



**For Action
with Confidential Attachment**

Easier Access Phase III – Project Status Update September 2023

Date: September 26, 2023
To: TTC Board
From: Chief Capital Officer

Reason for Confidential Information

This report contains information about a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the City or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

Summary

The purpose of this report is to provide a status update on the delivery of the Easier Access Phase III (EAIII). A cornerstone of the TTC's current Corporate Plan is accessibility, and as a proud leader in providing accessible public transit to the residents in the City of Toronto and surrounding municipalities, the TTC is committed to ensuring reliable, safe, accessible, and inclusive transit services for all its customers.

Since the last update to the Board in July 2022, Lansdowne Station became accessible, bringing the total number of accessible subway stations to 54 of 70 stations (after the shutdown of Line 3 stations). Of the 16 remaining stations to become accessible, three stations are scheduled to be completed in 2024: Donlands, Glencairn, and Castle Frank stations. By the end of 2024, 81% (57 of 70) of TTC stations will be completed. Nine stations are scheduled to be completed within 2025, at which time 94% of stations (66 of 70) will become accessible. Spadina, King, and Warden are due to be completed within 2026 and Old Mill is expected to begin construction by early 2024, subject to completion of the expropriation process of the required property.

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

The objective of the AODA is to ensure that facilities and services in Ontario are accessible by January 1, 2025. The TTC has been working towards achieving this objective by ensuring elevator access at each TTC station.

As a result of the above delay in completing easier access at all stations and in order to ensure that the TTC transit system is fully accessible by 2025, a contingency service plan will be developed for the interim period for each station in which elevator access

has been delayed beyond January 1, 2025. The interim service plan will ensure that there is accessibility to the subway system and such interim measures may include bus / shuttle service to and from nearby accessible stations.

The Board adopted the recommendations in the report entitled, 2021 Accessibility Plan Status Update, at its May 12, 2021 meeting. In doing so, the Board also directed staff to bring back on a semi-annual basis an Easier Access Update Report and include the following:

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

Previous Easier Access Update reports highlighted the key complexities with delivering the EAIII program. Managing these challenges and working collaboratively with City agencies and staff, utility authorities as well as developers and other third parties has been the focus of TTC efforts to deliver this program.

Since the last update to the Board, the TTC has undertaken a review covering the following points which have or will impact our ability to make all remaining stations accessible with elevators by January 1, 2025:

- The majority of stations delivered to date have been of a less complex nature, and we undertook an exercise to reappraise the risk profile and time impact on complex station projects either underway or due to go into construction.
- Market conditions have changed since the start of the COVID-19 pandemic with respect to the cost of work and the availability of materials.
- The volume of construction activity within the GTA has put a strain on the availability of labour and services.
- Interdependencies with City of Toronto projects, impacts to pedestrian access, and traffic impacts.

Recognizing the level of complexity and effort required, together with the challenges noted above, the following actions were taken to expedite the delivery of the program:

- a. At its meeting on July 7, 2021, the Board approved delegated authority to the TTC's Chief Executive Officer to award future Easier Access III construction contracts provided that the contract award values are within the TTC construction estimates;
- b. The delegation of authority to the TTC CEO was updated at the April 14, 2022,, meeting for the remaining stations;
- c. Advanced design development to identify requirements early in order to commence with the lengthy process of approvals and property acquisitions in parallel with completing the design and commencing construction;
- d. Established a City and TTC Executive Steering Committee to oversee and advance all approvals and property acquisitions;
- e. Separated and completed station power upgrades using both external and internal resources in advance to reduce construction complexity as well as performed utility relocations ahead of EAIII construction, where feasible;
- f. Increased resources to manage the construction of the remaining stations; and
- g. Mitigated encountered delay impacts with acceleration and recovery plans.

- h. The CEO directed an independent assurance review be undertaken to assess the performance of the program, and provide recommendations for improvement.

Notwithstanding these efforts, a number of challenges remain at 13 stations, which are forecasted to delay construction of new elevators beyond January 1, 2025. Refer to the Program Schedule in Appendix A.

Mitigating steps are continuing to be taken to expedite the construction at these stations to minimize delays to the elevator construction schedules.

The Board was provided with the annual Accessibility Plan Status Update, most recently in July 2023.

Recommendations

It is recommended that the TTC Board:

1. Receive the current EAIII program schedule, noting the acceleration efforts presently underway, and that staff continue to seek opportunities for schedule improvements.
2. Receive for information the independent assessment and recommendations outlined in the Confidential Attachment.
3. Authorize the information contained in the Confidential Attachment to remain confidential as it contains information about a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the City or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

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 2023-2032 Capital Budget and Plan.

The total project cost of the Easier Access III (EAIII) program is approximately \$1.169 billion, comprising of costs to the end of 2022 of \$540.8 million and approved funding in the 2023-2032 Capital Budget and Plan of \$627.9 million.

Of the total project cost, approximately \$936.9 million has been committed to date, of which \$396.1 million of the approved funding in the 2023-2032 Capital Budget and Plan has been committed.

Construction contracts for Glencairn, Greenwood, Lawrence, Christie, Warden (EA component), Spadina, and King, and Warden (redevelopment) have been awarded by delegated approval from the Board to the TTC CEO.

Any financial impacts arising from the implementation of an interim service plan to provide accessibility to the subway system will be captured in the 2025-2027 Operating Budget submissions.

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

Equity/Accessibility Matters

A cornerstone of the TTC's current Corporate Plan is accessibility and as a proud leader in providing accessible public transit to the residents in the city of Toronto and surrounding municipalities, the TTC is committed to ensuring reliable, safe, accessible and inclusive transit services for all its customers.

This is supported through the work of the EAIII program. An accessible path with elevators, the associated equipment and finishes will be provided from street level to subway platforms for all remaining subway stations not currently accessible.

Line 3 Scarborough stations are not part of the program as train operation permanently ended in August 2023, to be replaced by accessible bus service until the opening of the Scarborough Subway Extension. Kennedy Station will remain in service as an interchange station for subway trains and buses. Scarborough Centre Station will become a bus terminal. Lawrence East, Ellesmere, Midland, and McCowan stations will be permanently closed.

The prioritization of making stations accessible was determined in consultation with the Advisory Committee on Accessible Transit (ACAT). The ACAT Design Review Subcommittee has 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 the review by ACAT, public consultation is undertaken at project outset, and updates are completed throughout the project life cycle to keep the public informed of the planned work.

The objective of the AODA is to ensure that facilities and services in Ontario are accessible by January 1, 2025. The TTC has been working towards achieving this objective by ensuring elevator access at each TTC station. By the end of 2024, 81% (57 of 70) of TTC stations will have been completed.

An additional nine stations are scheduled to be completed within 2025, at which time 94% of stations (66 of 70) will have elevator access.

The TTC continues to work to ensure that all stations have elevator access, however in the interim and in order to ensure that the transit system is accessible by January 2025, the TTC will be implementing interim measures at stations that do not have elevator access. These measures will be evaluated on a station by station basis, but such measures may include bus/shuttle service from one location to another.

TTC further understands that post January 2025 some elevators may be out of service or undergoing major overhauls. During these periods, TTC will also be developing interim and mitigation measures to ensure that the systems remains accessible.

Decision History

The following links provide a chronology of the Easier Access Program Reporting including the project background and project status updates:

[Feasibility of Acceleration - Easier Access Phase III, October 27, 2016](#)

[Easier Access Phase III Project Status Report, July 14, 2020](#)

[2021 Accessibility Plan Status Update, May 12, 2021](#)

[Easier Access Phase III – Project Status Update, February 10, 2022](#)

[2022 Accessibility Plan Status Update, June 23, 2022](#)

[Easier Access Phase III – Project Status Update, July 14, 2022](#)

[2023 Accessibility Plan Status Update July 12, 2023](#)

Issue Background

The TTC started work to make subway stations accessible in 1990, and to date 54 of 70 subway stations are accessible, and there are 16 remaining stations to be made accessible as outlined in Appendix A – Easier Access Phase III Program Schedule.

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 includes as applicable: elevators, accessible doors, ramps, wide fare gates, electrical power upgrades, communication system upgrades, fire alarm modifications, tactile tiles, Wheel-Trans stops, associated HVAC, mechanical, and electrical equipment, ceiling and signage modifications and architectural finishes. Existing service rooms are renovated or new service rooms are constructed to house the required equipment.

Structural modifications are required for wall and floor openings to accommodate elevator shafts and corridors. Some stations require the removal or reconstruction of existing stairs and escalators.

Comments

This report provides an update on the program status and outlook.

Since the inception of this program, 54 of 70 stations are now accessible, with 10 of these being completed in the last three years. The stations made accessible over the last three years were: six in 2020 (Wellesley, Dupont, Chester, Runnymede, Wilson and Bay); three in 2021 (Keele, Sherbourne and Yorkdale); and one in 2022 (Lansdowne).

Elevator construction is underway at 15 stations: Donlands, Castle Frank, Glencairn, Summerhill, Rosedale, Greenwood, High Park, Lawrence, College, Christie, Museum, Warden, Islington, Spadina and King. The redevelopment contract for Islington Station was awarded on May 15, 2023, following TTC Board approval at its meeting on May 8, 2023. The Warden Station redevelopment contract was presented to the Board at its meeting on July 12, 2023, whereby delegated approval for the award of the construction contract was provided to the TTC CEO. The contract was awarded on August 29, 2023 following the completion of the procurement phase.

Project Risks and Mitigation

At its meeting on July 14, 2022, the Board was presented with the Easier Access Phase III Project Status Update Report that discussed the increasing complexities of the remaining stations to be made accessible and the challenges faced by EAIII projects. Since that update, completion dates for the remaining stations have been adjusted to reflect the status and outlook at each station based on a comprehensive risk analysis performed for each station whereby remaining risks and issues were evaluated and quantified against the project schedules. Every station is unique, with different risks identified and required mitigation efforts to manage the risk to the project schedule.

The program schedule in Appendix A includes revised forecasted dates to make each remaining station accessible and incorporates the latest status and outlook for each station, including evaluation and impact of known issues and risks to the project schedules. The forecasted schedules for each station will be updated accordingly as construction progresses forward at each station. Continued monitoring and reporting of the construction progress and outlook will be provided to the Board, ACAT and other stakeholders to program completion.

The EAIII project teams continue to work closely with the City, third-party agencies and utility companies to secure property requirements, permits and approvals. Completion of property requirements, permits and/or approvals by City and/or utility agencies remain to be secured at Islington, Warden and Old Mill stations and are required for construction execution.

Staff continue to work with contractors, third parties and all relevant stakeholders with the aim to mitigate construction issues and delays and complete the projects within the earliest possible timeline. This may include mitigation steps, such as combining construction stages, closing entrances or stairs/escalators where feasible and beneficial to the progress of the work.

Due to the configuration of several stations, such as Museum, King and Spadina being directly below the right-of-way, lane restrictions are required to conduct the elevator construction. Extensive collaboration has taken place with City departments to coordinate the work with other planned projects and minimize the required impact to traffic, pedestrians and cyclists.

Since the last update in July 2022, property easements have been secured at Museum and King stations and have allowed construction to proceed. Property easements are at the final stages for Islington Station.

Significant progress is also being made with utility and third-party agencies since the last update report in July 2022. Continued support for utility relocations and support of infrastructure at several stations is essential for construction progress.

Risks which have and continue to impact the program

Labour strikes in mid 2022 by several unions directly impacted the progress of construction work at several stations in the construction phase. This included crane and heavy equipment operators, carpenters and other labourers that are critical to EAIII work, which involves excavations, shoring and formwork operations.

Ongoing contractor issues at various stations due to the current market conditions, including sub-trade availability/shortages, site conditions, third-party conflicts (utilities construction, including required work on or near private property) have also impacted project schedules.

TTC staff and its contractors continue to work collaboratively to address and mitigate program risks and look for opportunities to advance EA project construction work by removing constraints and accelerate work activities, where feasible and beneficial.

Appendix B – Easier Access III Critical Issues and Risks summarizes the risks, impacts and mitigating strategies for the remaining stations.

Mitigation Measures

- The TTC closed an entrance at Lansdowne Station in 2021 for approximately three months to facilitate elevator and entrance work, and staff are looking at further potential entrance or stair closures and extended bus loop closures, where beneficial and necessary 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 existing stair entrances at Museum Station are planned to be closed once the second exit/entrance is completed and opened. Lawrence Station construction also benefitted from three weekend subway closures in 2022 and further weekend closures and weekly early night closures are being done in 2023 at this location to facilitate the construction work. A secondary entrance/exit at King Station is also being reviewed for a potential short-term closure to facilitate elevator construction.

- Consideration may also be given to station platform bypasses or early night closures to facilitate the platform/concourse works at select stations where additional space and time may be beneficial in performing critical activities that would be difficult during regular operations or nightly non-revenue periods. The aim would be to utilize these station bypasses/closures strategically at select stations where there would be a significant benefit to the project schedule, if utilized. Public communications will continue to be made in advance of any scheduled station service disruptions.

The remaining stations 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 operations and our contractors to identify opportunities to accelerate the work during construction.

Old Mill Station

Old Mill Station proceeded to tender in mid-2022, but was later cancelled due to the longer period required to secure property requirements needed for the construction. It will be retendered for construction once all property rights are obtained. Property rights have yet to be secured at Old Mill, which has delayed the start of construction. The work at Old Mill Station involves multiple properties and various property takings, which will likely need to be expropriated.

A full expropriation process will likely conclude by early 2024 resulting in a considerable delay to the completion of the elevator construction. The process is dependent on a hearing of necessity that is expected to be held in late 2023.

Further updates will be provided on the status of Old Mill in subsequent reports, including a plan on mitigating steps that will be considered to provide accessible alternatives beyond 2024 for this station and any other stations that are not accessible by that time.

Warden and Islington Stations

Warden and Islington stations have 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.

Existing and adjacent sites at both stations are designated for future development by CreateTO, which resulted in 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 investigated and implemented several

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 included splitting the work under three separate construction contracts as follows:

- Selective electrical upgrades that were advanced and completed in 2022;
- Advancement of construction in mid 2022 with planned completion by 2025 of the subway platform and concourse elevators for street-level, barrier-free accessibility from the passenger pick-up/drop-off (PPUDO) at the station; and
- Station redevelopment work, which includes a temporary island bus terminal as an initial phase to make the station fully accessible by mid 2026, and demolition of the existing bus terminal for construction of a new island bus terminal at the location.

For Islington Station, construction and phasing of the work will be done under one contract and will include electrical room upgrades, subway platform elevator and new barrier-free accessible street-level entrance to the existing concourse level as initial phases, followed by construction of the new island bus terminal north of the existing bus terminal.

Extensive co-ordination with City staff has been ongoing for several years to obtain Site Plan Approval and all other necessary approvals and permits for both stations, which are critical in proceeding to construction and maintaining schedule commitments.

Since the last update to the Board in July 2022, Warden Station has progressed with the completion of the selective electrical upgrades contract; the continued construction progress of the subway platform and concourse level elevators contract; and the design completion, tendering and award of the station redevelopment contract, which has recently been awarded for construction commencement.

Islington Station was tendered for construction in early 2023 and awarded following Board approval at its meeting on May 8, 2023. The most critical approval in the project's critical path, the Site Plan Approval (SPA) Notice of Approval Conditions, was secured on February 24, 2023. With the SPA Notice of Approval Conditions in hand, the project team is seeking conditional building permits and finalizing the acquisition of a permanent easement on the adjacent Hydro One corridor for the construction of the new bus terminal.

Interim Service Plan

As a result of several stations that have had their planned accessibility dates moved beyond 2024, a contingency service plan will be developed for the interim period that each station is not accessible beyond January 1, 2025. This plan will include the following for each impacted station:

- Interim service plan to provide accessibility to the subway line. This may include bus service to and from nearby accessible stations.
- Updated communications, including on the TTC website outlining accessible plans for each impacted station.

The TTC will ensure accessibility to these stations during extended developed dates. An interim service plan to provide accessibility to the subway line will be captured in the 2025-2027 Operating Budget submissions to ensure that the TTC can operate accessible alternative service, if required. The plans will be developed through the 2025 Annual Service Plan in consultation with ACAT and the public to ensure that any surface transit service to stations where Easier Access projects are not complete meets the accessibility needs of customers.

Independent Assurance Review

At the direction of the TTC CEO, an independent project assurance review of the EAIII program and remaining 16 station projects has been conducted by Ernst & Young (EY). The primary objective/scope of this review was:

- Review and validation of the updated project schedules for the completion of the remaining 16 (sixteen) stations in the program with focus on the Elevator in Service (EIS) date.
- Verify TTC response to prior EY recommendations to improve project management (EAIII Pilot & Round 1 Review) have been implemented; and
- Identify any other corrective actions or mitigations to be put in place

Under this review, EY analyzed key documents and interviewed internal stakeholders. This review builds on the prior assurance reviews conducted in 2021, 2022 by EY which resulted in a series of recommendations reported to the Board as part of prior program updates. The summary report, which is included in the confidential attachment, outlines the results of the latest independent assessment including perspective on remaining risks to the program.

TTC Senior Management and the Project team has accepted the key findings in the report. The Senior Management is closely working with the project team in implementing mitigation strategies to accelerate work. The findings from this review will also help TTC strengthen its project management processes.

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Signature

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Chief Capital Officer

Attachments

Appendix A – Easier Access Phase III Program Schedule

Appendix B – Easier Access Phase III Critical Issues and Risks

Confidential Attachment 1

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APPENDIX A
Easier Access Phase III Program Schedule

Station	Contract Award	Construction Planned to Begin	Construction % Complete	Station Accessible Previous Projection	Station Accessible (Revised Forecast)*	Status
Donlands	Awarded	Underway now	83	Q4 2023	Q2 2024	Construction
Castle Frank	Awarded	Underway now	58	Q1 2024	Q3 2024	Construction
Glencairn	Awarded	Underway now	47	Q2 2024	Q3 2024	Construction
Summerhill	Awarded	Underway now	40	Q3 2024	Q1 2025	Construction
Greenwood	Awarded	Underway now	52	Q2 2024	Q2 2025	Construction
Rosedale	Awarded	Underway now	48	Q4 2024	Q2 2025	Construction
College	Awarded	Underway now	56	Q4 2024	Q3 2025	Construction
Lawrence	Awarded	Underway now	42	Q4 2024	Q3 2025	Construction
Christie	Awarded	Underway now	23	Q4 2024	Q3 2025	Construction
Museum	Awarded	Underway now	39	Q4 2024	Q4 2025	Construction
High Park	Awarded	Underway now	45	Q4 2024	Q2 2025	Construction
Spadina	Awarded	Underway now	18	Q4 2024	Q3 2026	Construction
King	Awarded	Underway now	19	Q4 2024	Q4 2026	Construction
Islington (EA+ Redevelopment)**	Awarded	Underway now	2	Q4 2024	Q1 2026 (platform elevator)	Construction
Warden (EA)***	Awarded	Underway now	27	Q1 2024	Q3 2025	Construction
Warden (Redevelopment)***	Awarded	Underway now	0	Q4 2024 (temp bus term)	Q2 2026 (temp bus term)	Construction
Old Mill	Q2 2024	Q2 2024	Not started	TBA	TBA	Pre-tender

***Note: Revised forecasted dates based on latest available status, outlook, and risks/issues on each contract. Will be monitored and updated based on progression of construction.**

****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.**

*****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. Redevelopment of bus terminal will follow.**

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

Easier Access Program Risks & Issues (1)

Contract #	Risk Name	Description	Risk Status	Current State	Impact & Interdependencies	Mitigation/Escalation	Outlook
EASIER ACCESS	Cost Escalations	Higher costs due to current market conditions, supply chain issues and escalations.	Open	H	<ul style="list-style-type: none"> - Increases due to market conditions, site conditions, labour issues, utility costs at several locations. - Increased Closure costs and internal costs due to extensive track level work at Lawrence. - Property related claims received at several stations as a result of Section 30 agreements, business loss claims and expropriation during and after construction, which may require additional funding to close out (Sherbourne, Lansdowne, Runnymede). 	- Continue to monitor costs and look for opportunities to reduce costs.	H

Easier Access Program Risks & Issues (2)

Contract #	Risk Name	Description	Risk Status	Current State	Impact & Interdependencies	Mitigation/Escalation	Outlook
EASIER ACCESS	Construction Execution	<ul style="list-style-type: none"> - Sub-contractor co-ordination. Labour shortages / disruptions / supply chain issues. - Unexpected Site conditions encountered during construction - As-built conditions - 3rd party conflicts. 	Open	H	<p>Driving/Critical Projects: Stations in Construction.</p> <ul style="list-style-type: none"> - Ongoing contractor issues at various stations, including sub-trade availability, labour shortages, site conditions, 3rd party conflicts (utilities, neighbour properties), have impacted project schedules, including Elevators in Service (EIS). - Several late 2024 EIS stations are expected to be delayed beyond 2024. 	<ul style="list-style-type: none"> - TTC staff and contractors are working collaboratively to address and mitigate site issues. 	H

W4-18 Islington Station – EAll and Redevelopment (1)

Contract #	Risk Name	Description	Risk Status	Current State	Impact & Interdependencies	Mitigation/Escalation	Outlook
W4-18	Hydro One (HONI) Property Costs & Easements	Property easement with HONI costs more than expected.	Occurred	H	<ul style="list-style-type: none"> - HONI/IO license extension agreement execution for TTC Commuter Lomond Parking Lot completed in Jan. 2023. - City review of HONI Easement Agreement for future bus terminal site completed in Feb. 2023 due to competing projects and resources unavailability. - HONI Easement Agreement includes a termination clause (with a nine-month advanced notice to the TTC), which contradicts the intended permanent future use of site as a bus terminal. - Easement Agreement for future bus terminal site under review by HONI. - Updated appraisal of easement parcel indicates significant increase in property cost from previous appraisal reflecting current real estate market condition. 	<ul style="list-style-type: none"> - Ongoing discussion with Infrastructure Ontario (IO) and HONI to reach a resolution for intended permanent future use of site as a bus terminal in HONI Easement Agreement. - TTC/City will be entering into license agreement with HONI as mitigating measure to allow Contractor to access HONI corridor during finalization of easement purchase. 	H

W4-18 Islington Station – EAll and Redevelopment (2)

Contract #	Risk Name	Description	Risk Status	Current State	Impact & Interdependencies	Mitigation/Escalation	Outlook
W4-18	Site Plan Approval	Site Plan Approval (SPA) process is delayed.	Occurred	L	<ul style="list-style-type: none"> - Minor variance (five-year term) has been obtained to support construction to allow sufficient time for full Rezoning to include the CreateTO residential redevelopment. - Site Plan Approval (SPA) NOAC was obtained in Feb. 2023. 	<ul style="list-style-type: none"> - Conditional building permits are being sought to further mitigate potential schedule risk. - ROW permit has been moved to Contractor responsibility. - All other permits are currently being finalized. 	L

E4-13 Warden Station Redevelopment

Contract #	Risk Name	Description	Risk Status	Current State	Impact & Interdependencies	Mitigation/Escalation	Outlook
E4-13	Site Plan Approval	Site Plan Approval (SPA) process is delayed.	Open	M	<ul style="list-style-type: none"> - Site Plan Approval (SPA) is required to support construction of the main contract at Warden. Typical approval window is 24 months. - SPA NOAC and complete SPA agreement expected by Aug. 2023 in parallel with contract award. - ROW (Right of Way) permit, Site Plan approval, and TPUR (Third Party Utility Reviews) took several rounds of comments to resolve issues and approve permits. 	<ul style="list-style-type: none"> - Negotiated acceptance of geotechnical methane report as a condition of NOAC. - Clear strategy for resolution of signal timing comments from the City. - Conditional building permits will be sought to further mitigate potential schedule risks. - All CoT comments resolved and conditional NOAC approval expected Aug. 2023. 	M

W45-8 Old Mill Station – Easier Access Phase III (1)

Contract #	Risk Name	Description	Risk Status	Current State	Impact & Interdependencies	Mitigation/Escalation	Outlook
W45-8	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	H	<ul style="list-style-type: none"> - Tender for this project has been cancelled until a path forward for property acquisition is finalized. - Negotiations with legal representatives of impacted properties are still ongoing to see if expropriation(s) can be avoided. - The expropriation process has been initiated in parallel, and was brought to the TTC Board on July 2021 - Stage 1 Expropriation was initiated in Feb. 2022. Expropriation notices went out in Nov. 2022. Four requests for a Hearing of Necessity were received and Hearing scheduled for late Sept. 2023. - City Council approval for Stage 2 Expropriation cannot proceed until the Hearing of Necessity Inquiry Officer's report is provided to Council (late 2023). - A full expropriation process would likely conclude Q1 2024 resulting in significant delay to EIS. - Fee-Simple, Temporary and Permanent Easements are required to facilitate construction site access over three private properties. 	<ul style="list-style-type: none"> - Additional resources in City Real Estate Services Section have been secured to expedite property agreements or expropriation(s). - Obtaining property as per previous anticipated schedule is no longer achievable, which is delaying start of construction and EIS. 	H

S45-7 King Station – Easier Access Phase III (1)

Contract #	Risk Name	Description	Risk Status	Current State	Impact & Interdependencies	Mitigation/Escalation	Outlook
S45-7	Property Agreement(s) and Hotel Concerns	<p>Discussion related to property issues take longer than anticipated to come to resolution.</p> <ul style="list-style-type: none"> - Property agreement with Commerce Court. - Property concerns and contract changes for 1 King West. 	Open	H	<ul style="list-style-type: none"> - New agreement to support construction has been fully executed in Nov. 2022. - Addressing Commerce Court concerns may require various changes that may impact construction schedule and cost. - 1 King West claims that their general operations may be impacted by construction staging. 	<ul style="list-style-type: none"> - Ongoing communication with Commerce Court for accessible path and construction co-ordination. - Designer and Project team engaged with Contractor and City to provide changes to accommodate 1 King West to minimize construction impacts to their operations. - Mitigation option to reduce impact to 1 King West has been developed by reducing full closure duration of Melinda Street. 	M

S45-7 King Station – Easier Access Phase III (2)

Contract #	Risk Name	Description	Risk Status	Current State	Impact & Interdependencies	Mitigation/Escalation	Outlook
S45-7	Utility Congestion in Construction Area	Utility congestion and close proximity of construction work to adjacent utilities. <ul style="list-style-type: none"> - SIP at construction shoring. - Enwave, Enbridge, THES, water main. - Telecommunications duct banks. 	Open	H	<ul style="list-style-type: none"> - Relocation of the major combined sewer (650mm) under existing steam line (Enwave) is necessary at E3. Added extensive complexity to the project. - Collaborating with Enwave to conduct support-in-place for existing steam line while constructing new sewer line. - 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. Enbridge relocation is now completed. - Support-in-Place (SIP) for various utilities, including THES, telecommunications, and water main at/adjacent to shoring location. 	<ul style="list-style-type: none"> - Sewer relocation by Enwave was incorporated in the Contract documents to ensure the proper co-ordination between construction activities. Regular meetings being held to co-ordinate the work. - Major design to Support-in-Place (SIP) and bypass for THES main duct bank over the construction area of E3 being co-ordinated during construction. 	M

U3-16 Museum Station – Second Exit and Easier Access Phase III

Contract #	Risk Name	Description	Risk Status	Current State	Impact & Interdependencies	Mitigation/Escalation	Outlook
U3-16	Conflict with other construction in the area (UofT and City of Toronto)	Co-ordination with University of Toronto, and City of Toronto construction activities in the immediate area.	Open	M	<ul style="list-style-type: none"> - TTC and the UofT are planning to conduct heavy construction in the area of the new elevator concurrently. - TTC and UofT have co-ordinated the work during the design stage to mitigate potential impacts during construction. - ROW permit issued in March 2022. Construction and elevator staging has been adjusted to accommodate the College street track replacement project. 	TTC and City to continue monitoring the co-ordination of elevator construction with City project.	M

A45-18 Spadina Station - Easier Access Phase III

Contract #	Risk Name	Description	Risk Status	Current State	Impact & Interdependencies	Mitigation/Escalation	Outlook
A45-18	3rd Party Utility Relocations	3rd Party utilities co-ordination and work schedule (Enbridge, THES, Rogers).	Occurred	H	<ul style="list-style-type: none"> - Extensive utility relocations/modifications are necessary at various stages of construction, which will rely on utility companies' co-operation and availability of resources. - Unknown active Rogers duct bank was discovered during the construction and requires relocation. - Removal and Relocation work completed. - THES Design complete, existing poles removal ongoing. - Additional active Rogers duct bank was discovered during the construction and requires relocation. 	<ul style="list-style-type: none"> - Ongoing review and meetings with THES and Rogers to co-ordinate and resolve the outstanding issues. - Known 3rd party issues to date have been resolved. 	M
A45-18	Complexity of the design and existing infrastructure.	Existing underground structures combined with extensive surface road work has created additional complexity during the construction phase.	Open	H	<ul style="list-style-type: none"> - Part of Right-Of-Way (ROW) permit had to be revised and approved by City of Toronto. - Secondary City review of Traffic management configuration of the intersection completed. Contractor took over the traffic signalling. 	<ul style="list-style-type: none"> - Ongoing review and meetings with the City of Toronto to resolve the ROW and Traffic management. - Ongoing review of Construction staging with the Contractor to mitigate issues. - Potential closures of stairs within station to accelerate the work under review. 	M

Y45-3 Lawrence Station Elevators - Easier Access Phase III

Contract #	Risk Name	Description	Risk Status	Current State	Impact & Interdependencies	Mitigation/Escalation	Outlook
Y45-3	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. 	<ul style="list-style-type: none"> - Investigations by several TTC Operations teams to identify any existing services conflicting with elevator work have been completed where possible, and the relocation of services is ongoing. 	M
Y45-3	Subway Closure Cancellations/Track Level Access Availability	Scheduled subway closures during construction are cancelled (two full weekend closures utilized in 2022 and further closures planned in 2023 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 remaining two years of construction 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 and related resources may not be available to accommodate this work. 	<ul style="list-style-type: none"> - Co-ordination with other TTC operations teams for the 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

S2-17 College Station – Second Exit & Easier Access

Contract #	Risk Name	Description	Risk Status	Current State	Impact & Interdependencies	Mitigation/Escalation	Outlook
S2-17	As-Built Conditions	Existing as-built conditions are different than reference drawings.	Occurred	H	<ul style="list-style-type: none"> - Site conditions encountered (non-structural tunnel topping) have delayed construction activities. - Time Impact Analysis review completed resulting in over one year delay. 	<ul style="list-style-type: none"> - The contractor provided a recovery schedule to mitigate the total impact. 	M