style-type: none"> - The number of general contractors bidding on Easier Access work has been limited for the most recent series of tenders (average of 4 bids). - As more projects are awarded to a small subset of contractors, there is an increased risk that a particular contractor could have project performance issues that impact more than one work package. - Alternative procurement strategies (i.e. prequalification) to be implemented for larger redevelopment contracts. 		L

Risk name	Description	Risk Status	Current State	Impact & Interdependencies	Required Escalation	Outlook
Elevator Procurement Delays	Risk of procurement delays for elevators on Easier Access projects with a 2024 Elevators-in-Service date	Open	M	<p>Driving/Critical Projects: King Station, Old Mill Station, Museum Station</p> <ul style="list-style-type: none"> - Easier Access III program ramping up and as such greater need for elevator installers. - With this number of projects in 2024, and broader industry supply constraints in the Toronto Area, there is increased risk that some or all projects experience procurement delays, which will have a direct impact on Elevators-in-Service and AODA commitments. - Several general contractors have proposed alternate elevator subcontractors to help mitigate. 		M





CHRISTIE STATION RISKS AND ISSUES

Risk name	Description	Risk Status	Current State	Impact & Interdependencies	Required Escalation	Outlook
Permits/ Approvals	Permits and approvals take longer than expected (building permit, Right of Way permit(s), Third Party Utility Review)	Occurred	H	- Additional design requested by City of Toronto and Toronto Water to meet provincial requirements to offset additional discharge to the storm sewer network expected from the future installation for the project resulted in delays to approvals, tender closing/award and commencement of construction.	Item to be monitored at Executive Steering Committee with City to ensure discharge permits obtained to proceed with construction of the project in June 2022.	H

WARDEN STATION RISKS AND ISSUES

Risk name	Description	Risk Status	Current State	Impact & Interdependencies	Required Escalation	Outlook
Dewatering	Dewatering is required to facilitate excavation of the bus terminal	Occurred		- E4-13 Warden Station detailed design review was impacted by additional site investigations, and resulting new dewatering requirements and design changes. An expedited review is required to support the project schedule, and station accessibility by the end of 2024.	- A need for expedited review and sign-off for Warden Station is required in order to proceed to construction at the earliest possible date.	
Site Plan Approval	Site Plan Approval (SPA) process is delayed	Open		<ul style="list-style-type: none"> - Site Plan Approval (SPA) is required to support construction of the main contract at Warden. - Resubmission of this package was completed in April 2022 based on the first round of City of Toronto comments. - Mitigation of municipal requirements is needed for approval, particularly for adjacent existing land and future surplus land designated for CreateTO's residential development (with respect to permanent dewatering). - Approval is required within 12 months of submission, based on a commitment made to the TTC by the City of Toronto - Typical approval window would be 24 months. 	<p>Agreement is required with City to mitigate municipal requirements, particularly adjacent existing land and future surplus land designated for CreateTO's residential development. Agreement established with City for an expedited process to achieve SPA approval on time.</p> <p>Continuing discussion to be done at Executive City Steering Committee.</p>	

ISLINGTON STATION RISKS AND ISSUES



Risk name	Description	Risk Status	Current State	Impact & Interdependencies	Required Escalation	Outlook
Design Development	Additional Design Development during detailed design	Occurred		<ul style="list-style-type: none"> - For W4-18 Islington Station, a phased approach for the replacement of the Electrical Room slab has been proposed to allow Elevator in Service (EIS) and New West Entrance to be achieved by end of 2024, while remaining slab replacement continues beyond 2024 in parallel with the New Bus Terminal. 	<ul style="list-style-type: none"> - A need for expedited review and sign-off for Islington Station is required in order to proceed to construction at the earliest possible date. 	
Hydro One Networks Inc. (HONI) Property Costs	Property easement with HONI costs more than expected	Occurred		<ul style="list-style-type: none"> - An extension of the existing license agreement for the Islington Parking lots is pending council approval at the July Council Meeting. The extension of the license agreement will allow construction to proceed. - A permanent easement with Hydro One is required to secure land within the local transmission corridor for the project prior to the end of construction. - Costs for this property easement were not previously captured in the project estimate and has direct impact to project cost. - Negotiation of a final easement agreement ongoing. 		

Risk name	Description	Risk Status	Current State	Impact & Interdependencies	Required Escalation	Outlook
Site Plan Approval	Site Plan Approval (SPA) process is delayed	Occurred	H	<ul style="list-style-type: none"> - Site Plan Approval (SPA) is required to commence construction. - SPA Resubmission has been made to the City of Toronto (completed Feb 2022). - City Transportation Services comments on SPA resubmission were delayed. - Approval is required by Q3 2022, based on a commitment made to the TTC by the City of Toronto. - The project strategy has been changed to pursue minor variances to support construction, in parallel with a separate CreateTO Rezoning application. The minor variance application is on target to be approved at the July meeting of the Committee of Adjustments. 	Additional City of Toronto resources identified to ensure timely support to the project. Several escalations at City of Toronto required due to ongoing delays in receiving comments from City Transportation Services. This item has been raised at the City Executive Steering Committee for resolution.	H



DONLANDS STATION RISKS AND ISSUES

Risk name	Description	Risk Status	Current State	Impact & Interdependencies	Required Escalation	Outlook
Work Stoppage	Work stoppage causing delays during construction	Occurred	M	<ul style="list-style-type: none"> - Construction is taking place in a dense residential area, which has posed issues for ramping up construction activities. - Issues with the local church have been investigated, and it has been determined that TTC construction did not result in the damage, and work has since resumed. - Additionally, the project has encountered issues with site conditions and utility co-ordination, resulting in other delays. - Options for work acceleration (longer hours and weekends) to mitigate these impacts are limited due to site constraints and community concerns. - Based on Time Impact Analysis (TIA) conducted with the contractor, Elevators-in-Service extended to Q2 2023. 		M

COLLEGE STATION RISKS AND ISSUES

Risk name	Description	Risk Status	Current State	Impact & Interdependencies	Required Escalation	Outlook
As-Built Conditions	Existing as-built conditions are different than reference drawings	Occurred		<ul style="list-style-type: none"> - Site conditions encountered (non-structural tunnel topping) have delayed construction activities. - Time Impact Analysis (TIA) is under review and may impact Elevators-in-Service date of end of 2023. - The contractor has been asked to provide a recovery schedule to mitigate the total impact 		

MUSEUM STATION RISKS AND ISSUES

Risk name	Description	Risk Status	Current State	Impact & Interdependencies	Required Escalation	Outlook
Conflict with other construction in the area (University of Toronto and City of Toronto)	Coordination with University of Toronto, and City of Toronto construction activities in the immediate area	Open		<ul style="list-style-type: none"> - TTC and the University of Toronto are planning to conduct heavy construction in the area of the new elevator concurrently. - TTC and University of Toronto have co-ordinated the work during the design stage to mitigate potential impacts during construction. - TTC and City of Toronto, to continue co-ordinating elevator construction to review traffic impacts from the College St construction project. 		

Risk name	Description	Risk Status	Current State	Impact & Interdependencies	Required Escalation	Outlook
Properties Acquisition	Properties cannot be obtained through negotiations	Occurred	H	<ul style="list-style-type: none"> - Finalizing the easement agreement has been delayed due to additional comments received from University of Toronto during the final review of the agreement, which has impacted contract award. - TTC, City of Toronto, and University of Toronto are working to resolve outstanding comments, and finalize the permanent easement agreement in order for construction to proceed. 		M

LAWRENCE STATION RISKS AND ISSUES



Risk name	Description	Risk Status	Current State	Impact & Interdependencies	Required Escalation	Outlook
Subway Closure Cancellations	Scheduled subway closures during construction are cancelled (2 full weekend closures have been requested in 2022 to support construction)	Open	M	<ul style="list-style-type: none"> - Several weekend closures, extended station entrance closures and extensive night shift track access are required during next three years due to track level activities related to the project - Due to competing priorities with other projects, there is a risk that weekend closures, and/or track access may not be available to accommodate this work 	Continued prioritization of Easier Access contract with other competing projects for overnight work and scheduled weekend closures. Continued support by TTC Infrastructure and Engineering sections is required.	M



Risk name	Description	Risk Status	Current State	Impact & Interdependencies	Required Escalation	Outlook
Discovery of embedded services	Discovery of embedded services not shown on reference drawings or not identified during scanning by the consultant	Open	M	<ul style="list-style-type: none"> - Extensive service relocations are required in the station to facilitate the Relocation of the existing electrical room. - Investigations by several TTC Operations teams to identify any existing services conflicting with elevator work have been completed where possible. 		M

SPADINA STATION RISKS AND ISSUES





Risk name	Description	Risk Status	Current State	Impact & Interdependencies	Required Escalation	Outlook
3rd Party Utility Relocations	3rd Party utilities coordination and work schedule (Enbridge, Toronto Hydro Electric System Limited)	Occurred	M	<ul style="list-style-type: none"> - Risk occurred due to challenges obtaining an agreement with Enbridge. - Agreement and schedule have now been finalized with Enbridge, and TTC approval of Purchase Order is complete. - Further monitoring/co-ordination is being conducted to ensure work is completed in advance of Easier Access III contractor mobilization. - Extensive utility relocations/modifications is scheduled during construction, which will rely on utility companies' cooperation. 		M

KING STATION RISKS AND ISSUES

Risk name	Description	Risk Status	Current State	Impact & Interdependencies	Required Escalation	Outlook
Delays to ROW Permit	Approval of the ROW permit (especially at E3) is delayed	Occurred		<ul style="list-style-type: none"> - Currently working to obtain ROW permit, which reflects latest changes in utility package. - Working with Toronto Hydro in parallel to reach agreement on support-in-place of its existing duct bank, including support in place with a redundant line. - The project team is working with One King West to resolve business and residents access requirements during construction. 		

Risk name	Description	Risk Status	Current State	Impact & Interdependencies	Required Escalation	Outlook
Utility Congestion in Construction Area	Utility congestion and close proximity of construction work to adjacent utilities - Support-in-Place at construction shoring - Enwave, Enbridge, Toronto Hydro Electric System Limited, water main - Telecommunications duct banks	Open		<ul style="list-style-type: none"> - Relocation of the major combined sewer (650 mm) under existing Steam line (Enwave) is necessary at Elevator three. Added extensive complexity to the design. - Collaborating with Enwave to support in place existing steam line while constructing new sewer line. Additional investigations are in progress to identify feasible alternatives to resolve utility congestion in area which has delayed project. - Mapping utilities at the congested area, intersection of Yonge and Colborne, and overlapping with shoring design also indicated another conflict with another Enbridge gas main line that requires relocation prior to the Construction. - Enbridge relocation is now completed. - Support-in-place (SIP) for various utilities, including THES, telecommunications, and water main at/adjacent to shoring location. 		

OLD MILL STATION RISKS AND ISSUES

Risk name	Description	Risk Status	Current State	Impact & Interdependencies	Required Escalation	Outlook
Road Access for Construction	Insufficient access roads for construction (via 39 Old Mill and 2662 Bloor St W)	Occurred		<ul style="list-style-type: none"> - Temporary and permanent easements are required to facilitate construction site access over two private properties. - The property owner at 39 Old Mill has requested a complete shoring design for the temporary reinforcement of the underground parking garage before approval. 	<ul style="list-style-type: none"> - Additional resources in City Real Estate Services section is required to expedite easement agreements. - Obtaining property as per previous anticipated schedule is at risk, which will delay start of construction, and may impact Elevators-in-Service. 	
Obtaining properties required may take longer than expected	Obtaining properties (at 21 Old Mill, 39 Old Mill, and 2662 Bloor St W) required takes longer than expected (i.e. easements and fee simple)	Occurred		<ul style="list-style-type: none"> - Negotiations with condo boards and unit owners are still ongoing to see if expropriation(s) can be avoided. - The expropriation process (one and a half year process) has been initiated in parallel, and was brought to the TTC Board on July 2021 and was presented to Toronto City Council in Nov 2021. - A full expropriation process may result in approximately one year delay to Elevators-in-Service. 	<ul style="list-style-type: none"> - Additional resources in City Real Estate Services section is required to expedite easement agreements. - Obtaining property as per previous anticipated schedule is at risk, which will delay start of construction, and may impact Elevators-in-Service. 	

Risk name	Description	Risk Status	Current State	Impact & Interdependencies	Required Escalation	Outlook
Relocation of Owners/Residents	Higher than normal noise and vibration due bedrock removal Temporary relocation of up to 3 unit owners/residents requires a mutual release and lump sum payment, covering all related rental, utility and insurance costs, moving expenses, legal fees and real estate broker fees to the owners/residents for temporary relocation to an alternate residence, for the duration of bedrock removal	Open	M	Due to close proximity of construction to the adjacent three condos units at first floor of 2662 Bloor Street condominium building, negotiation to relocate the three owners has been initiated. Noise and Vibration study has been completed. Impact on other condos owners is anticipated.		M