



Financial and Major Projects Update for the Period Ended September 28, 2024

Date: December 3, 2024
To: TTC Board
From: Chief Financial Officer

Summary

This report sets out the operating and capital financial results for TTC Conventional and Wheel-Trans services. It provides a status update on the TTC's major capital projects for the period ending September 28, 2024. Financial projections to year-end 2024 are also provided. This is the third of four quarterly financial updates provided annually to the TTC Board for the fiscal year and subsequently submitted to the City of Toronto for consolidation with their financial variance reporting to City Council.

Operating Results

For the period ended September 28, 2024, operating results indicated a net year-to-date favourable variance of \$105.0 million, which includes an under-expenditure of \$77.8 million, and a favourable revenue variance of \$27.1 million. Under-expenditures were primarily due to delayed mobilization activities as a result of the deferred opening of Line 5 and Line 6, workforce vacancies experienced in the first six months, timing of materials and vehicle parts expenditures in the first half of the year, favourable IT contract pricing, and lower diesel prices. The \$27.1 million favourable revenue variance was primarily driven by higher TTC Conventional passenger revenues due to higher-than-anticipated ridership levels and a higher average fare per rider due to an increase in single fare rides resulting from the growing use of riders using Open Payment methods.

For the full year, the TTC's 2024 Operating Budget of \$2.639 billion gross and \$1.301 billion net, is projected to be underspent by \$35.8 million net. Expenditures are projected to be \$90.5 million below budget, primarily due to the deferred opening of Line 5 and Line 6, one-time underspending in salaries and benefits from workforce vacancies experienced during the first half of 2024, savings through better negotiated IT contract pricing, and lower diesel prices for the full year. This is partially offset by increased spending on materials and vehicle parts, higher-than-planned WSIB expenditures, costs to operate above budgeted service levels due to Operator surplus in Q4 associated with Lines 5 and 6, and increased Wheel-Trans service costs to accommodate higher-than-budgeted ridership demand. Given the projected year-end favourable expenditure variance and delayed opening of Line 5 and Line 6, the TTC plans to limit its draw from the TTC Stabilization Reserve to \$25 million of the budgeted \$45.7 million withdrawal,

while the Provincial funding to support Line 5 and Line 6 expenses will be limited to actual costs to be incurred. These are the two largest contributors to the unfavourable revenue variance of \$54.6 million, which will be partially offset by higher-than-anticipated passenger revenue that is anticipated to continue, albeit at a lower rate, to the end of the year.

Capital Results

For the period ending September 28, 2024, the TTC's capital expenditures totalled \$849.5 million, representing a spending rate of 96.9% when compared to the year-to-date planned (calendarized) budget of \$877.1 million. Of the total capital expenditures incurred to date, \$835.3 million or 97.5% of the base capital program's planned budget of \$856.9 million was spent, while \$14.2 million or 70.2% of the \$20.2 million planned budget for transit-expansion-related projects was incurred.

By year-end, the TTC's capital spending is projected to be in the order of \$1.290 billion, representing an overall 94.8% spending rate, with the TTC's base capital program projected to expend \$1.265 billion or 95.6% and transit-expansion-related capital expenditures projected to reach \$25.1 million or 67.0%. Key drivers of projected underspending at year-end include the procurement of accessible streetcars, where supply chain issues are causing a delay in the delivery schedule and associated milestone payments, and the deferral of project close-out activities for the Toronto-York-Spadina Subway Extension.

The year-to-date results and year-end projections reflect the recommended adjustments to the 2024 Capital Budget and future year cash flows in the 10-Year Capital Plan, as outlined in Appendix 3 of this report. This accounts for projects that have had accelerated spending and projects that have experienced some delays, and therefore, lower spending. These adjustments result from the ongoing monitoring of capital delivery and spending by TTC staff to ensure capital funding is maximized during the year.

Recommendations

It is recommended the TTC Board:

1. Approve the 2024 Capital Budget in-year budget adjustments to offset projects that have had accelerated spending by \$135.6 million with projects that have experienced delays and lower spending by \$135.6 million with no debt impact, as outlined in Appendix 3 of this report.
2. Authorize the recommended budget adjustments to the TTC's 2024-2033 Capital Budget and Plan in Recommendation 1 above to be included in the TTC's Capital Variance Report submission to the City of Toronto for the nine months ended September 30, 2024, for City Council consideration and approval.

Financial Summary

2024 Operating Results

Based on Period 9 year-to-date results, the TTC incurred expenses of \$1,818.2 million gross and \$1,002.1 million net, compared to the planned budget of \$1,896.0 million gross and \$1,107.1 million net, resulting in a net favourable operating variance of \$105.0 million. The net favourable operating variance reflects \$77.8 million in under-expenditures and a favourable revenue variance of \$27.1 million. Based on Period 9 financial performance, projected spending to year-end is anticipated to result in a net favourable variance of \$35.8 million.

Operating results for the period ended September 28, 2024 and projected year-end results are summarized in Table 1 below:

Table 1 – 2024 Operating Year-to-Date Results and Forecast Summary

Preliminary Operating Results and Forecast P9 2024						
Description (\$Millions)	Year-To-Date Actuals			Year-End Forecast		
	Budget	Actual	Variance	Budget	Forecast	Variance
Revenue						
TTC Conventional						
Passenger Revenue	731.2	753.1	22.0	997.7	1,025.1	27.4
Ancillary Revenue	52.5	57.2	4.7	91.0	93.1	2.1
Provincial Funding	0.0	0.0	0.0	175.3	114.8	(60.5)
Wheel-Trans Passenger Revenue	5.3	5.8	0.5	7.3	7.9	0.6
Subtotal Revenues	789.0	816.1	27.1	1,271.4	1,240.9	(30.5)
TTC Stabilization Reserve Draw	0.0	0.0	0.0	45.7	25.0	(20.7)
Long-Term Liability Reserve Draw	0.0	0.0	0.0	20.6	17.1	(3.5)
Total Revenue	789.0	816.1	27.1	1,337.6	1,283.0	(54.6)
Expenditures						
TTC Conventional	1,775.9	1,698.0	(77.9)	2,452.7	2,360.6	(92.1)
Wheel-Trans	120.1	120.2	0.1	165.7	167.3	1.7
Subtotal Expenditures	1,896.0	1,818.2	(77.8)	2,618.4	2,527.9	(90.5)
TTC Stabilization Reserve Contribution	0.0	0.0	0.0	2.7	2.7	0.0
Long-Term Liability Reserve Contribution	0.0	0.0	0.0	17.6	17.6	0.0
Total Expenditures	1,896.0	1,818.2	(77.8)	2,638.7	2,548.2	(90.5)
Net Expenditure (Funding Required)	1,107.1	1,002.1	(105.0)	1,301.0	1,265.2	(35.8)

Note: The TTC's 2024 Operating Budget was amended on June 26, 2024 for \$0.915 million gross and \$0 net as a result of City Council-approved one-time funding to support TTC subway upgrades within Ward 11 University-Rosedale.

The 2024 Operating Budget has been adjusted to reflect the transfer of \$69.8 million from the City's Non-Program Budget pending Council approval in its Q3 Variance report, in order to fund the 2024 cost of living adjustments. Reflecting this adjustment enables the TTC to provide an accurate comparison of financial results.

2024 Revenues

At the end of Period 9, total revenue exceeded the planned budget by \$27.1 million, primarily driven by higher passenger revenue due to higher-than-anticipated TTC Conventional ridership levels, a higher average fare per rider, increased Wheel-Trans

ridership demand, and favourable ancillary revenues associated with increased ridership. By year-end, revenue is forecasted to be \$54.6 million net below budget, with the continued trend of higher Conventional and Wheel-Trans passenger revenues until year-end, which will be offset by a lower utilization of budgeted Provincial funding associated with lower Lines 5 and 6 spending and lower-than-budgeted TTC Stabilization Reserve draw given the projected year-end favourable variance.

2024 Expenditures

Operating expenses incurred to the end of Period 9 were \$77.8 million below planned spending, resulting from cost savings due to delayed mobilization of Line 5 and Line 6, workforce vacancies experienced in the first six months and associated health and dental benefit costs, lower-than-anticipated pricing as a result of successful negotiation of IT service contracts and delayed implementation of software rollout, delayed spending on materials and vehicle parts, and lower average diesel fuel prices.

Projected results to year-end anticipate a favourable gross expenditure variance of \$90.5 million due to continued savings from key drivers noted above for the full year, which will partially offset price escalation of materials and vehicle parts spending as the year progresses, and increased Wheel-Trans service costs to accommodate higher-than-budgeted ridership demand.

2024 Capital Results

For the period ended September 28, 2024, \$835.3 million or 97.5% of TTC's base capital program's year-to-date planned (calendarized) budget of \$856.9 million was spent. A further \$14.2 million or 70.2% of the year-to-date planned budget for transit-expansion-related projects of \$20.2 million was also spent. In total, the TTC's capital expenditures up to the end of Period 9 totalled \$849.5 million and represents a spending rate of 96.9% when compared to the calendarized budget of \$877.1 million. When compared to the total approved 2024 Capital Budget, the overall spending rate is 62.4%, which reflects a spending rate of 63.1% for the TTC's base capital program and 37.9% for transit-expansion-related projects.

By year-end, the TTC's total capital spending is projected to be in the order of \$1.290 billion, representing an overall 94.8% spending rate, reflective of \$1.265 billion or 95.6% projected spending in the TTC's base capital program and \$25.1 million or 67.0% spending for transit-expansion-related capital works, as summarized in Table 2 below. Any unspent 2024 capital funding, which is currently projected to be \$71 million, will be carried forward into 2025 to complete capital work, in accordance with the City's Carry Forward Policy.

Table 2 – 2024 Capital Year-to-Date Results and Forecast Summary

Description (\$ Millions)	Year-To-Date			2024		
	Budget	Actual	%	Budget	YE Proj	%
TTC Base Capital	856.9	835.3	97.5%	1,323.3	1,264.6	95.6%
TTC Transit Expansion Related Projects	20.2	14.2	70.2%	37.5	25.1	67.0%
Total	877.1	849.5	96.9%	1,360.7	1,289.7	94.8%

Adjustments to the 2024-2033 Capital Budget and Plan

Since the approval of the TTC's 10-Year Capital Plan, the TTC Board and City Council have approved in-year budget adjustments to account for final 2023 capital spending (carry forward), as well as adjustments recommended through previous Financial and Major Projects Updates.

Further, in-year adjustments are being recommended in this report, as detailed in Appendix 3, in order to offset projects that have had accelerated spending of \$135.6 million with projects that have experienced delays and therefore lower spending of \$135.6 million, with no debt impact. These adjustments allow the TTC to maximize its capital project delivery by "borrowing" funds from those projects impacted by delays during the year and reallocating them to projects moving ahead of schedule. The "borrowed funds" are then reinstated to the delayed projected in the following year.

With the approval of the budget adjustments noted above and detailed in Appendix 3, the TTC's 10-Year Capital Budget and Plan's annual cash flow estimates will be adjusted, as summarized in Table 3 below:

Table 3 – Recommended Adjustments to the 2024-2033 Capital Budget and Plan

Capital Plan and Adjustments (\$ Millions)	2024 Budget	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-Year Total
Council Approved Capital Plan February 14, 2024	1,377.4	1,792.0	1,364.0	1,296.1	1,157.7	1,216.1	1,126.3	1,135.2	1,001.9	931.1	12,397.8
Previously Approved Amendments:											
Incremental Carryforward Adjustment	(16.7)	15.4									(1.3)
4M Variance Report Adjustments - Acceleration	54.5	(0.5)	(18.8)	3.6	0.7						39.5
4M Variance Report Adjustments - Deferrals	(54.5)	0.5	18.8	(3.6)	(0.7)						(39.5)
6M Variance Report Adjustments - Acceleration	20.2	5.6	7.1	6.4	1.8	0.3	0.3	0.3	0.3	0.3	42.5
6M Variance Report Adjustments - Deferrals	(20.2)	(5.6)	(7.1)	(6.4)	(1.8)	(0.3)	(0.3)	(0.3)	(0.3)	(0.3)	(42.5)
Total Previously Approved Amendments	(16.7)	15.4	-	-	-	-	-	-	-	-	(1.3)
Recommended Amendments:											
9M Variance Report Adjustments - Acceleration	135.6	(107.0)	(13.8)	0.4	0.6	-	-	-	-	-	15.8
9M Variance Report Adjustments - Deferrals	(135.6)	107.0	13.8	(0.4)	(0.6)	-	-	-	-	-	(15.8)
Total Recommended Amendments	-	-	-	-	-	-	-	-	-	-	-
Revised Capital Plan	1,360.7	1,807.4	1,364.0	1,296.1	1,157.7	1,216.1	1,126.3	1,135.2	1,001.9	931.1	12,396.5

The year-end projections based on the above amendments to the 2024 Capital Budget are accounted for in the Financial Update report presented here, and subject to the Board's approval, will be included in the TTC's submission for the City's Period 9 2024 Capital Variance report to the Budget Committee and for City Council's approval at its meeting on December 17, 2024.

Economic Impacts of TTC Spending

As part of its annual budget process, the TTC allocates funds for capital expenditures, which are used to invest in infrastructure, equipment, and other assets to improve the quality, safety, and efficiency of its transit services. This spending generates economic activity that benefits Toronto, the GTA region, and the rest of Canada. Updated findings from research conducted by the University of Toronto regarding the economic impact of TTC investments were presented at the December 20, 2023 TTC Board meeting and concluded that:

- Every dollar invested in the TTC yields approximately \$7.14 in economic and regional development benefits and quality of life benefits.
- Investment in TTC capital works yields the following economic benefits:
 - Every \$1 invested creates the equivalent of \$2.55 in economic activity (Gross Output);
 - Every \$1 invested adds an additional \$1.02 in Gross Domestic Product (GDP), generating a value-added impact, resulting in an increase in profit, taxes, and spending on labour; and
 - Every \$1 million invested in capital works creates 15 new jobs.

While research from the University of Toronto regarding the economic impact of the TTC's operating spending continues, the Multi-Regional Input Output (MRIO) multiplier for Urban Transit Systems of 2.26 can be applied to the TTC's operational expenditures on goods and services. Initial research shows that every \$1 million in operating expenditures creates nine jobs.

Overall, 2024 operating and capital spending is estimated to generate \$5.0 billion in economic activity and more than 26,000 jobs across Canada, with 90% of benefits accruing within Ontario, as summarized in Table 4 below:

Table 4 – Economic Impact of Projected Year-End Capital Spending by the TTC

(\$Millions)	Year-To-Date Actuals			Year-End Forecast		
	Capital	Operating	Sub-Total	Capital	Operating	Total
Spending	830.4	503.0	1,333.4	1,326.6	716.7	2,043.3
Gross Domestic Product (GDP)	838.7		838.7	1,339.9		1,339.9
Economic Activity (Gross Output)	2,117.5	1,136.7	3,254.2	3,382.8	1,619.7	5,002.5
Jobs	12,456	4,527	16,983	19,899	6,450	26,349

The final phase of the research project with the University of Toronto is underway with the final report expected to be presented to the Board in early 2025.

Equity/Accessibility Matters

The TTC is strongly committed to making Toronto's transit system barrier-free and accessible to all. The TTC believes all customers should enjoy the freedom, independence and flexibility to travel anywhere on the public transit system.

TTC fares were frozen at 2023 rates as a means to ensure transit is accessible to all riders. In addition, through the City's Social Development, Finance and Administration Division, eligible customers, including Ontario Works, Ontario Disability Support Program, Child Care Fee Subsidy, Rent Geared to Income clients whose income is under a threshold set below 75% of the Low Income Measure, are eligible for the Fair Pass Program. This program entitles eligible customers to a discount of approximately one-third on single adult fares for single rides or 21% off adult monthly passes.

In addition, the TTC continues to protect service coverage across the city. This recognizes that even on the lowest ridership routes, it is critical that all customers have

access to safe, reliable, and accessible service. Service investment will increase to 97% of pre-pandemic levels in 2024 from 95% in 2023 to accommodate ridership demand changes through new and revised routes and to maintain reliability in the face of increasing congestion on mixed-traffic corridors. Recent and planned service increases will continue to be prioritized and implemented with an equity lens, which includes inclusive consultation approaches, geographic assessment of Neighbourhood Improvement Areas, and customer research around the use of routes by various socio-demographic populations.

In support of the Accessibility for Ontarians with Disabilities Act's goal of an accessible Ontario by 2025, the TTC has committed to investing more than \$1.7 billion for several major projects, with approximately \$972 million spent to date and planned spending of \$759 million (in total) included in the Approved 2024-2033 TTC Capital Budget and Plan. These projects include, but are not limited to, Easier Access, elevator/escalator overhauls, accessibility improvements at bus and streetcar stops, Wheel-Trans Transformation Program, and Wheel-Trans bus procurements, all of which will improve the accessibility of TTC facilities and vehicles for all customers.

The 2024-2033 Capital Budget and Plan provides funding of \$513.8 million to complete the TTC's Easier Access Program, including an approved budget of \$131.7 million for 2024 to enable the continuation of capital works to make the remaining 13 of 70 subway stations accessible with elevators, wide fare gates and automatic sliding doors.

The 2024 Capital Budget and Plan also provides funding for modernization across the transit system, including procuring and accommodating the maintenance and storage of 60 new low-floor streetcars, additional new accessible TTC and Wheel-Trans buses as well as making another 322 bus and streetcar stops accessible.

Decision History

At its meeting on December 20, 2023, the TTC Board approved the 2024-2033 TTC Capital Budget and Plan of \$12.398 billion over the 10-year period, with \$1.369 billion approved in the 2024 Capital Budget and a 2024 Operating Budget of \$2.568 billion gross and \$1.231 billion net, with a 2024 total year-end workforce complement of 17,508 positions for the TTC. The 2024 Operating Budget is comprised of \$2.404 billion gross and \$1.076 billion net for TTC Conventional Service; and \$163.6 million gross and \$155.7 million net for Wheel-Trans Service.

[Staff Recommended 2024 TTC Conventional and Wheel-Trans Operating Budgets and 2024-2033 Capital Budget and Plan](#)

Subsequently, on February 14, 2024, City Council approved an amendment to the TTC Board's approved 2024 TTC Capital Budget, reallocating \$67.9 million for the Line 3 Scarborough Rapid Transit (SRT) Busway from permanent savings of \$12.2 million from the SRT Life Extension/Transition project and \$55.7 million from property acquisition funding reflected within the Line 1 Capacity Enhancement Project.

[City of Toronto 2024 Capital and Operating Budget](#)

At its meeting on May 16, 2024, the TTC Board approved adjustments to the TTC's 2024 Operating Budget by reducing the 2024 fare revenue budget by \$0.5 million and

increasing the ancillary revenue budget by \$0.5 million, funded from proceeds to be received from the sale of the decommissioned SRT fleet, for the implementation of the Free Transit for Grade 7-12 Student Field Trips pilot.

[Pilot – Free Transit for Grade 7-12 Student Field Trips](#)

At its meeting on May 22, 2024, in accordance with the City's Carry Forward Policy, City Council approved an incremental carry-forward reduction of \$1.2 million applied to the TTC's existing carry-forward funding of \$180.5 million as submitted through the 2024 budget process.

[Adjustments to Capital Budget, Carry Forward Funding and Future Year Commitments](#)

At its meeting on June 20, 2024, the TTC Board approved adjustments to the TTC's 2024-2033 Capital Budget and Plan to offset projects that have had accelerated spending by \$54.5 million with projects that have experienced delays and lower spending by \$54.5 million with no debt impact.

[Financial and Major Projects Update for the Period Ended April 27, 2024](#)

On June 26, 2024, City Council approved an increase of \$0.915 million gross and \$0 net to the 2024 TTC Operating Budget for TTC Conventional Service. This amount reflects the estimated cost to support upgrades at subway stations within Ward 11 University-Rosedale.

[Authorization to Release Section 37 Funds from Various Developments to Support Toronto Transit Commission Station Upgrades in Ward 11 University-Rosedale](#)

At its meeting on September 24, 2024, the TTC Board approved adjustments to the TTC's 2024-2033 Capital Budget and Plan to offset projects that have had accelerated spending by \$20.2 million with projects that have experienced delays and lower spending by \$20.2 million with no debt impact.

[Financial and Major Projects Update for the Period Ended June 29, 2024](#)

Comments

2024 Operating Budget: Financial Update

Key Operating Budget Indicators

The TTC's Operating Budget results are primarily driven by six key indicators. These indicators impact year-to-date spending and revenues as well as provide the basis for estimated year-end projections.

The key indicators include TTC Conventional and Wheel-Trans ridership, average fare per ride, and market prices for diesel fuel and electric power, which affect a combined fuel and utilities budget of \$182.0 million. The final and most significant driver of expenses relates to service hours delivered, which impact labour expenses (\$1.298 billion) and non-labour expenses (\$360 million), such as parts and maintenance as well as fuel and hydro consumption.

Details of the TTC's key operating indicators are addressed in Table 5 below:

Table 5 – Summary of Key Operating Budget Indicators

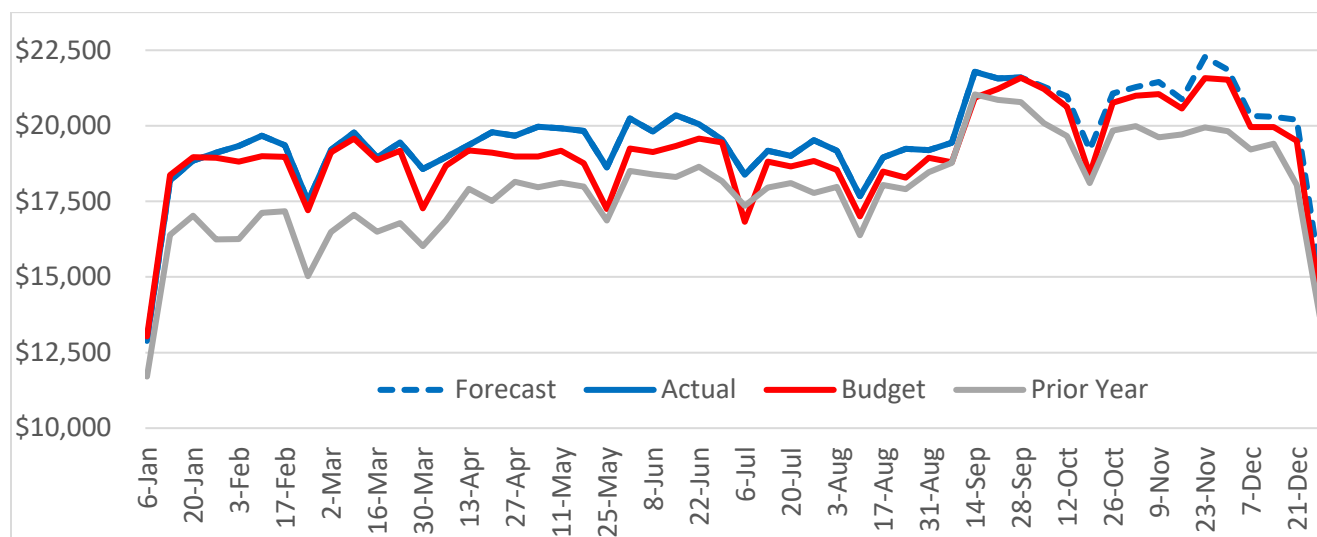
Item	Year-To-Date Actuals			Year-End Forecast			Status
	Budget	Actual	Variance	Budget	Forecast	Variance	
TTC Conventional Ridership	310.2M	311.1M	0.9M	422.4M	422.6M	0.2M	✓
TTC Average Fare (\$)	2.36	2.42	0.06	2.36	2.43	0.07	✓
TTC Actual Operating Service Hours	6.83M	6.77M	(0.06M)	9.25M	9.25M	0.0M	✓
Price of Fuel (\$/litre)	1.44	1.29	(0.14)	1.44	1.28	(0.16)	✓
Price of Electric Power (\$/kWh)	0.14	0.14	0.00	0.14	0.14	0.00	✗
Wheel-Trans Ridership	2.42M	2.6M	0.18M	3.33M	3.58M	0.25M	✓

TTC Conventional Ridership and Revenue

TTC Conventional revenue ridership has been trending close to or slightly above budgeted levels thus far in 2024, following expected seasonal fluctuations. To the end of Period 9, the TTC's Conventional revenue ridership totalled 311.1 million rides with year-to-date ridership at 100.3% of budgeted levels.

Similarly, as illustrated in Chart 1 below, TTC Conventional passenger revenue has trended close to or slightly above budgeted levels thus far in 2024, with year-to-date passenger revenue totalling \$753.1 million or 103.0% of budgeted levels, resulting in a favourable variance of \$22.0 million (\$21.0 million net of PRESTO commissions). The higher passenger revenue variance was driven by higher-than-anticipated ridership growth (year-to-date ridership 0.3% above budget) as well as a higher-than-budgeted average fare per ride (\$2.42 versus the budgeted fare of \$2.36) due to an increase in single ride fares arising from the growing use of Open Payment methods by TTC riders.

Chart 1 – 2024 Weekly TTC Conventional Passenger Revenue



For the remainder of the year, TTC Conventional passenger revenue is forecasted to sustain the growth experienced thus far and continue to trend slightly above budget, resulting in a projected full-year favourable variance of \$27.4 million (\$26.1 million net of PRESTO commission). It should be noted that the TTC Conventional passenger revenue projected full-year favourable variance, based on Q2 2024 results, was higher

at \$34.2 million. The \$6.8 million decrease from the \$34.2 million favourable variance to the current \$27.4 million favourable variance is because actual passenger revenue for Periods 7 to 10 came in \$3.8 million lower than forecasted and the year-end projection was decreased by \$3.0 million.

The adoption of the Open Payment and Virtual PRESTO Card payment methods continued to grow, resulting in the following payment trends at the end of Period 9:

- Open and Virtual Payment methods now account for over 26% of weekly ride payments:
 - 15.5% of weekly rides paid using the Open Payment method; and
 - 10.7% of weekly rides paid using the Virtual PRESTO card, up from 1.7% prior to the addition of the Virtual PRESTO card on Apple devices in mid-July 2024.
- Cash, legacy fare methods and fare payments from a physical PRESTO card have decreased:
 - Weekly rides paid with cash – down to 3.5% from 5.7%;
 - Weekly rides paid with legacy fare media – down to 0.1% from 0.3%; and
 - Weekly rides paid with a physical PRESTO card – down to 64% from 85%.

Service Hours

Conventional service hours delivered to the end of Period 9 were 0.9% below budgeted service levels due to the delayed mobilization of Lines 5 and 6, which were planned for budget purposes to begin in September 2024. Actual service hours are projected to increase above budgeted levels toward the end of the year due to additional Operators being onboarded to prepare for the opening of Line 5 and Line 6. Service levels have been temporarily increased accordingly to accommodate the additional Operator availability in Q4.

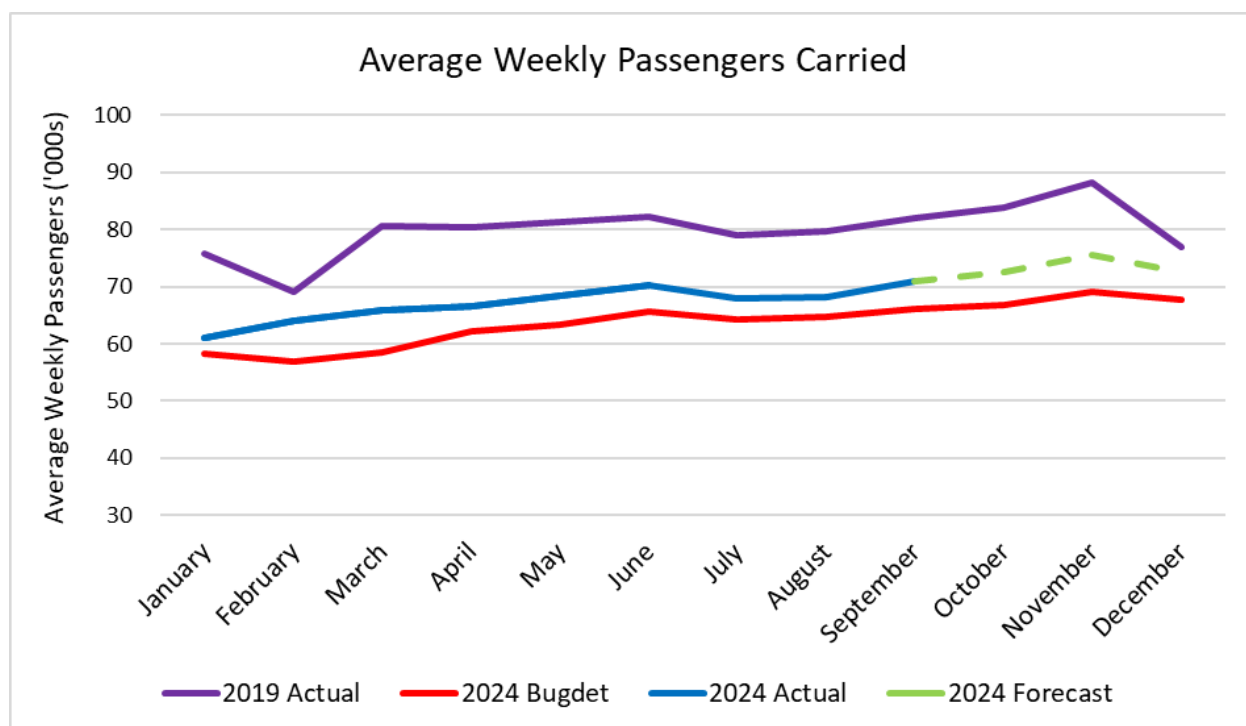
Diesel Fuel

To date, diesel prices averaged \$1.29 per litre, coming in below the budgeted price of \$1.44 per litre, as diesel refining margins contracted to an eight-month low during the first quarter of 2024. In addition, an unexpected decline in crude oil prices in June due to increased concerns of a global recession combined with increased expectations in the market on OPEC+ rolling back previous production cuts sooner than anticipated also contributed to the lower prices. Based on the latest available market pricing, diesel pricing is anticipated to continue to trend below budget to an average of \$1.28 per litre for the remainder of the year.

Wheel-Trans Ridership

As shown in Chart 2 below, Wheel-Trans ridership has experienced steady growth thus far in 2024. As of the end of Period 9, ridership was at 85% of pre-pandemic levels compared to a budgeted level of 79% as a result of approximately 3,000 or 8% more new registrants than was anticipated in the 2024 Budget.

Chart 2 – 2024 Average Weekly Wheel-Trans Passenger Ridership



Overall, total ridership is projected to be 7.5% above budget for the year due to higher-than-anticipated growth in new registrants. Additional Wheel-Trans buses and contracted taxi services are expected to accommodate the increased forecast in ridership demand.

2024 Year-to-Date Operating Results and Year-End Forecast

For the period ending September 28, 2024, the TTC incurred expenditures of \$1,818.2 million gross and \$1,002.1 million net against a year-to-date planned budget of \$1,896.0 million gross and \$1,107.1 million net, resulting in a net favourable operating variance of \$105.0 million. Projected results to year-end reflect a net favourable variance of \$35.8 million.

Year-to-Date Operating Results

To the end of Period 9, the TTC's net favourable variance of \$105.0 million reflects an expenditure variance of \$77.8 million and a favourable revenue variance of \$27.1 million.

The \$77.8-million favourable expenditure variance was primarily driven by underspending as a result of:

- Mobilization activities for Line 5 and Line 6 has been delayed due to opening deferred to 2025.
- Workforce vacancies are currently in the various stages of the recruitment process, including completing hiring that was partially delayed in the first six months due to organizational strike preparedness and collective bargaining.

- Lower spending on health and dental benefits due to year-to-date vacancy experience, partially offset by an increase in WSIB claimants.
- Lower-than-anticipated pricing as a result of the successful negotiation of IT service contracts and delayed implementation of IT software, which will be reflected in the 2025 Operating Budget.
- Lower-than-planned spending on materials and vehicle parts.
- Lower average diesel fuel prices, which will be reflected in the 2025 Operating Budget.

The \$27.1-million favourable revenue variance was primarily due to passenger revenue exceeding budgeted levels by \$22.0 million or 3.0% given an increase in the average fare per rider experienced to date and higher-than-planned ridership growth. There was also higher-than-anticipated Wheel-Trans ridership as well as higher ancillary revenues mainly driven by Metrolinx construction recoveries received earlier than anticipated.

Year-End Operating Forecast

Projected results to year-end indicate a net favourable variance of \$35.8 million, which is mainly due to passenger revenue forecasted to exceed budgeted levels by \$27.4 million as well as underspending resulting from the delayed mobilization of Line 5 and Line 6, delays in filling vacant positions, savings from negotiated IT contracted pricing, delayed implementation of IT software, lower health and dental benefits and lower fuel prices. This under-expenditure will be partially offset by higher materials and vehicles parts expenditures to be realized in the balance of the year and lower revenues arising from utilizing Provincial revenue to cover Line 5 and 6 expenditures to be incurred, and forgoing a portion of the draw from TTC Stabilization Reserve given the favourable variance projected by year-end.

Table 6 below summarizes the key year-to-date and projected year-end expenditure and revenue results against the 2024 Operating Budget:

Table 6 – TTC and Wheel-Trans Year-to-Date Operating Results and Year-End Forecast

Operating Results and Forecast P9 2024						
Description (\$Millions)	Year-To-Date Actuals			Year-End Forecast		
	Budget	Actual	Variance	Budget	Forecast	Variance
Revenue						
TTC Conventional						
Passenger Revenue	731.2	753.1	22.0	997.7	1,025.1	27.4
Ancillary Revenue	52.5	57.2	4.7	91.0	93.1	2.1
Provincial Funding	0.0	0.0	0.0	175.3	114.8	(60.5)
Wheel-Trans Passenger Revenue	5.3	5.8	0.5	7.3	7.9	0.5
Subtotal Revenues	789.0	816.1	27.1	1,271.4	1,240.9	(30.5)
TTC Stabilization Reserve Draw	0.0	0.0	0.0	45.7	25.0	(20.7)
Long-Term Liability Reserve Draw	0.0	0.0	0.0	20.6	17.1	(3.5)
Total Revenue	789.0	816.1	27.1	1,337.6	1,283.0	(54.6)
Expenditures						
TTC Conventional						
Departmental Labour	955.3	931.7	(23.5)	1,298.5	1,274.4	(24.1)
Departmental Non-Labour	251.9	219.4	(32.5)	360.1	317.9	(42.2)
Employee Benefits	343.0	335.9	(7.1)	470.5	459.5	(10.9)
Diesel	75.4	71.1	(4.3)	101.2	96.0	(5.2)
Traction Power & Utilities	57.6	56.8	(0.8)	80.8	78.7	(2.1)
Other Corporate Costs	92.7	83.0	(9.7)	141.6	134.2	(7.4)
Wheel-Trans	120.1	120.2	0.1	165.7	167.3	1.6
Subtotal Expenditures	1,896.0	1,818.2	(77.8)	2,618.4	2,527.9	(90.5)
TTC Stabilization Reserve Contribution	0.0	0.0	0.0	2.7	2.7	0.0
Long-Term Liability Reserve Contribution	0.0	0.0	0.0	17.6	17.6	0.0
Total Expenditures	1,896.0	1,818.2	(77.8)	2,638.7	2,548.2	(90.5)
Net Expenditure (Funding Required)	1,107.1	1,002.1	(105.0)	1,301.0	1,265.2	(35.8)

An analysis of Operating Results by Service is provided in Appendix 1 and Overtime Management results are provided in Appendix 2 of this report.

2024 Capital Budget: Financial Update

2024 Capital Results and Projection to Year-End

For the period ending September 28, 2024, the TTC's capital expenditures totalled \$849.5 million, representing a spending rate of 96.9% when compared to the year-to-date planned (calendarized) budget of \$877.1 million. Of the total capital expenditures incurred to date, \$835.3 million or 97.5% of the base capital program's planned budget of \$856.9 million was spent, while \$14.2 million or 70.2% of the \$20.2 million planned budget for transit-expansion-related projects was incurred.

By year-end, the TTC's capital spending is projected to be in the order of \$1.290 billion, representing an overall 94.8% spending rate, with the TTC's base capital program projected to expend \$1.265 billion or 95.6% and transit-expansion-related capital expenditures projected to reach \$25.1 million or 67.0%. Table 7 below summarizes the year-to-date and projected year-end results by key project type:

Table 7 – 2024 Capital Budget Results and Forecast

Description (\$ Millions)	Year-To-Date			2024		
	Budget	Actual	%	Budget	YE Proj	%
TTC Base Capital						
Infrastructure Projects	435.3	460.4	105.8%	755.1	733.4	97.1%
Vehicle Related Projects	421.6	374.9	88.9%	568.1	531.2	93.5%
Total - Base Capital	856.9	835.3	97.5%	1,323.3	1,264.6	95.6%
TTC Transit Expansion-Related Projects						
Toronto York Spadina Subway Extension	13.4	8.9	66.4%	26.3	13.9	52.9%
SRT Conversion to Busway	6.6	5.1	77.6%	10.9	10.9	100.0%
Waterfront Transit - Design	0.2	0.2	79.7%	0.3	0.3	100.0%
Total - Transit Expansion Related Projects	20.2	14.2	70.2%	37.5	25.1	67.0%
Total	877.1	849.5	96.9%	1,360.7	1,289.7	94.8%

The Capital Budget and Plan is updated annually to reflect refined estimates based on capital planning progress made through stage gating, changes to planned timing or requirements, and their resultant costs as well as significant collaboration with key stakeholders. These inputs are also used to cash flow (calendarize) the 2024 Capital Budget for planned expenditures in each month of the year. However, not all impacts on capital spending can be predicted or controlled.

Key Project Variances

Capital spending, both to date and as projected to year-end, has been impacted by various drivers. Underspending in the TTC's capital program is mainly the result of supply chain issues and resource constraints, while accelerated spending to date and projected to year-end is the result of cost acceleration, advancing procurement and property acquisition activities as well as accelerated design/construction progress.

The TTC's 2024 year-to-date and projected year-end capital results are primarily being driven by spending experienced in the Bus Overhaul Program and 60 Streetcar Purchases for Vehicle-Related Projects. Spending results in Infrastructure programs are attributable to the following capital projects: Subway Track, Surface Track, Finishes, Easier Access, Bloor-Yonge Capacity Improvements, and Computer Equipment and Software. Delayed spending related to the close-out activities for the Toronto-York-Spadina Subway Extension (TYSSE) is the primary driver of the period-end and expected year-end results for the Transit-Expansion-Related programs.

Vehicle-Related Projects

Bus Overhaul

The Bus Overhaul project has a year-to-date expenditure of \$41.2 million, compared to the planned cash flow funding of \$52.9 million, resulting in a year-to-date spending rate of 78%. The year-to-date underspending is due to delays in parts delivery and a shortage of labour resources. By year-end, the Bus Overhaul Program is anticipated to

have underspending of \$4 million from the approved project budget of \$68.0 million. This underspending will be utilized to offset accelerated spending elsewhere in the TTC's 2025 Capital Budget, and as a result, the adjustment will result in this project being 100% spent of the adjusted 2025 budget, pending Board approval.

Purchase of Streetcars

The Streetcar Purchase project has a year-to-date expenditure of \$120.4 million, compared to the planned cash flow funding of \$148.1 million, resulting in a year-to-date spending rate of 81% or \$27.8 million underspending. By the year-end, the projected spending will reach \$182.1 million or 83% of the 2024 approved budget of \$219.0 million. The underspending of \$36.9 million is due to supply chain issues leading to the delay of planned deliveries from the supplier, and as a result, milestone payments.

Infrastructure Projects

Subway Track

As of the end of Period 9, the year-to-date spending reached \$34.2 million, surpassing the year-to-date planned cash flow funding of \$24.9 million and resulting in a spending rate of 137% so far. This overspending is primarily attributed to the increased hours required for re-insulation work at Reduced Speed Zones, which exceeded initial projections. By year-end, it is anticipated that project expenditures will reach \$36.8 million, which is \$3.8 million over the 2024 approved capital project budget. As a result of the projected over-expenditure, an in-year budget adjustment (acceleration) is before the Board for approval to increase the capital project budget by \$3.8 million.

Surface Track

The Surface Track Program incurred \$27.2 million, exceeding the planned \$21.5 million year-to-date cash flow funding, resulting in a spending rate of 127% to the end of Period 9. This accelerated spending is primarily due to the planned construction activities at St Clair Station starting earlier than anticipated. Looking ahead, the current projection is that the year-end spending will be aligned to the 2024 approved capital project budget of \$36.2 million due to an in-year adjustment (deferral) of \$5.9 million, mostly attributable to the Russell Carhouse project within the Surface Track Program, subject to the Board's approval, to offset accelerated spending elsewhere in the TTC's Capital Plan.

Finishes

A total of \$7.7 million was incurred for the Finishes Program as of the end of Period 9, which is significantly lower than the calendarized cash flow funding of \$14.7 million, resulting in a spending rate of 52% due to the slower-than-expected panel production at Queen's Park Station. However, by year-end, projected total spending is expected to reach \$17.1 million, or the 2024 approved capital project budget.

Easier Access Phase III

The Easier Access Phase III Program and Warden/Islington Station Development projects have incurred a combined year-to-date expenditure of \$88.3 million, exceeding the planned cash flow funding of \$70.1 million, reflecting a spending rate of 126%. This increased spending is being driven by various labour-related costs as the program staff

continues to identify opportunities to accelerate work by taking advantage of subway closures outside of the planned schedule for the Easier Access Program, and advancing the hiring of construction staff.

By year-end, total spending is projected to reach \$131.7 million, which exceeds the 2024 approved capital project budget by \$28 million. Subject to the Board's approval of an in-year budget adjustment (acceleration) included in Appendix 3, the approved capital program budget will be aligned with the current year-end projection.

Bloor-Yonge Capacity Improvements

Through Period 9, the year-to-date spending for the Bloor-Yonge Capacity Improvements project is \$36.1 million, significantly exceeding the year-to-date budget of \$9.0 million. This year-to-date accelerated spending is primarily due to construction being ahead of schedule, which has accelerated planned expenditures. The year-end projection is expected to reach \$40.1 million, which is \$9.6 million over the 2024 approved capital budget. As a result of the projected over-expenditure, an in-year budget adjustment (acceleration) is included in Appendix 3 and before the Board for approval to increase the capital project budget by \$9.6 million to align the capital budget with projected spending.

Computer Equipment and Software

As of the end of Period 9, \$32.7 million, or 58% of the planned cash flow funding of \$56.4 million, was spent for the Computer Equipment and Software program capital works. The projected year-end spending is anticipated to reach \$62.2 million, which would bring the year-end spending rate to 83% of the 2024 approved capital project budget of \$75.4 million. The results to date and projection to year-end, reflect an estimated underspending of \$13.1 million, which is being driven by various factors, such as resource shortages, delays from vendors, and delayed acceptance of various milestones related to the Smart Yard System for the VISION project due to technical issues with the system.

TTC Transit-Expansion-Related Projects

Toronto-York-Spadina Subway Extension (TYSSE)

As of the end of Period 9, the YYSSE project has incurred \$8.9 million against the planned cash flow funding of \$13.4 million, resulting in a spending rate of 66% during this timeframe. The year-to-date underspending reflects both the deferral of property claims and project close-out activity costs. With the deferral of project closure-related activities, it is anticipated that project spending is estimated to reach \$13.9 million, or 53% of the 2024 capital project budget of \$26.3 million.

Major Capital Projects Update

The TTC's delivery of a multi-billion-dollar capital program is guided by the TTC's Project Management Framework. The TTC's framework consists of three classifications of projects: Category 1, 2 and 3. Category 3 projects and programs represent the TTC's major projects and are afforded more project management rigour and oversight. The categorization takes into consideration, among other things, the budget, scope, risks, and complexity as well as the strategic importance to the organization.

Category 3 projects and programs comprise approximately 57% of the TTC's Capital Plan. These projects and programs are grouped into specific, mode-based portfolios: Subway, Streetcar, Bus, Wheel-Trans, and Network Wide. This portfolio-based approach ensures integrated planning, co-ordination, and oversight for projects and programs with many complex interdependencies.

Attachment 1 of this report contains the TTC's Major Projects Update.

Contact

John Montagnese, Executive Director – Finance
416-393-3654
john.montagnese@ttc.ca

Mark Del Vecchio, Head, Corporate Financial Planning and Analysis – Capital
416-393-2633
mark.delvecchio@ttc.ca

Signature

Josie La Vita
Chief Financial Officer

Attachments

Appendix 1 – Operating Results by Service for the Period Ended September 28, 2024
Appendix 2 – Overtime Management
Appendix 3 – 2024 Capital Spending Summary by Program
Appendix 4 – 2024-2033 Capital Budget and Plan Adjustments for Council Approval
Attachment 1 – Major Projects Update Report (September 28, 2024)

Appendix 1 – Operating Results by Service for the Period Ended September 28, 2024

TTC Conventional Service: 2024 Operating Results by Key Account Grouping and Comparison to 2023

To the end of Period 9, the 2024 Operating Budget for TTC Conventional Service realized a net favourable variance of \$104.6 million, attributable to the following under-expenditures:

- Approximately \$27.5 million due to delayed mobilization of Line 5 and Line 6.
- Approximately \$12.4 million as a result of vacancies experienced, primarily due to focus on strike preparedness and collective bargaining in the first half of the year, as well as ongoing recruitment challenges.
- Approximately \$2.3 million due to lower health and dental benefit utilization driven by year-to-date vacancies.
- Approximately \$5.3 million as a result of delayed IT software implementation and lower-than-anticipated IT contract pricing, which will be reflected in the 2025 Operating Budget.
- Approximately \$15.6 million due to lower timing of materials and vehicle parts expenditures at the beginning of the year.
- \$4.3 million due to lower average diesel fuel prices, which will be reflected in the 2025 Operating Budget.
- \$4.5 million due to lower accident claims, which will be reflected in the 2025 Operating Budget.
- \$22.0 million due to a higher-than-anticipated passenger ridership growth and higher average fare per rider.

A favourable net expenditure variance of \$37.0 million is projected by year-end due to:

- Underspending from the delayed mobilization of Line 5 and Line 6.
- Underspending from workforce vacancies in the first half of the year, anticipated to be partially offset by higher recruitment activity in the latter half, including Operator hiring.
- Savings achieved through improved negotiated IT contract pricing.
- Underspending on health and dental benefits.
- Lower average diesel fuel prices.
- Higher-than-anticipated passenger revenue due to a higher average fare per rider and higher ridership levels.
- Lower accident claims.

The above favourable variances are projected to be partially offset by reduced Provincial funding to be utilized due to delayed opening of Line 5 and Line 6, higher materials and vehicle parts expenditures realized in the second half of the year, unbudgeted costs associated with extra service for Eras Tour and Taylgate '24 and forgoing a portion of the draw from TTC Stabilization Reserves due to anticipated under-expenditures at year-end.

This net under-expenditure in TTC Conventional Service helps alleviate increased Wheel-Trans service costs to accommodate higher-than-budgeted ridership demand.

The year-to-date and projected year-end variances for the TTC Conventional Service are summarized in Table 8 below:

Table 8 – TTC Conventional Service: 2024 Operating Results by Key Account Grouping

TTC Conventional Service - Operating Results P9 2024							
Item (\$Millions)	Year-To-Date Actuals			Year-End Forecast			Status
	Budget	Actual	Variance	Budget	Forecast	Variance	
Revenues							
Passenger Revenue	731.2	753.1	22.0	997.7	1,025.1	27.4	✓
Ancillary Revenue	52.5	57.2	4.7	91.0	93.1	2.1	✓
Provincial Funding Deal	0.0	0.0	0.0	175.3	114.8	(60.5)	✗
Subtotal Revenues	783.6	810.3	26.7	1,264.0	1,233.0	(31.0)	✗
TTC Stabilization Reserve Draw	0.0	0.0	0.0	45.7	25.0	(20.7)	✗
Long-Term Liability Reserve Draw	0.0	0.0	0.0	20.0	16.5	(3.5)	✗
Total Revenues	783.6	810.3	26.7	1,329.7	1,274.5	(55.2)	✗
Expenses							
Departmental Labour	955.3	931.7	(23.6)	1,298.5	1,274.4	(24.1)	✓
Departmental Non-Labour	251.9	219.4	(32.5)	360.1	317.9	(42.2)	✓
Employee Benefits	343.0	335.9	(7.1)	470.5	459.5	(10.9)	✓
Diesel	75.4	71.1	(4.3)	101.2	96.0	(5.2)	✓
Traction Power & Utilities	57.6	56.8	(0.8)	80.8	78.7	(2.1)	✓
Other Corporate Costs	92.7	83.0	(9.7)	141.6	134.2	(7.4)	✓
Subtotal Expenditures	1,775.9	1,698.0	(77.9)	2,452.7	2,360.6	(92.1)	✓
TTC Stabilization Reserve Contribution	0.0	0.0	0.0	2.7	2.7	0.0	✓
Long-Term Liability Reserve Contribution	0.0	0.0	0.0	17.0	17.0	0.0	✗
Total Expenditures	1,775.9	1,698.0	(77.9)	2,472.4	2,380.3	(92.1)	✓
Net Expenditure (Funding Required)	992.2	887.6	(104.6)	1,142.7	1,105.8	(37.0)	✓

TTC Conventional Service: 2024 versus 2023 Results Comparison

To the end of Period 9 2024, TTC Conventional net expenditures were \$16.2 million above 2023 year-to-date results, while 2024 forecasted year-end spending is projected to be \$43.2 million below 2023 actual net expenditures at year-end.

Expenditures

2024 year-to-date expenses were \$95.2 million (5.9%) higher than 2023 year-to-date spending. This is due to the higher cost of operating service 1.9% above 2023 year-to-date levels to meet service demand, year-to-date impact of ratified Collective Bargaining Agreements for Staff and Unions, escalating employee benefit-related expenses, workforce complement added, and additional PRESTO commission costs commensurate with the increase in passenger revenue, partially offset by more favourable diesel pricing in 2024.

Year-over-year expenditures are anticipated to be \$195.5 million (8.9%) higher at the end of 2024 than in 2023. Key drivers of this projected increase include:

- Approximately \$33.9 million due to operating an additional 3.1% in service hours compared to end of 2023, reaching budgeted service levels of 97% compared to pre-pandemic levels.

- Full year impact of ratified Collective Bargaining Agreements for Staff and Unions (Lodge 5089, Local 2, Local 113 and Lodge 235) of approximately \$69.7 million.
- Approximately \$54.1 million from inflationary and legislative impacts related to materials, service contracts, and employee benefit costs.
- An additional \$19.3 million approved to sustain the TTC's Community Safety, Security and Well-being Program.
- An additional \$6.7 million to be paid for accident claims.
- An additional \$4.9 million to be paid in PRESTO commission fees, commensurate with the increase in passenger revenue.
- Increased salary and benefit costs of approximately \$8 million associated with fewer vacancies in 2024 compared to 2023, as a result of ongoing recruitment efforts to fill vacant roles.

The total projected increase in 2024 expenditures is anticipated to be partially offset by lower diesel costs, resulting from a lower average fuel price compared to 2023.

Revenues

On a year-to-date basis, revenue was \$79.0 million (10.8%) higher, reflecting the impact of a 7.9% increase in ridership over the same time period in 2023, combined with a higher average fare per rider in 2024. Ancillary revenue was also higher due to Metrolinx construction recoveries received earlier than planned compared to year-to-date in 2023.

At year-end, revenue is expected to be \$238.6 million (23.0%) higher in 2024, as a result of the following key drivers:

- Passenger revenue is projected to be \$89.3 million (9.5%) higher in 2024, largely reflecting ridership to be 6.6% above 2023 levels as a result of continued ridership recovery and population growth, in addition to an increase in the average fare per rider.
- Approximately \$114.8 million revenue to be received from the Provincial New Deal Funding Agreement.
- Anticipated withdrawal from TTC Stabilization Reserve of \$25 million.

The 2024 year-to-date and projected year-end operating results versus the 2023 year-end operating results for the TTC Conventional Service is summarized in Table 9 below:

Table 9 – TTC Conventional Service 2024 versus 2023 Results Comparison

TTC Conventional Service - Operating Results P9 2024						
Item (\$Millions)	Year-To-Date Actuals			Year-End Forecast		
	2024 Actuals	2023 Actuals	Change	2024 Forecast	2023 Actuals	Change
Revenues						
Passenger Revenue	753.1	687.3	65.8	1,025.1	935.8	89.3
Ancillary Revenue	57.2	44.0	13.2	93.1	86.8	6.4
Provincial Funding Deal	0.0	0.0	0.0	114.8	0.0	114.8
Subtotal Revenues	810.3	731.3	79.0	1,233.0	1,022.6	210.4
TTC Stabilization Reserve Draw	0.0	0.0	0.0	25.0	0.0	25.0
Long-Term Liability Reserve Draw	0.0	0.0	0.0	16.5	13.3	3.3
Total Revenues	810.3	731.3	79.0	1,274.5	1,035.9	238.6
Expenditures						
Departmental Labour	931.7	869.0	62.7	1,274.4	1,166.0	108.4
Departmental Non-Labour	219.4	209.0	10.4	317.9	293.1	24.7
Employee Benefits	335.9	319.6	16.3	459.5	413.0	46.5
Diesel	71.1	74.9	(3.8)	96.0	99.5	(3.4)
Traction Power & Utilities	56.8	53.6	3.2	78.7	72.0	6.7
Other Corporate Costs	83.0	76.8	6.3	134.2	124.2	9.9
Subtotal Expenditures	1,698.0	1,602.8	95.2	2,360.6	2,167.8	192.8
TTC Stabilization Reserve Contribution	0.0	0.0	0.0	2.7	0.0	2.7
Long-Term Liability Reserve Contribution	0.0	0.0	0.0	17.0	17.0	0.0
Total Expenditures	1,698.0	1,602.8	95.2	2,380.3	2,184.8	195.5
Net Expenditure (Funding Required)	887.6	871.5	16.2	1,105.8	1,148.9	(43.2)

Wheel-Trans Service: 2024 Operating Results by Key Account Grouping and Comparison to 2023

On a year-to-date basis, Wheel-Trans expenses were \$0.1 million (0.1%) above budget mainly due to higher contracted taxi costs driven by higher ridership demand, partially offset by lower fuel pricing and employee benefit costs. Revenue was \$0.5 million (8.6%) above budget due to higher ridership levels as a result of an unanticipated increase in new registrants.

Year-end expenditures are anticipated to be \$1.7 million (1.0%) above the 2024 approved expenditure budget. This is primarily driven by the continuation of higher-than-anticipated ridership levels, thereby requiring additional bus and contracted taxi services to accommodate the projected ridership demand to year-end.

Year-end revenues are anticipated to be above budget by \$0.5 million (6.9%), which is reflective of the higher ridership levels from higher-than-anticipated growth in new registrants. With ridership at 7.3% above budget in the first nine months of the year, this trend is expected to continue, and revenue is projected to exceed the budget by 7.5% by year-end.

Overall, the projected net over-expenditure on Wheel-Trans Service of \$1.1 million (0.7%) is expected to be accommodated through the net under-expenditure on TTC Conventional Service, and is summarized in Table 10 below:

Table 10 – 2024 Wheel-Trans Service: 2024 Operating Results by Key Account Grouping

Wheel-Trans Service - Operating Results P9 2024							
Item (\$Millions)	Year-To-Date Actuals			Year-End Forecast			Status
	Budget	Actual	Variance	Budget	Forecast	Variance	
Revenues							
Passenger Revenue	5.3	5.8	0.5	7.3	7.9	0.5	✓
Long-Term Liability Reserve Draw	0.0	0.0	0.0	0.6	0.6	0.0	✗
Total Revenues	5.3	5.8	0.5	7.9	8.5	0.5	✓
Expenditures							
Bus Service	41.9	41.9	0.0	57.3	58.0	0.8	✗
Vehicle Fuel	3.3	2.8	(0.5)	4.4	3.8	(0.6)	✓
Contracted Taxi	46.2	48.2	2.0	64.6	67.6	3.0	✗
Employee Benefits	15.6	14.5	(1.0)	21.0	19.8	(1.2)	✓
Administration/Management	13.2	12.8	(0.4)	18.4	18.1	(0.3)	✓
Subtotal Expenditures	120.1	120.2	0.1	165.7	167.3	1.7	✗
Long-Term Liability Reserve Contribution	0.0	0.0	0.0	0.6	0.6	0.0	✗
Total Expenditures	120.1	120.2	0.1	166.2	167.9	1.7	✗
Net Expenditure (Funding Required)	114.8	114.4	(0.4)	158.3	159.4	1.1	✗

Wheel-Trans Service: 2024 versus 2023 Results Comparison

As noted in Table 11 below, Wheel-Trans expenses were \$14.0 million (13.2%) higher and revenue was \$0.9 million (19.6%) higher on a year-to-date basis compared to the same period in 2023, primarily due to increased ridership demand driven by growth in new registrants and the resultant requirements for Contracted Taxi services, Bus service costs and Call Centre services.

Year-over-year expenditures are estimated to be \$22.2 million (15.2%) higher in 2024 than in 2023. Key drivers of this projected net increase include:

- Gradual return in ridership demand resulting in increased requirements for Contracted Taxi services, Bus service, including Operator, maintenance and Call Centre service costs.
- Inflationary impacts on materials and Contracted Taxi services.
- Employee benefits inflationary cost and utilization increases.

Year-end passenger revenue is projected to be \$1.5 million (21.8%) higher in 2024 than in 2023, largely reflecting the impact of ridership trending above anticipated levels over the course of 2024. For the full year, ridership is expected to be 17.9% higher compared to 2023.

Table 11 – Wheel-Trans Service: 2024 versus 2023 Results Comparison

Wheel-Trans Service - Operating Results P9 2024						
Item (\$Millions)	Year-To-Date Actuals			Year-End Forecast		
	2024 Actuals	2023 Actuals	Change	2024 Forecast	2023 Actuals	Change
Revenues						
Passenger Revenue	5.8	4.8	0.9	7.9	6.7	1.1
Long-Term Liability Reserve Draw	0.0	0.0	0.0	0.6	0.2	0.4
Total Revenues	5.8	4.8	0.9	8.5	7.0	1.5
Expenses						
Bus Service	41.9	38.0	3.9	58.0	52.5	5.6
Vehicle Fuel	2.8	2.8	(0.0)	3.8	3.7	0.1
Contracted Taxi	48.2	40.2	8.0	67.6	54.5	13.1
Employee Benefits	14.5	13.7	0.8	19.8	17.8	2.0
Administration/Management	12.8	11.6	1.2	18.1	16.5	1.6
Subtotal Expenditures	120.2	106.2	14.0	167.3	145.0	22.3
Long-Term Liability Reserve Contribution	0.0	0.0	0.0	0.6	0.6	0.0
Total Expenditures	120.2	106.2	14.0	167.9	145.7	22.2
Net Expenditure (Funding Required)	114.4	101.4	13.1	159.4	138.7	20.8

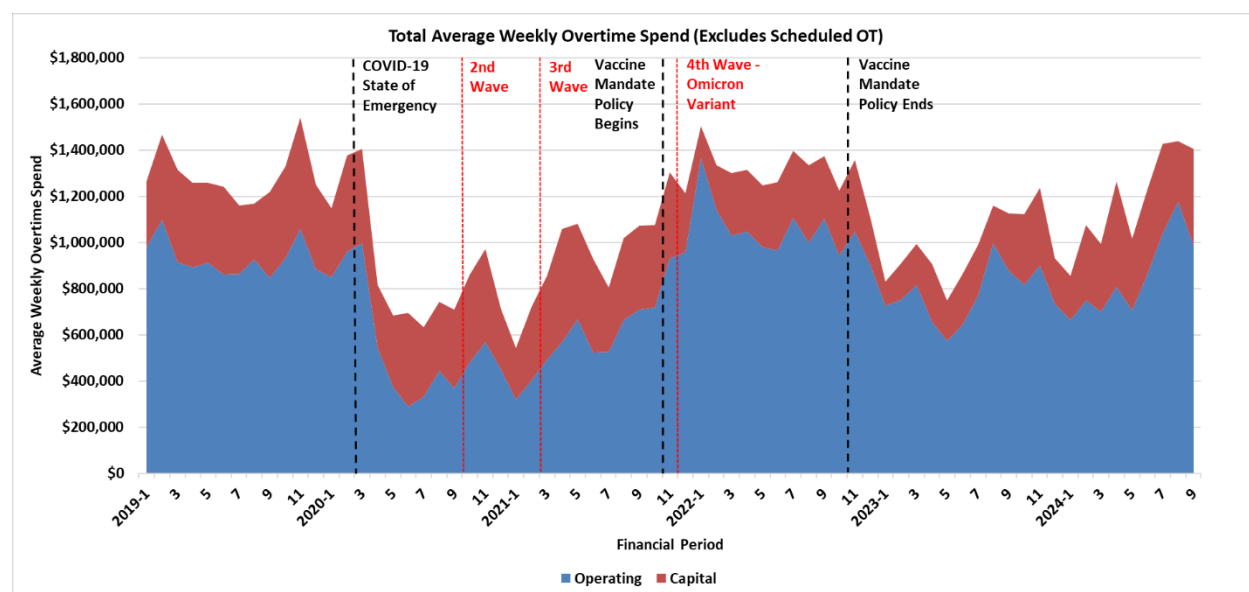
Appendix 2 – Overtime Management

Overtime Management

The management of overtime expenses continues to be a key area of focus for the TTC, and one that contributes to meeting the TTC's objective of improving its financial sustainability. Overtime expenditures are incurred to meet both operating and capital needs. Operating requirements are driven by the need to address incident response and absence coverage, and capital overtime support efforts to maximize productivity, while minimizing disruption during capital project delivery.

Excluding overtime required for scheduled service, Chart 3 below shows that average weekly overtime spending (operating and capital combined) to the end of Period 6 has increased to an average of \$1.1 million per week in 2024 from \$0.9 million per week in 2023 for the same time period, representing an increase of 22%. A key contributor to this increase in overtime spending was due to increased construction activity for TTC capital projects year-to-date, compared to the same time period in 2023. However, overall overtime spending is still trending 18% below 2019 levels over this same time period.

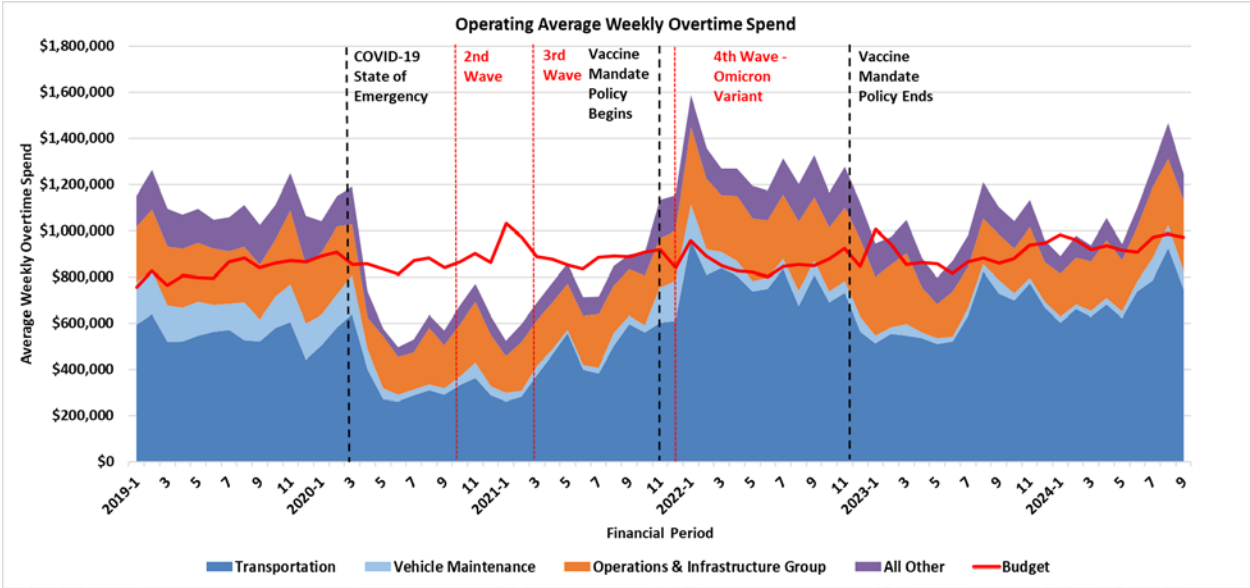
Chart 3 – Total Average Weekly Overtime Spending



Operating Overtime

Operating overtime in 2024 increased relative to the 2023 experience over the same time period, as illustrated in Chart 4 below. Operating overtime increased approximately 12% in the first nine months of 2024 compared to 2023 and was driven mainly by an increase in the need for overtime within the Transportation and Vehicles Group required to meet an increase in service levels to 95% of pre-pandemic levels in late 2023 and into 2024 due to lower Operator availability. Emphasis continues to be placed on absence management and recruitment activities to increase Bus Operator availability, which in turn will reduce the reliance on overtime to meet and maintain service levels.

Chart 4 – Operating Average Weekly Overtime Spending



Appendix 3 – 2024 Capital Spending Summary by Program

2024 Capital Budget Variance Reporting for the Period Ended September 28, 2024

EXPENDITURES BY PROGRAM	Year-to-Date				2024			
	Budget	Actuals	Variance	%	Budget	YE Projection	Variance	%
TRACK	46.357	61.347	14.990	132%	73.001	73.001	0.000	100%
1.1 Subway Track	24.885	34.166	9.280	137%	36.830	36.830	0.000	100%
1.2 Surface Track	21.472	27.182	5.710	127%	36.171	36.171	0.000	100%
ELECTRICAL SYSTEMS	58.849	68.954	10.106	117%	95.335	94.135	(1.200)	99%
2.1 Traction Power	18.401	20.876	2.475	113%	29.633	28.433	(1.200)	96%
2.2 Power Distribution/Electric Systems	4.052	4.547	0.495	112%	6.757	6.757	0.000	100%
2.3 Communications	8.776	10.929	2.153	125%	14.522	14.522	0.000	100%
2.4 Signal Systems	13.288	12.859	(0.429)	97%	22.044	22.044	0.000	100%
ATC Resignalling	14.332	19.743	5.412	138%	22.380	22.380	0.000	100%
BUILDINGS & STRUCTURES	239.517	276.490	36.973	115%	463.418	458.443	(4.974)	99%
3.1 Finishes	14.712	7.691	(7.022)	52%	17.070	17.070	0.000	100%
3.2 Equipment	28.636	21.232	(7.404)	74%	87.805	87.805	0.000	100%
3.3 Yards & Roads								
Streetcar Network Upgrades & BRT	0.361	0.080	(0.280)	22%	0.463	0.463	0.000	100%
On-Grade Paving Rehabilitation Program	7.059	5.554	(1.505)	79%	8.789	8.789	0.000	100%
Bicycle parking at stations	0.000	0.000	0.000		0.000	0.000	0.000	
Transit Shelters & Loops	0.182	0.003	(0.179)	1%	0.417	0.213	(0.204)	51%
3.4 Bridges & Tunnels	30.173	36.120	5.946	120%	46.876	46.876	0.000	100%
3.9 Buildings and Structures Projects								
Fire Ventilation Upgrades & Second Exits	11.071	9.195	(1.876)	83%	23.644	23.644	0.000	100%
Easier Access Phase III	70.110	88.342	18.231	126%	131.665	131.665	0.000	100%
Leslie Barns	0.113	0.155	0.041	137%	0.207	0.207	0.000	100%
Toronto Rocket/T1 Rail Yard Accommodation	0.666	6.373	5.707	957%	8.800	8.800	0.000	100%
McNicol New Bus Garage	0.166	0.309	0.143	186%	0.747	0.747	0.000	100%
Warehouse Consolidation	0.459	0.243	(0.216)	53%	0.565	0.247	(0.319)	44%
Yonge-Bloor Capacity Enhancement	8.981	36.137	27.156	402%	40.066	40.066	0.000	100%
Line 1 Capacity Enhancement	12.467	13.866	1.398	111%	18.331	18.331	0.000	100%
Line 2 Capacity Enhancement	7.805	9.166	1.362	117%	11.771	11.771	0.000	100%
Other Buildings and Structures	46.554	42.024	(4.531)	90%	66.201	61.750	(4.452)	93%
VEHICLES	421.567	374.890	(46.678)	89%	568.139	531.194	(36.945)	93%
REVENUE VEHICLES								
4.11 Purchase of Buses	148.138	143.775	(4.362)	97%	184.076	184.076	0.000	100%
4.11 Purchase of Buses - Wheel Trans Buses	8.188	8.765	0.577	107%	12.974	12.974	0.000	100%
4.12 Purchase of Subway Cars	1.294	1.057	(0.237)	82%	2.004	2.004	0.000	100%
4.13 Bus Overhaul	52.930	41.232	(11.698)	78%	67.996	67.996	0.000	100%
4.15 Streetcar Overhaul	25.923	24.127	(1.796)	93%	32.289	32.289	0.000	100%
4.16 Subway Car Overhaul	23.197	24.937	1.740	108%	31.787	31.787	0.000	100%
4.18 Purchase of Streetcars	148.144	120.367	(27.777)	81%	219.017	182.088	(36.929)	83%
NON-REVENUE VEHICLES								
4.21 Purchase Automotive Non-Revenue Vehicles	11.975	9.298	(2.676)	78%	15.902	15.902	0.000	100%
4.22 Rail Non-Revenue Vehicle Overhaul	1.367	0.960	(0.408)	70%	1.656	1.640	(0.016)	99%
4.23 Purchase Rail Non-Revenue Vehicles	0.411	0.371	(0.040)	90%	0.437	0.437	0.000	100%
TOTAL OTHER	90.594	53.602	(36.993)	59%	123.385	107.802	(15.582)	87%
TOOLING, MACHINERY & EQUIPMENT								
5.1 Shop Equipment	7.229	4.082	(3.148)	56%	10.572	9.851	(0.720)	93%
5.2 Revenue & Fare Handling Equipment	4.557	0.385	(4.172)	8%	7.878	7.878	0.000	100%
5.3 Other Maintenance Equipment	1.629	1.350	(0.279)	83%	4.120	2.840	(1.280)	69%
5.4 Fare System	1.848	(0.093)	(1.941)	-5%	1.364	0.885	(0.479)	65%
ENVIRONMENTAL PROGRAMS								
6.1 Environmental Programs	6.449	7.479	1.030	116%	10.383	10.383	0.000	100%
6.1 Safety and Reliability	1.849	0.621	(1.228)	34%	0.912	0.912	0.000	100%
COMPUTER EQUIPMENT & SOFTWARE								
7.1 Computer Equipment & Software	56.452	32.738	(23.713)	58%	75.362	62.259	(13.103)	83%
OTHER								
9.1 Furniture & Office Equipment	0.063	0.000	(0.063)	0%	0.127	0.127	0.000	100%
9.2 Service Planning	10.519	7.039	(3.480)	67%	12.668	12.668	0.000	100%
Total Base Programs	856.884	835.282	(21.602)	97%	1,323.277	1,264.576	(58.701)	96%
Toronto York Spadina Subway Extension	13.400	8.902	(4.498)	66%	26.292	13.919	(12.374)	53%
SRT Conversion to Busway	6.600	5.120	(1.480)	78%	10.900	10.900	0.000	100%
Waterfront Transit - Design	0.206	0.165	(0.042)	80%	0.274	0.274	0.000	100%
Total Transit Expansion Projects	20.206	14.186	(6.020)	70%	37.467	25.093	(12.374)	67%
Total Base & Transit Expansion Projects	877.091	849.468	(27.622)	97%	1,360.744	1,289.669	(71.075)	95%

*Note: The 2024 Capital Budget and year-end results reflect recommended acceleration/deferral adjustments, as outlined in Appendix 3, which in many cases, adjust the budget to match the projection, evidenced by a projected 100% spending rate at year-end.

Appendix 4 – 2024-2033 Capital Budget and Plan Adjustments for Council Approval

CTT	Program	2024 Recommended Capital Budget Adjustments (\$000s)	2025-2033 Recommended Capital Plan Adjustments (\$000s)	Comments
CTT001	Subway Track	\$3,830	(\$3,830)	Acceleration of funds to support work related to restricted speed zones.
CTT002	Surface Track	(\$5,881)	\$5,881	Deferring of funding to align with construction schedule
CTT003	Traction Power	\$2,882	(\$2,771)	Acceleration of funds to support traction power system and replacement of transformers
CTT005	Power Distribution/Electric Systems	(\$699)	\$699	Deferred to due to delay in parts procurement
CTT006	Communications	\$3,450	(\$1,074)	Acceleration of funding due to accelerated schedule for Track Level Occupancy Lights
CTT008	Signal Systems	\$3,942	(\$3,942)	Acceleration of funding to support the procurement of parts
CTT010	Finishes	(\$3,312)	\$3,312	Deferral of Station Finish Renewal project
CTT012	Equipment	\$289	\$2,302	Reallocation of funding to support capital condition assessment study and charging systems
CTT015	Yards & Roads	(\$2)	\$0.2	Minor deferral of work
CTT018	On-Grade Paving Rehabilitation Program	(\$499)	(\$1,392)	Reallocation of funding to accommodate acceleration of other projects
CTT020	Bridges & Tunnels	\$3,305	(\$3,305)	Acceleration of funds due to construction being ahead of schedule
CTT024	Fire Ventilation Upgrade	\$377	(\$377)	Acceleration for Fire Ventilation Upgrade program due to construction being ahead of schedule
CTT028	Easier Access Phase II & III	\$27,966	(\$27,966)	Acceleration of funds due to construction being ahead of schedule
CTT035	Sheppard Subway - Yonge to Don Mills	\$4,355	(\$3,355)	Acceleration of funding to accommodate project close-out cost
CTT045	Replacement Wheel-Trans Vehicles	(\$4,630)	\$4,630	Deferred due to supply chain issue
CTT046	Subway Car Purchases	(\$1,139)	\$1,139	Scope deferral
CTT050	Streetcar Overhaul Program	(\$4,857)	\$4,857	Deferred due to supply chain issue
CTT051	Subway Car Overhaul Program	(\$115)	\$115	Deferral in work due to procurement issue
CTT052	Automotive Non-Revenue Vehicles	\$16	(\$16)	Minor acceleration of funding
CTT053	Rail Non-Revenue Vehicle Overhaul	(\$496)	\$496	Minor deferral of funding to accommodate acceleration of other projects
CTT054	Rail Non-Revenue Vehicle Purchase	(\$280)	\$280	Minor deferral of scheduled procurement
CTT055	Tools & Shop Equipment	(\$16)	\$16	Minor deferral of scheduled procurement
CTT056	Fare Handling Equipment	(\$1,500)	\$500	Deferring of funding to align with construction schedule
CTT058	Environmental Programs	\$1,373	(\$1,373)	Reallocation of funding due to cost acceleration
CTT061	Information Technology Systems-Infrastructure	(\$16,527)	\$16,777	Deferred due to delay in delivery of software from vendor and shortage of labour resources
CTT063	Other Service Planning	(\$5,767)	\$5,767	Deferred due to delay in RapidTO Bus Lanes
CTT110	Other Buildings & Structures Projects	(\$7,224)	\$5,698	Reallocation of funding to accommodate acceleration/deferral of other projects
CTT111	Purchase of Buses	(\$1,332)	\$1,332	Minor deferral of funding to accommodate acceleration of other projects
CTT112	Bus Overhaul	(\$4,022)	\$4,022	Deferred due to shortage of labour
CTT134	TYSSE	(\$16,056)	\$16,056	Deferral of project close-out
CTT141	Fare System	(\$1,079)	\$1,079	Minor deferral of funding to accommodate acceleration of other projects
CTT142	YUS ATC Resignalling	\$5,136	(\$5,136)	Acceleration of funds due to construction being ahead of schedule
CTT145	Leslie Bams Maintenance & Storage Facility	\$56	(\$56)	Minor acceleration of funding
CTT146	TR Yard and Tail Track Accommodation	\$7,911	(\$9,131)	Acceleration of funding to accommodate project close-out cost
CTT147	SRT Conversion to Busway	(\$2,816)	\$2,816	Minor deferral of funding to accommodate acceleration of other projects
CTT148	McNicoll Bus Garage Facility	\$415	(\$15)	Minor acceleration of funding
CTT151	Waterfront Transit	\$36	(\$36)	Minor acceleration of funding
CTT152	Safety Program	(\$1,550)	\$1,300	Scope deferral
CTT154	Corporate Initiatives-CLA	\$1,540	(\$4,341)	Reallocation of funding to accommodate acceleration/deferral of other projects
CTT155	Yonge-Bloor Capacity Improvements	\$9,630	(\$9,630)	Acceleration of funds due to construction being ahead of schedule
CTT156	Line 1 Capacity Enhancement	\$2,145	(\$2,145)	Acceleration of funds due to construction being ahead of schedule
CTT157	Line 2 Capacity Enhancement	\$1,144	\$817	Acceleration of funds due to construction being ahead of schedule
Total Adjustments		\$0	\$0	



MAJOR PROJECTS UPDATE REPORT

Financial Period Ended September 28, 2024

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This report has been prepared by the Portfolio Management Office in consultation with the Project Teams. Financials are reflected as of September 28, 2024, with project updates as of November 15, 2024.

Contact:

Karen Thorburn, Executive Director – Corporate Initiatives
Karen.Thorburn@ttc.ca

Overview

The *2024-2038 15-Year Capital Investment Plan* provides a comprehensive inventory of the 15-year capital requirements for the TTC, with a total estimated cost of \$47.855 billion based on current estimates. With \$12.396 billion funded through the TTC's approved 10-Year Capital Plan, approximately \$35.458 billion is unfunded over the next 15 years. Within the next 10 years, there are significant unfunded capital needs associated with the TTC's State-of-Good-Repair requirements for the base system network, and to provide capacity to meet current forecasted demand out to 2041. For further information please see: [TTC's 2024-2038 Capital Investment Plan: A Review](#).

\$47.9 Billion
15-year Capital Investment Plan
2024-2038

\$12.4 Billion
10-year funded capital
priorities

\$35.5 Billion
15-year unfunded capital
priorities



The scope of this report focuses on the delivery of major capital projects and programs that are fully or partially funded in the TTC's 10-Year Capital Plan, a subset of the total 15-Year Capital Investment Plan, which has been prioritized for investment. Each major project/program is tied to strategic directions and objectives in the Board-approved [2024-2028 TTC Corporate Plan: Moving Toronto, Connecting Communities](#).

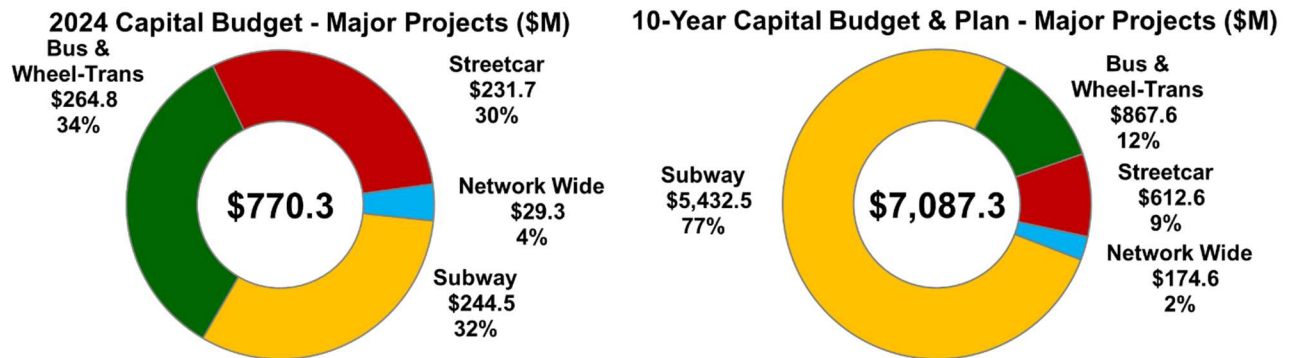
Investment in the TTC's capital assets advance key strategic directions outlined in the Corporate Plan to: 1) Build a Future Ready Workforce; 2) Attract New Riders, Retain Customer Loyalty; 3) Place Transit at the Centre of Toronto's Future Mobility; 4) Transform and Modernize for a Changing Environment; and 5) Address the Structural Fiscal Imbalance. Regular reporting against progress to advance major capital projects and closing the funding gap within the TTC's 15-Year Capital Investment Plan are key to strategic direction. The Major Projects Update report is a quarterly report outlining performance and progress in capital delivery of these key strategic projects and programs.

Major Projects and Programs

The TTC's delivery of the capital program is guided by the TTC's Project Management Framework. The TTC's framework consists of three classifications of projects: Category 1, 2 and 3. Category 3 projects represent the TTC's major projects, based on the magnitude of cost, complexity, risk, interdependency with other major projects and programs, and strategic importance to the organization. The TTC's approved 2024-2033 10-Year Capital Plan is \$12.396 billion. Category 3 projects comprise 57% of the TTC's 10-Year Capital Plan, with \$7.087 billion in funding allocated across the mode-based portfolios identified in Figure 1.

This Major Projects Update Report highlights the performance of these projects and programs against their approved budget, planned schedule, and in-scope activities. These projects are grouped into specific mode-based portfolios: Subway, Streetcar, Bus and Wheel-Trans, and Network Wide. This portfolio-based approach provides co-ordination and oversight for projects and programs with key interdependencies that must be managed together to achieve benefits for customers, and employees, and to meet service objectives.

Figure 1. TTC Major Projects and Programs within the Approved 2024-2033 10-Year Capital Plan



Key Highlights (Updated as of November 15, 2024)

Since the last Major Project Update Report presented to the Board in September 2024, the following are key highlights:



Easier Access Phase III:

Glencairn and Castle Frank stations became accessible in October 2024, bringing the total to 57 accessible



Stations Transformations:

To date, 64 of 70 stations now have at least 90% camera coverage.



Purchase of New Subway Trains:

Project eligibility was confirmed under the Canada Public Transit Fund. Confirmation of funding amount pending.



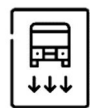
Line 2 Automatic Train Control:

Completed design for Cable Route Management System (Phase 3).



Purchase of eBuses:

To date, 16 of 340 eBuses have been delivered with two in service.



Scarborough Rapid Transit:

Transit Rail Project Assessment Process (TRPAP) Notice of Completion was issued on October 3, 2024.



Purchase of Wheel-Trans Buses:

All 138 seven-metre gasoline buses have been delivered and are in service.



Wheel-Trans 10-Year Transformation:

Awarded Contract for the on-demand Reservation, Scheduling, and Dispatch System Upgrades for Phases 5-8.



Purchase of 60 Streetcars:

To date, 25 of 60 accessible streetcars have been delivered.



Hillcrest Maintenance and Storage Facility:

Contract Awarded in September 2024.



VISION:

Implemented improved Real-Time information for next bus and streetcar arrivals.



SAP:

Kicked off implementation for Union Bidding solution for Operators to sign up for shifts.

Mode-Based Portfolio Dashboard

Category 3 / Major Projects & Program		Project/Program				Financial Summary (\$ Millions)							Outlook to Completion				
		Corporate Plan Action	Type	Start Year	Forecast Completion Year	Spend-to-Date	2024 YTD		2024 Budget	10-Year Approved Budget & Plan	Total Approved Budget	Total 15-Year CIP Unfunded	Total Projected EFC	Scope	Cost	Schedule	Overall
							Budget	Actual									
Subway Portfolio																	
Easier Access Phase III	2.2.7	LEGIS	2007	2027	\$744.0	\$94.5	\$88.0	\$131.7	\$513.8	\$1,169.8	-	\$1,169.8	G	G	Y	Y	
Station Second Exits Program	2.4.2	H&S	2002	2033	\$42.5	\$10.4	\$8.4	\$18.3	\$144.4	\$178.6	\$27.9	\$206.5	G	Y	G	Y	
Fire Ventilation Upgrades	2.4.2	SOGR	1998	Ongoing	\$370.4	\$0.2	\$0.8	\$5.3	\$222.0	\$591.7	\$50.0	\$641.7	G	G	G	G	
Purchase of New Subway Trains (T1 Replacement & Growth)	2.4.3/3.1.1	SOGR/ Growth	2020	TBD	\$7.9	\$1.3	\$1.0	\$2.0	\$919.7	\$926.5	\$2,305.0	\$3,231.5	G	R	R	R	
Line 2 - Automatic Train Control (ATC) Resignalling	2.4.3	SOGR	2021	2035/6	\$27.2	\$11.5	\$12.2	\$13.4	\$592.5	\$607.6	\$273.5	\$881.1	G	Y	Y	Y	
Line 2 - Capacity Enhancement Program (Line 2 CEP)	3.1.3	SI	2019	2041	\$40.7	\$9.8	\$9.2	\$11.8	\$875.4	\$907.0	\$1,798.3	\$2,705.3	G	Y	Y	Y	
Line 1 - Capacity Enhancement Program (Line 1 CEP)	3.1.1	SI	2019	2041	\$76.6	\$15.6	\$13.9	\$18.3	\$974.0	\$1,036.7	\$5,221.0	\$6,257.7	G	Y	Y	Y	
Bloor-Yonge Capacity Improvements	3.1.2	SI	2015	2035	\$97.8	\$9.0	\$17.7	\$40.1	\$1,181.7	\$1,261.8	\$252.2	\$1,514.0	G	G	Y	Y	
Stations Transformation	2.2.3	SI	2017	2025	\$45.1	\$2.8	\$3.1	\$3.5	\$8.8	\$50.8	-	\$50.8	G	G	Y	Y	
Total Subway Portfolio					\$1,452.2	\$155.1	\$154.1	\$244.5	\$5,432.5	\$6,730.6	\$9,927.9	\$16,658.5					
Bus & Wheel-Trans Portfolio																	
SRT Right-of-Way (ROW) Conversion to Busway	2.3.3	SOGR	2015	2027	\$23.3	\$5.7	\$5.0	\$10.9	\$75.5	\$93.9	-	\$93.9	G	G	G	G	
Wheel-Trans 10-Year Transformation	2.2.7	LEGIS	2017	2027	\$35.2	\$1.2	\$1.3	\$1.6	\$15.9	\$49.8	-	\$49.8	G	G	Y	Y	
Purchase of Wheel-Trans Buses (Gasoline & Electric)	2.2.7	SOGR	2016	2026	\$71.8	\$8.2	\$8.8	\$13.0	\$31.5	\$94.5	\$351.5	\$445.9	G	Y	Y	Y	
Purchase of Buses (Hybrid & Electric)	3.3.1	SOGR	2018	2025	\$596.1	\$147.9	\$143.5	\$183.6	\$664.2	\$1,116.8	\$4,019.2	\$5,136.0	G	G	G	G	
eBus Charging Systems	3.3.1	SOGR	2016	2025	\$153.2	\$11.1	\$3.7	\$55.8	\$80.5	\$229.9	\$943.0	\$1,172.9	G	G	Y	Y	
Total Bus & Wheel-Trans Portfolio					\$879.6	\$174.1	\$162.3	\$264.8	\$867.6	\$1,584.9	\$5,313.7	\$6,898.6					
Outlook to Completion					Total Category 3 Portfolio (\$ Millions)								YTD: Year-to-Date EFC: Estimated Final Cost H&S: Health & Safety SI: Service Improvements LEGIS: Legislated SOGR: State-of-Good-Repair CIP: Capital Investment Plan				
G	On Track				Spend-to-Date	2024 YTD		2024 Budget	10-Year Approved Budget & Plan	Total Approved Budget	Total CIP Unfunded	Total Projected EFC					
Y	At Caution / Tracking Behind					Budget	Actual										
R	At Risk / Missed Target					\$2,991.0	\$508.4										\$466.8

Note: 1) Total Projected EFC = Total Approved Budget + Total 15-Year CIP Unfunded

2) Spend-to-Date = Total Spent to 2023 + 2024 YTD Actuals

Mode-Based Portfolio Dashboard (Continued)

Category 3 / Major Projects & Program		Project/Program			Financial Summary (\$ Millions)								Outlook to Completion				
		Corporate Plan Action	Type	Start Year	Forecast Completion Year	Spend-to-Date	2024 YTD		2024 Budget	10-Year Approved Budget & Plan	Total Approved Budget	Total 15-Year CIP Unfunded	Total Projected EFC	Scope	Cost	Schedule	Overall
							Budget	Actual									
Streetcar Portfolio																	
Purchase of 60 Streetcars	3.1.5	Growth	2019	2026	\$310.3	\$147.8	\$120.1	\$218.6	\$325.9	\$516.1	-	\$516.1	G	G	G	G	
Hillcrest Facility	3.1.5	SI	2021	2029	\$10.8	\$2.8	\$2.8	\$2.8	\$139.7	\$147.7	-	\$147.7	G	Y	Y	Y	
Russell Carhouse	3.1.5	SOGR	2018	2029	\$31.7	\$10.0	\$10.3	\$10.3	\$147.0	\$168.4	-	\$168.4	G	Y	Y	Y	
Total Streetcar Portfolio					\$352.9	\$160.6	\$133.2	\$231.7	\$612.6	\$832.3	-	\$832.3					
Network Wide Portfolio																	
VISION - CAD/AVL	2.1.2	SOGR	2016	2025	\$99.4	\$1.8	\$1.8	\$7.9	\$14.0	\$111.7	-	\$111.7	G	G	G	G	
SAP ERP Implementation	4.3.2	SOGR	2014	2027	\$135.1	\$15.5	\$15.5	\$20.1	\$153.2	\$272.8	-	\$272.8	G	G	G	G	
PRESTO	2.2.6	Growth	2012	2027	\$71.8	\$1.4	(\$0.1)	\$1.4	\$7.4	\$79.2	-	\$79.2	Y	G	R	R	
Total Network Wide Portfolio					\$306.3	\$18.6	\$17.1	\$29.3	\$174.6	\$463.7	-	\$463.7					
Outlook to Completion					Total Category 3 Portfolio (\$ Millions)								YTD: Year-to-Date EFC: Estimated Final Cost H&S: Health & Safety SI: Service Improvements LEGIS: Legislated SOGR: State-of-Good-Repair CIP: Capital Investment Plan				
G	On Track				Spend-to-Date	2024 YTD		2024 Budget	10-Year Approved Budget & Plan	Total Approved Budget	Total CIP Unfunded	Total Projected EFC					
Y	At Caution / Tracking Behind					Budget	Actual										
R	At Risk / Missed Target					\$2,991.0	\$508.4										\$466.8

Note: 1) Total Projected EFC = Total Approved Budget + Total 15-Year CIP Unfunded

2) Spend-to-Date = Total Spent to 2023 + 2024 YTD Actuals

Subway Portfolio

Easier Access Phase III

Strategic Alignment to Corporate Plan	Project Type
Objective 2.2: Improve the Customer Experience by Providing a Safe, Accessible and Comfortable Journey	Legislative
Action 2.2.7: Publish the TTC's 5-Year Accessibility Plan and Finalize construction of the Easier Access Program	Asset Class
	Facilities

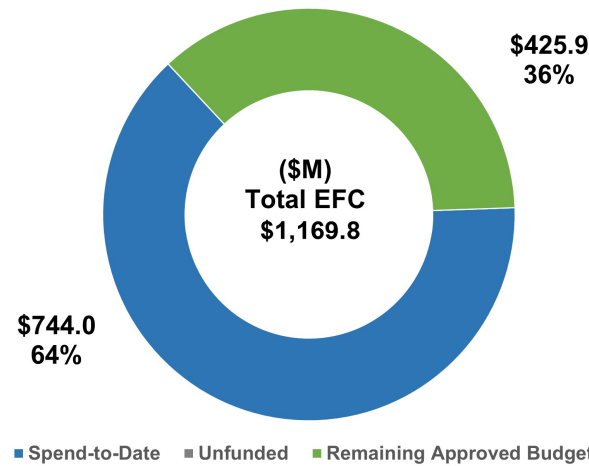
Performance Scorecard (Outlook Status)

Scope	G	Cost	G	Schedule	Y ³	Overall	Y
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Scope Description

The Easier Access Phase III (EAI) program provides upgrades to all TTC subway stations with accessible features, such as elevators, automatic sliding doors, updated signage, and wayfinding. The program also includes the redevelopment of Islington and Warden stations, which incorporates the construction of a new accessible bus terminal at each station once completed. The program contributes to the TTC's efforts to meet accessibility requirements in accordance with the Accessibility for Ontarians with Disabilities Act, 2005 (AODA). AODA has identified a January 1, 2025 date for compliance.

Financials: Cost and Budget

Project/Program Start	2007	 <p>(\$M) Total EFC \$1,169.8</p> <p>\$744.0 64%</p> <p>\$425.9 36%</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>
Forecast Completion Year	2027	
Estimated Final Cost (EFC)	\$1,169.8M	
Total Approved Budget	\$1,169.8M	
10-Year Approved Budget (2024-2033)	\$513.8M	
2024 Budget	\$131.7M	
2024 YTD Budget	\$94.5M	
2024 YTD Actuals	\$88.0M	

Schedule and Progress Update

To date, 57 of 70 subway stations (81%) have been made accessible, including the following three stations in 2024: Donlands, Glencairn and Castle Frank.

The following summarizes the remaining 13 stations in the program:

- Construction continues to progress at 12 stations, of which six stations are scheduled to be accessible in 2025 (Refer to Program Schedule below).
- Old Mill Station Contract was issued for bid in October 2024 and is expected to begin construction in 2025.

A full update on all program activities and schedule is included in a detailed report to be provided at the [December 3, 2024 Board Meeting](#). The report outlines completion dates for the remaining stations to reflect the status and outlook by station based on a comprehensive risk analysis performed.

For stations that will not be accessible by January 1, 2025, a contingency service plan was developed for an interim period for each station where elevator access will be delayed beyond January 1, 2025. This interim service plan will ensure accessibility to the subway system. The interim service plan includes a mix of existing surface routes, routes with modifications, and one new route as alternate connections to/from other already accessible subway stations. The table below provides the status and the anticipated EIS dates for each remaining station.

Program Schedule (As of October 31, 2024)

Station	Current Status	Construction % Complete	Elevators-in-Service ³
Summerhill	Construction	62%	Q4 2025
High Park	Construction	88%	Q1 2025
Rosedale	Construction	80%	Q2 2025
Greenwood	Construction	70%	Q2 2025
Lawrence	Construction	68%	Q2 2026
College	Construction	74%	Q2 2026
Warden EA	Construction	56%	Q3 2025
Christie	Construction	65%	Q3 2025
Museum	Construction	72%	Q2 2026
Islington (EA/Re-dev) ¹	Construction	23%	Q1 2026
Warden (Re-dev) ²	Construction	22%	Q4 2025
Spadina	Construction	62%	Q3 2026
King	Construction	35%	Q4 2026
Old Mill	Bid Stage	N/A	TBD

Notes:

¹Islington EA work will provide accessibility from the new street level entrance (ramp) to the concourse and from the concourse to the subway platform (elevator). Accessibility from the new bus terminal to the concourse will be provided with an elevator as part of the Redevelopment.

²The Warden EA contract will provide accessibility from the Passenger Pick-Up and Drop-Off (PPUDO) drop-off point to the concourse (first elevator) and the concourse to the subway (second elevator). The station becomes accessible during the Redevelopment contract once the temporary bus terminal is completed.

Key Issues and Action Plans:

- Construction at Old Mill Station was impacted as property acquisitions were required through negotiated agreements. Upon successful ruling from the Tribunal in February 2024, the City provided a Stage 2 Expropriation Report to City Council in May 2024, which allows for the completion of the expropriation plans. The contract was re-issued for bid in October 2024 and construction is planned to commence in 2025.
- ³The schedules for Summerhill, College, Museum, and Lawrence stations have been impacted to a greater extent than other stations, and therefore, risk allowances have been utilized, resulting in revised forecasted Elevator in Service (EIS) dates.
- The work at Warden and High Park stations is proceeding well and are projected to have EIS ahead of previously reported schedules. All other stations, with the exception of Old Mill, remain on schedule to be completed by the end of 2026.
- Staff continue to work with contractors, third parties, and relevant stakeholders to mitigate construction issues, look for opportunities to advance work by removing constraints, and accelerate activities, where feasible. Construction stages have been combined at King, Museum, Spadina and Greenwood stations to facilitate the work and mitigate encountered delays.

Key Risks and Mitigation Activities:

The project team continues to monitor and update the progress of the program and provide updates to the TTC Board. The program is experiencing cost pressures due to current market conditions, construction complexities, escalations, as well as labour shortages. The TTC is continuing to monitor costs and look for opportunities to reduce costs, where possible.

Next Steps

- Close the bid and award the construction contract for Old Mill Station in Q1 2025.
- Make High Park the 58th accessible station in Q1 2025.

Station Second Exits Program

Strategic Alignment to Corporate Plan	Project Type
Objective 2.4: Prioritize Asset State-of-Good-Repair to Keep the System Moving Reliably	Health & Safety
Action 2.4.2: Advance the Station Second Exits Program	Asset Class
	Facilities

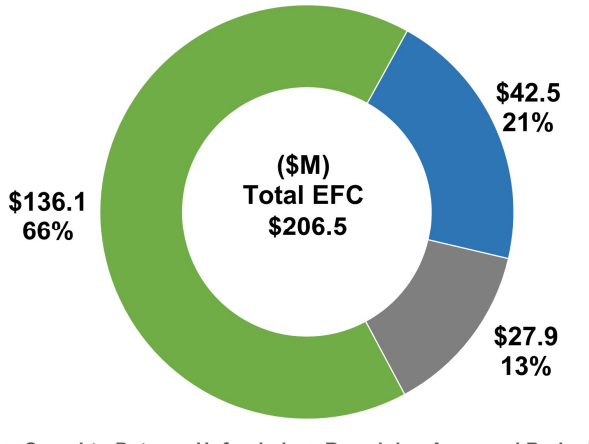
Performance Scorecard (Outlook Status)

Scope	G	Cost	Y ¹	Schedule	G	Overall	Y
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Scope Description

The TTC is adding Second Exits to a number of existing stations to enhance safety for customers and staff, providing an additional way out of subway stations in case of an emergency. Second Exits also improve customer convenience. The program, as scoped, provides for the construction of Second Exits at 14 high-priority stations.

Financials: Cost and Budget

Project/Program Start	2002	 <p>(\$M) Total EFC \$206.5</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>
Forecast Completion Year	2033	
Estimated Final Cost (EFC)	\$206.5M	
Total Approved Budget	\$178.6M	
10-Year Approved Budget (2024-2033)	\$144.4M	
2024 Budget	\$18.3M	
2024 YTD Budget	\$10.4M	
2024 YTD Actuals	\$8.4M	

Schedule and Progress Update

The following is the status of the 14 stations included in the Second Exits program:

- Nine stations have completed Second Exits/Entrances and are in-service: Broadview, Castle Frank, Pape, Dufferin, Woodbine, Wellesley, Chester, Museum, and Donlands. The Second Exit/Entrance at Museum Station opened on May 30, 2024. The Donlands Station Second Exit/Entrance opened on August 8, 2024.
- The status of the Second Exits/Entrances at the remaining five stations is outlined below.

Station Second Exits/Entrances (As of October 31, 2024)

Station	Current Status	Construction Status	Second Exits/ Entrances In-Service
College	Construction	In Progress	2026
Dundas West	Construction	In Progress	2026
Summerhill	Detailed Design	N/A	2027
Greenwood	Planning	N/A	TBD
Dundas	Planning	N/A	TBD

Key Risks and Mitigation Activities:

- To address unforeseen site conditions or labour issues during construction at Greenwood, Summerhill, and Dundas stations, the TTC will work collaboratively with contractors to develop and execute mitigation plans, as required.
- To mitigate concerns resulting from construction complexities at Greenwood, Summerhill and Dundas stations that may impact the community, the TTC is consulting with the community and local Councillors to identify the property location and to support the permit approval process for partial or full station closure that affect traffic lanes and streets, as required.
- The TTC is consulting with the community and local Councillors to mitigate concerns resulting from construction complexities at Greenwood, Summerhill, and Dundas stations. These consultations will help identify the property location and to support the permit approval process for partial or full station closure that affect traffic lanes and streets, as required.

Next Steps

- Complete Detailed Design for Summerhill Station by Q1 2025.

Note:

- ¹\$27.9M is unfunded 2024-2033.

Fire Ventilation Upgrades

Strategic Alignment to Corporate Plan	Project Type
Objective 2.4: Prioritize Asset State-of-Good-Repair to Keep the System Moving Reliably Action 2.4.2: Advance Subway Fire Ventilation Upgrades	SOGR
	Asset Class
	Facilities

Performance Scorecard (Outlook Status)

Scope	G	Cost	G	Schedule	G	Overall	G
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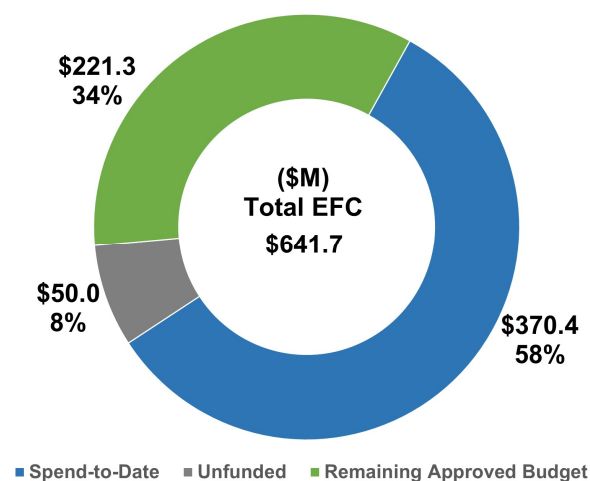
Scope Description

Initiated in 1998 as a fire and life safety initiative to provide a tenable environment to evacuate TTC customers and employees safely from subway tunnels as well as stations in the event of fire or smoke, and provide adequate ventilation in the tunnels for crews conducting maintenance. This program provides for the improvement of ventilation in subway tunnels and the replacement of the existing Subway Ventilation Equipment and associated services, which are nearing the end of their service life, or due to failure. The scope of this program is informed by regular asset condition assessments and work is prioritized accordingly. Elements include:

- Upgrades to the Subway Ventilation System on Lines 1 and 2.
- Replacement and Refurbishment of Existing Subway Ventilation Equipment and associated services.

Financials: Cost and Budget

Project/Program Start	1998
Forecast Completion Year	Ongoing
Estimated Final Cost (EFC)	\$641.7M
Total Approved Budget	\$591.7M
10-Year Approved Budget (2024-2033)	\$222.0M
2024 Budget	\$5.3M
2024 YTD Budget	\$0.2M
2024 YTD Actuals	\$0.8M



Schedule and Progress Update

To date, the following work was completed:

- Major upgrades at five stations: York Mills, Sheppard-Yonge, Finch, Union, and Lawrence.
- Subway Ventilation Equipment Replacement at Bloor (Fan #2), Sheppard West, Dundas West, and Sherbourne stations, and Clanton Park Emergency Service Building (ESB).
- Completed Scope Design Review of the Subway Ventilation Equipment Replacement at Russell Hill ESB, Dupont Station and Spadina Station (Line 1 and Line 2) in October 2024.

The following work is currently underway as part of the program:

- As part of the Eglinton Crosstown LRT project, the testing and commissioning of the new Subway Ventilation Equipment at Eglinton Station is in progress and is planned to be completed by the end of 2024.
- Commenced Detailed Design for State-of-Good-Repair – Subway Ventilation Equipment Replacement at Russell Hill ESB, Dupont Station, and Spadina Station (Line 1 and Line 2).
- Commenced Scope Design Review for State-of-Good-Repair – Subway Ventilation Equipment Replacement at St Patrick and Queen's Park stations, Donlands Station and Union Streetcar Loop.

Key Risks and Mitigation Activities:

- To mitigate concerns resulting from construction complexities for the State-of-Good-Repair contracts that may impact the community, the TTC is consulting with local Councillors and City staff in the early design stage to support the traffic lane closure.
- Higher costs due to current market conditions, supply chain issues, cost escalations and/or exchange rates may result in an increase to the EFC of Russell Hill ESB and Dupont Station and Spadina Station (Lines 1 and 2). The TTC will continue to monitor, update escalation projections, and identify potential offsets to the greatest extent possible.

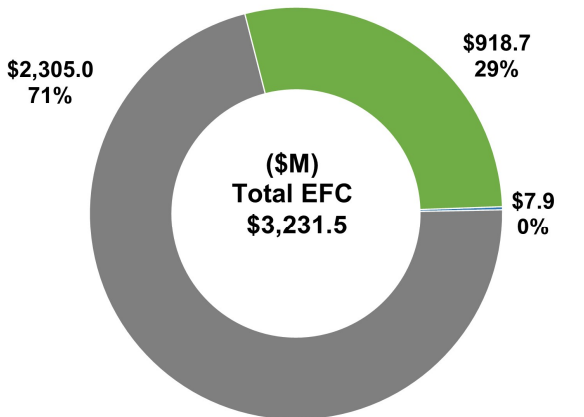
Next Steps

- Complete testing and commissioning of the Subway Ventilation Equipment at Eglinton Station.
- Progress Scope Design Review of State-of-Good-Repair for the Subway Ventilation Equipment Replacement contracts at St Patrick and Queen's Park stations, Union Streetcar Loop and Donlands Station.
- Progress Detailed Design of Subway Ventilation Equipment Replacement contracts at Russell Hill ESB, Dupont Station and Spadina Station (Lines 1 and 2).
- Commence Condition Assessment Study on Subway Ventilation Equipment and Electrical/Control Panels for new locations identified by Plant Maintenance.

Note:

- \$50.0M is unfunded post-2033.

Purchase of New Subway Trains (T1 Replacement + Growth)

Strategic Alignment to Corporate Plan						Project Type																	
Objective 2.4: Prioritize Asset State of Good Repair to Keep the System Moving Reliably Action 2.4.3: Preserve Line 2 Subway Reliability by Modernizing with New Trains and Automatic Train Control Objective 3.1: Build Network Capacity to Support Growth to 2041 Action 3.1.1: Advance the Line 1 Capacity Enhancement Program						SOGR and Growth																	
						Asset Class																	
						Fleet																	
Performance Scorecard (Outlook Status)																							
Scope		G	Cost		R	Schedule		R	Overall		R												
Scope Description																							
<p>The purchase of 80 New Subway Trains (NST) to replace the Line 2 subway fleet at the end of its design life, and support Line 1 growth. This will increase operational efficiencies and accommodate ridership growth based on current forecasts. The scope includes:</p> <ul style="list-style-type: none">Base order of 55 subway trains to replace the 30-year-old T1 fleet on Line 2.Contract options for 25 additional subway trains to accommodate growth on Line 1 by 2032 to increase capacity. <p>Out-of-scope of the Estimated Final Cost (below) are additional contract options as follows:</p> <ul style="list-style-type: none">15 expansion trains for Metrolinx, of which 7 will be allocated to the Scarborough Subway Extension (SSE) and 8 to Yonge North Subway Extension (YNSE) required for expansion service, commencing in the early 2030's. These 15 trains will be included in base order procurement with full funding committed by the Province.17 additional trains to meet future growth requirements (post-2032) for both Line 1 and Line 2 out to 2041. <p>Note: An active procurement of new trains is interdependent with modernizing Line 2 with ATC, achieving 2041 target headway objectives of the Line 1 CEP and Line 2 CEP. Metrolinx’s YNSE and SSE projects also rely on leveraging the TTC train procurement.</p>																							
Financials: Cost and Budget																							
Project/Program Start		2020																					
Forecast Completion Year		TBD																					
Estimated Final Cost (EFC)		\$3,231.5M																					
Total Approved Budget		\$926.5M																					
10-Year Approved Budget (2024-2033)		\$919.7M																					
2024 Budget		\$2.0M																					
2024 YTD Budget		\$1.3M																					
2024 YTD Actuals		\$1.0M																					
		<div><table><thead><tr><th>Category</th><th>Amount (\$M)</th><th>Percentage</th></tr></thead><tbody><tr><td>Spend-to-Date</td><td>\$2,305.0</td><td>71%</td></tr><tr><td>Unfunded</td><td>\$7.9</td><td>0%</td></tr><tr><td>Remaining Approved Budget</td><td>\$918.7</td><td>29%</td></tr></tbody></table></div>										Category	Amount (\$M)	Percentage	Spend-to-Date	\$2,305.0	71%	Unfunded	\$7.9	0%	Remaining Approved Budget	\$918.7	29%
Category	Amount (\$M)	Percentage																					
Spend-to-Date	\$2,305.0	71%																					
Unfunded	\$7.9	0%																					
Remaining Approved Budget	\$918.7	29%																					

Schedule and Progress Update

As of this submission, there is partial funding committed for the new subway train order.

- On November 27, 2023, the Province announced a commitment of \$758 million toward the purchase of 55 replacement trains for Line 2, subject to matching funding from the Federal government as part of the New Deal Agreement.
- Two-thirds (\$1.52 billion) of the funding required for 55 new trains for Line 2 is committed toward the total current estimated \$2.27 billion.
- In July 2024, the Federal government announced the Canada Public Transit Fund (CPTF), which will provide \$3 billion per year for public transit infrastructure beginning in 2026-2027. The TTC submitted an Expression of Interest for the Baseline Funding Stream under the CPTF. In August 2024, confirmation was received that the TTC is an eligible recipient and next steps for the process to confirm funding availability were outlined. The TTC continues to engage with the Federal government to seek the remaining one-third funding (\$758 million) for 55 new subway trains.
- In parallel, staff continue to finalize RFP readiness to restart the new train procurement. Consultation with government partners has occurred. An update, with next-step recommendations, was provided to the Board in September 2024.
- The Province has committed for the full funding of 15 trains required for YNSE and SSE. The TTC will continue to pursue funding for the additional 25 trains to accommodate growth on Line 1 as well as 17 trains to meet future growth requirements (post-2032) for both Line 1 and Line 2 out to 2041.

Key Risks and Mitigation Activities:

- The remaining one-third Federal funding (\$758 million) is needed to unlock the Provincial funding commitment for the 55 Line 2 replacement trains per the New Deal Agreement. The TTC has until Q1 2025 to obtain a full funding commitment to start the RFP process.
- If there is insufficient funding for new trains, the TTC will need to commit to extending the life of existing Line 2 trains past design life and undertake a program of State-of-Good-Repair for the aging fixed-block signal infrastructure. As reported, extending the life of existing assets will impact Line 2 service reliability.
- The new trains will unlock the TTC's funded ATC project, bringing advantages to Line 2 in terms of safety, reliability, customer experience and operational flexibility.
- Further, Metrolinx is reliant on the TTC-managed procurement to provide seven new trains for the SSE and eight new trains for YNSE. The Metrolinx 15-train requirement on its own would not be a sufficient quantity to produce a viable procurement. Without the TTC-managed procurement, the SSE may open with the existing Line 2 fleet and the YNSE may open with degraded service, as the existing Line 1 fleet is not sufficient to meet service requirements.

Next Steps

- Continue intergovernmental funding discussions.
- Continue to plan Line 2 mitigation activities as reported to the Board in September 2024.

Notes:

- The forecast completion year is contingent upon the timing of the funding commitment for the procurement of the New Subway Trains.
- \$1,833.1M is currently unfunded in the 10-Year Plan (2024-2033), and \$471.8M is unfunded post-2033. The revised EFC is dependent on the level of design, schedule, and market conditions.

Line 2 – Automatic Train Control (ATC) Resignalling

Strategic Alignment to Corporate Plan	Project Type
Objective 2.4: Prioritize Asset State of Good Repair to Keep the System Moving Reliably	SOGR
Action 2.4.3: Preserve Line 2 Subway Reliability by Modernizing with New Trains and Automatic Train Control	Asset Class
	Systems

Performance Scorecard (Outlook Status)

Scope	G	Cost	Y¹	Schedule	Y¹	Overall	Y
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Scope Description

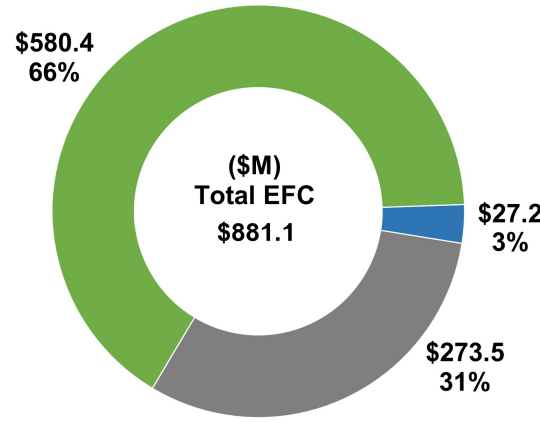
This program includes the resignalling of Line 2 (Kipling to Kennedy) to improve reliability, on-time service, faster travel times, and increase capacity to reduce overcrowding.

The implementation of ATC on Line 2 is a State-of-Good-Repair (SOGR) project and is intended to modernize the existing fixed-block signalling system that was first implemented on Line 2 in 1966 and is currently more than 58 years old. The scope of the project includes:

- Installation of ATC between Kipling and Kennedy.
- Modifications to the Centralized Signalling System (CSS).
- Automatic Train Protection (ATP) system for work cars.

Out of scope, but interdependent: In order to operationalize ATC on Line 2, the existing T1 fleet on Line 2 needs to be replaced with New Subway Trains (NSTs).

Financials: Cost and Budget

Project/Program Start	2021	 <p>(\$M) Total EFC \$881.1</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>
Forecast Completion Year ²	2035/6	
Estimated Final Cost (EFC)	\$881.1M	
Total Approved Budget	\$607.6M	
10-Year Approved Budget (2024-2033)	\$592.5M	
2024 Budget	\$13.4M	
2024 YTD Budget	\$11.5M	
2024 YTD Actuals	\$12.2M	

Schedule and Progress Update

- The Technical Specifications for the Request for Proposal (RFP) document was completed. However, the release of the RFP is contingent on the full funding commitment for the 55 NSTs on Line 2.
- The ATC infrastructure enabling works is progressing, with approximately 80% of the cable route system installation completed for Phase 1 (Kennedy to Main), and 50% completed for Phase 2 (Main to Donlands).

- The design for the cable route management system for Phase 3 (Donlands to Yonge) was completed and Phase 4 (Yonge to Bathurst) has commenced.

Key Issues and Action Plan:

- The current Line 2 T1 trains operate on a fixed-block signalling system, which is more than 58 years old. The implementation of ATC on Line 2 is contingent on the delivery of the NSTs for Line 2. Pursuing the implementation of ATC-enabling technology on the existing T1 fleet is not recommended. See the November 22, 2023 report to the Board for details ([New Subway Train Procurement and Implications for Line 2 Modernization and Future Growth \(ttc.ca\)](https://www.ttc.ca/en/About-TTC/Newsroom/News-Details/2023/11/22/new-subway-train-procurement-and-implications-for-line-2-modernization-and-future-growth)).
- ¹The status of the new train procurement has a direct impact on the schedule and cost of ATC, which is reflected in the overall status (caution). See update on NSTs.
- The risks associated with not proceeding with ATC on Line 2 were reported to the Board in November 2023, with a further update provided in September 2024. An additional study is required to determine the feasibility, scope, and cost to maintain the existing fixed-block system post-2035. Current challenges of the existing fixed-block signalling infrastructure include, but are not limited to, expected deterioration of cabling, component obsolescence and discontinuation of parts. Proceeding with ATC is the recommended solution.

Next Steps

- Issue the RFP, following a full funding commitment for the 55 NSTs on Line 2.
- Continue ATC Line 2 enabling works to prepare the required ATC infrastructure, which includes the cable route installation for Phase 1 (Kennedy to Main) by Q4 2024 and Phase 2 (Main to Donlands) by Q2 2025.

Notes:

- ²The forecast completion year of 2035/6 reflects the achievement of the phased ATC cutover, which is contingent on the NST delivery schedule.
- Program Stage Gate: Stage Gate 1 (Planning).
- Cost Estimate Class: Class 5.
- \$273.5M is unfunded post-2033.

Line 2 – Capacity Enhancement Program (Line 2 CEP)

Strategic Alignment to Corporate Plan						Project Type	
Objective 3.1: Build Network Capacity to Support Growth to 2041 Action 3.1.3: Leverage Line 2 Modernization to Enhance Line 2 Capacity Long Term						Service Improvements	
						Asset Class	
						Various	
Performance Scorecard (Outlook Status)							
Scope	G	Cost	Y ¹	Schedule	Y ²	Overall	Y
Scope Description							
<p>This program includes modifications to Greenwood Yard to accommodate the T1 replacement trains, maintenance requirements and other infrastructure enhancements to expand capacity and improve circulation on Line 2. The goal is to expand Line 2 capacity by achieving headways of up to 120 seconds by 2041. This will enable Line 2 to move 33,000 passengers per hour at peak times. This will also address overcrowding, reduce travel times, and improve customer experience.</p> <p>The current scope includes:</p> <ol style="list-style-type: none"><i>Station Capacities:</i> Stations Modifications to improve station capacities and increase service.<i>Systems and Infrastructure:</i> Electrical Traction Power Upgrades; Guideway Enhancement.<i>Facilities and Yards – Greenwood Yard:</i> Facility Carhouse Modification; Overhaul Shop Modifications; and Signalling System Upgrades. <p>Out of scope, but interdependent: The full benefits of the Line 2 CEP will be realized with the completion of separate, but interdependent projects, including the procurement of the New Subway Trains to replace the T1 fleet, and Line 2 Automatic Train Control (ATC).</p>							
Financials: Cost and Budget							
Project/Program Start	2019		<p>(\$M) Total EFC \$2,705.3</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>				
Forecast Completion Year	2041						
Estimated Final Cost (EFC)	\$2,705.3M						
Total Approved Budget	\$907.0M						
10-Year Approved Budget (2024-2033)	\$875.4M						
2024 Budget	\$11.8M						
2024 YTD Budget	\$9.8M						
2024 YTD Actuals	\$9.2M						

Discussion:

- The Line 2 CEP does not have full funding for all elements approved in the budget.
- Projects under the Line 2 CEP are in various stages of the project life cycle and estimates to be matured as the projects advance through the stage gate process.
- ²The overall program status is at caution given that the achievement of the target outcome of the program to decrease headways by 2031 is dependent on advancing the full scope of the program, including new replacement trains. The program is currently not fully funded in the 10-Year Plan.

Schedule and Progress Update

1. Station Capacity – Modifications and Upgrade:

- Spadina Station Streetcar Platform Extension: Tender preparation is in progress and Contract Award is expected in Q2 2025. Minor schedule impact due to delay in obtaining permits.
- Jane Station New Fare Line and Staircase Modification: Scope Design Review (30%) was completed in August 2024. Detailed Design (100%) has commenced and is expected to be completed by Q2 2025.

2. Systems and Infrastructure:

Traction Power:

- Lansdowne Substation Upgrade: Preliminary Design (30%) is in progress and expected to be completed by December 2024.
- Positive and Negative Feeders (PNF) in multiple substations (Broadview, Delaware, and Indian Grove): Detailed Design (100%) is in progress and expected to be completed by Q2 2025.
- Positive and Negative Feeders (PNF) – Kennedy Station: Third-Party Agreement with Metrolinx is in progress for design and construction.
- Duct Bank Installation in multiple stations (Warden, Victoria Park, Bedford, and Asquith): Detailed Design (100%) is in progress and expected to be completed by Q4 2025.

Guideway Enhancement:

- Extension Storage Track – Warden Station: Feasibility and Concept Design (10%) review was completed in July 2024. Scope Design (30%) has commenced and is expected to be completed by Q3 2025.

3. Greenwood Yard – Carhouse, Shop Modifications and Signalling:

- Yard Signalling: Technical Specifications Development for Computer-Based Interlocking (CBI) system is in progress, which will protect 100% of yard vehicle movements against Red Signal Violations. Completion date has been extended to Q4 2025 to incorporate additional requirements associated with Design-Build delivery model.
- Yard Signalling Equipment Room: Scope Design Review (30%) has commenced and is expected to be completed by December 2024.
- Facility Carhouse Modifications: Detailed Design (100%) is in progress and completion has been extended to Q2 2025 to implement the design changes required to align with the City's Net Zero Strategy, which aims to reduce greenhouse gas emissions to net zero by 2040.

- Overhaul Shop Modifications: Stage Gate 2 deliverables are complete, and Stage Gate approval is expected by December 2024.

Key Risks and Mitigation Activities:

- New Subway Train (NST) Program: Changes to the T1 replacement train delivery strategy and schedule may have an impact to program goals and objectives (headways and service levels). The TTC is proactively coordinating with stakeholders and seeking to confirm full funding for the NST procurement.
- Potential changes to forecast customer demand may impact the service levels required for each Target Horizon Year and program objectives. The TTC closely monitors the demand model and adjusts the program scope and schedule, as required.
- The availability of the TTC Operations workforce and work cars is critical for the successful delivery of Line 2 Traction Power portfolio projects. The TTC continues to develop a short- and long-term resource strategy. Proposed action plan to address resource constraints was identified for further review to assist with developing a prioritization matrix for resource allocation.

Next Steps

1. Station Capacity – Modifications and Upgrade:

- Spadina Station Streetcar Platform Extension: Contract Award by Q2 2025.
- Jane Station New Fare Line and Staircase Modification: Complete Detailed Design (100%) by Q2 2025.

2. Systems and Infrastructure

Traction Power:

- Lansdowne Substation Upgrade: Complete Preliminary Design (30%) by December 2024 and obtain Stage Gate 3 approval by Q4 2025.
- PNF in multiple substations (Broadview, Delaware, and Indian Grove): Complete Detailed Design (100%) by Q2 2025.
- Duct Bank Installation in multiple stations (Warden, Victoria Park, Bedford, and Asquith): Complete Detailed Design (100%) by Q4 2025.

Guideway Enhancement:

- Extension Storage Track – Warden Station: Complete Scope Design (30%) by Q3 2025.

3. Greenwood Yard – Carhouse, Shop Modifications and Signalling:

- Yard Signalling: Complete Technical Specification Development by Q4 2025.
- Yard Signalling Equipment Room: Complete Scope Design (30%) Review by December 2024.
- Facility Carhouse Modifications: Address Net Zero requirements and complete Detailed Design (100%) by Q2 2025.
- Overhaul Shop Modifications: Obtain Stage Gate 2 approval by December 2024.

Notes:

- Program Stage Gate: This program is comprised of multiple projects, which are at various stages in the project life cycle. The class estimates for each of the projects within the program are dependent on their current stage gate within the project life cycle.
- \$150.6M is currently unfunded in the 10-Year Capital Budget and Plan (2024-2033), and \$1,647.7M is unfunded post-2033.

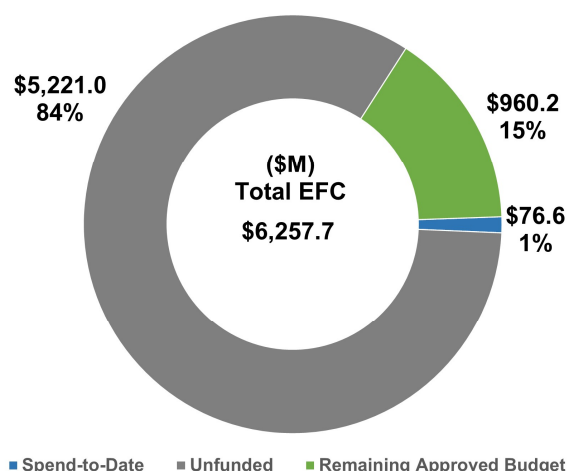
Line 1 – Capacity Enhancement Program (Line 1 CEP)

Strategic Alignment to Corporate Plan						Project Type	
Objective 3.1: Build Network Capacity to Support Growth to 2041 Action 3.1.1: Advance the Line 1 Capacity Enhancement Program						Service Improvements	
						Asset Class	
						Various	
Performance Scorecard (Outlook Status)							
Scope	G	Cost	Y ³	Schedule	Y ²	Overall	Y
Scope Description							
<p>Under current forecasts, Line 1 is projected to have 1.328 million daily boardings¹ by 2041. This requires an increase in train service frequency to accommodate growth in demand. The goal is to expand Line 1 capacity before 2041, by achieving headways of up to 100 seconds, enabling Line 1 to move 39,600 passengers per hour at peak times. To achieve program objectives, investment is required in existing infrastructure to enhance capacity, including a new facility.</p> <p>The current scope of the Line 1 CEP includes:</p> <ol style="list-style-type: none">Station Capacities (Structures): Stations Modifications to improve station capacities and increase service at St Andrew, St George, and King stations. Tactics implementation to improve passenger flow at 11 stations, including three pilot stations: St Andrew, St George, and Dundas.Systems and Linear Infrastructure: Electrical Traction Power Upgrades; additional Fire Ventilation requirements to achieve target headways and Guideway Enhancement.Facilities and Yards: A new Train Maintenance and Storage Facility (TMSF) to meet the following requirements:<ul style="list-style-type: none">Storage for 34 trains, including a test track, and access track to the site;Carhouse with seven Bays for preventative and corrective maintenance to support daily service;Operations and Infrastructure (O&I) facility to support maintenance activities (small shop building, outdoor and indoor storage tracks for work cars, material storage and staging area); andAncillary facilities (Traction Power Substation (TPSS) and Hostler platform). <p>Out of scope, but interdependent with the program:</p> <ul style="list-style-type: none">Achieving increased headways is also dependent on the procurement of NSTs for Line 1 to accommodate growth. A total Line 1 fleet of 122 trains is required by 2041 based on current forecast and program design (see above).Achievement of the benefits of investments by Provincial and Federal governments in the Yonge North Subway Extension are dependent on investments to increase capacity across Line 1 to meet demand, reduce crowding and improve customer experience.							

Note: ¹Current planning assumptions for capital projects for horizon year 2041 are based on pre-pandemic projections. Forecasts are under review to update to 2051 horizon, and with updated land use, population, etc.

Financials: Cost and Budget

Project/Program Start	2019
Forecast Completion Year	2041
Estimated Final Cost (EFC)	\$6,257.7M
Total Approved Budget	\$1,036.7M
10-Year Approved Budget (2024-2033)	\$974.0M
2024 Budget	\$18.3M
2024 YTD Budget	\$15.6M
2024 YTD Actuals	\$13.9M



Discussion:

- The Line 1 CEP program does not have full funding for all elements approved in the budget. The Line 1 TMSF does not have funding post-early planning.
- Projects under the Line 1 CEP are in various stages of the project life cycle and estimates to be matured as the projects advance through the stage gate process.
- ²The overall program status is at caution given the achievement of the target outcome of the program to decrease headways before 2041 is dependent on the full scope of the program advancing, including new growth trains. These are currently not fully funded in the TTC's 10-Year Plan.

Schedule and Progress Update

1. Station Capacity (Structures) – Modifications and Upgrades:

- King Station – Concourse Expansion and Additional Exit: Considerations for space-proofing of future elevator shafts was assessed through an additional Feasibility Study. The recommendation adopted was to include the scope to avoid future disruptions to the station and roadways, reduce future costs, and enable the installation of planned additional elevators at King Station, as part of the Easier Access IV Program. The additional cost is approximately \$10.2M and was requested through the 2025 Budget process.
- Tactics Implementation: Scope Design (30%) for the 11 stations is expected to be completed by Q2 2025.

2. Systems and Infrastructure:

- New Traction Power Substation at Highway 407 Station: Preliminary Design (30%) is in progress and expected to be completed by Q3 2025.
- Positive and Negative Feeders (PNF) and Duct Bank Replacement in multiple substations (Orde, Yonge Street, Duncan and Davisville): Detailed Design (100%) is in progress and is expected to be completed by Q4 2026.
- PNF and Duct Bank Replacement – Granby Station: Detailed Design (100%) Review completed in September 2024.
- Negative Reinforcing Cables (NRC) – Vaughan Metropolitan Centre to Sheppard West. Construction has commenced and is expected to be completed by Q3 2027.

- NRC – Sheppard West to Wilson: Detailed Design (100%) is in progress and expected to be completed by December 2024.

Fire Ventilation Requirements:

- St Clair West Station Fire Ventilation System: Detailed Design (100%) is in progress and expected to be completed by December 2024.
- Markdale Emergency Service Building (ESB) Fire Ventilation System: Stage Gate 3 deliverables are under review and Stage Gate approval is expected by December 2024.

3. Train Maintenance and Storage Facility (TMSF):

- Updating the 15% design package and the Class 4 cost estimate is in progress.
- The TTC is undertaking the necessary due diligence for potential site locations for a Line 1 TMSF, which is in the planning phase.
- Owner's Engineer Request for Proposal (RFP) has been developed.

Key Issues and Action Plan:

- A new TMSF is essential to store and maintain the NSTs required for Line 1. However, both the TMSF and the NSTs for Line 1 are not fully funded. Funding for the NSTs and TMSF is part of TTC's ongoing intergovernmental funding advocacy. A separate report was provided at the November 22, 2023 Board meeting ([Report Link](#)).

Key Risks and Mitigation Activities:

- Potential changes to forecast demand may impact the Target Horizon Years and program objectives. The TTC closely monitors the demand model and adjusts the program scope and schedule, as required. The TTC is monitoring the progress by Metrolinx on the Yonge North Subway Extension (YNSE) to assess implications on the schedule for achieving Line 1 capacity and service requirements to accommodate growth in ridership demand to 2041.
- Further delay in the site selection for the new TMSF may impact project timelines. The TTC will continue stakeholder consultations on site selection.

Next Steps

Station Capacity (Structures) – Modifications and Upgrades:

- King Station – Concourse Expansion and Additional Exit: Incorporate space-proofing for future elevators into scope of work by December 2024.
- Tactics Implementation (multiple stations): Complete Scope Design (30%) for the 11 stations by Q2 2025.

Traction Power:

- New Traction Power Substation at Highway 407 Station: Complete Preliminary Design (30%) by Q3 2025.
- Positive and Negative Feeders (PNF) and Duct Bank Replacement in multiple substations (Orde, Yonge Street, Duncan and Davisville): Complete Detailed Design (100%) by Q4 2026.
- PNF and Duct Bank Replacement – Granby Station: Commence Tender package preparation by Q4 2025.
- Negative Reinforcing Cables (NRC) – Vaughan Metropolitan Centre to Sheppard West: Complete Construction by Q3 2027.

- NRC – Sheppard West to Wilson: Complete Detailed Design (100%) by December 2024. Minor schedule impact due to resource constraints.

Fire Ventilation Requirements:

- St Clair West Station Fire Ventilation System: Complete Detailed Design (100%) by December 2024.
- Markdale Emergency Service Building (ESB) Fire Ventilation System: Obtain Stage Gate 3 approval by December 2024.

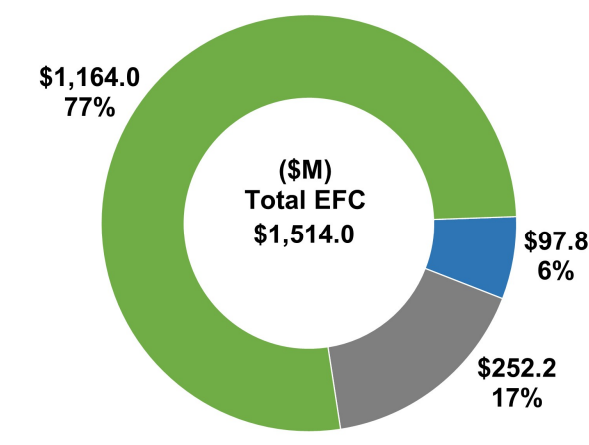
Train Maintenance and Storage Facility (TMSF):

- Continue to advance due diligence, including the EA/TRPAP process and consultation with stakeholders on the site selection.
- Tender Owner's Engineer contract by Q2 2025, contingent on further discussions with key stakeholders.

Note:

³\$3,056.2M is currently unfunded in the 10-Year Capital Budget and Plan (2024-2033), and \$2,164.8M is unfunded post-2033.

Bloor-Yonge Capacity Improvements

Strategic Alignment to Corporate Plan						Project Type					
Objective 3.1: Build Network Capacity to Support Long Term Growth Action 3.1.2: Construct Capacity Improvements at Bloor-Yonge Station						Service Improvements					
						Asset Class					
						Facilities					
Performance Scorecard (Outlook Status)											
Scope		G	Cost		G	Schedule		Y ¹	Overall		Y
Scope Description											
<p>This project provides for a design retrofit and expansion of the Bloor-Yonge interchange station to address overcrowding, improve accessibility and accommodate future ridership growth from expansion. This includes:</p> <ul style="list-style-type: none">• A new Line 2 eastbound platform and expanded Line 1 platforms to enhance capacity for passengers.• Line 2 original platform reconfiguration to enhance capacity for westbound passengers.• A modified main entrance.• A new accessible entrance on Bloor Street.• New escalators, elevators, and stairs.• One new electrical substation to power new and existing areas of the station and ventilation systems.• New fan plants to improve ventilation and utility upgrades.• Platform Edge Doors (PEDs) on Line 1 platforms and enabling PED infrastructure for Line 2 platforms.• New public art and station finishes.											
Financials: Cost and Budget											
Project/Program Start			2015			 <p>(\$M) Total EFC \$1,514.0</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>					
Forecast Completion Year			2035								
Estimated Final Cost (EFC)			\$1,514.0M								
Total Approved Budget			\$1,261.8M								
10-Year Approved Budget (2024-2033)			\$1,181.7M								
2024 Budget			\$40.1M								
2024 YTD Budget			\$9.0M								
2024 YTD Actuals			\$17.7M								

Schedule and Progress Update

- Early Works construction for the relocation of existing utilities was substantially completed on October 18, 2024. Utility relocations, including sewer and hydro within the Bloor Street East right-of-way, are necessary prior to the commencement of the main construction work.
- Following completion of negotiations, Brookfield is progressing the chiller plant design. Tender is scheduled in December 2024 with construction planned to be completed in mid-2026.
- The Progressive Design-Build (PDB) Request for Proposal (RFP) closed on October 3, 2024, and compliant bids were received from two proponents:
 - EllisDon-Barnard Joint Venture, a joint venture between EllisDon Civil Ltd. and Barnard Constructors of Canada LP (Team Lead – EllisDon Civil Ltd.); and
 - Kenaidan Murphy Joint Venture, a joint venture between Kenaidan Infrastructure Ltd. and Murphy Infrastructure Inc. (Team Lead – Kenaidan Infrastructure Ltd.).
- ¹Award of the PDB contract for the Development Phase Agreement is on schedule for Q1 2025, and completion of the Development Phase is expected in early 2027. The program schedule was impacted as a result of the prolonged property negotiations as well as the extension of the RFP in-market period to address proponent concerns. Opportunities to mitigate the project schedule will be examined with the successful PDB proponent during the Development Phase.
- The Independent Value Assessor (IVA) RFP closed in August 2024. The successful proponent was identified through an evaluation process and awarded to Better Through Total Collaboration (BTTC) in early November 2024.

Key Issues and Action Plan:

- The TTC will continue to monitor the progress and completion of the chiller plant replacement design and construction by Brookfield at 2 Bloor Street East after which the existing chiller plant property will be conveyed to the City of Toronto.

Key Risks and Mitigation Activities:

- Future negotiations and/or expropriations may impact the property requirements of the project. The TTC, City of Toronto and CreateTO will continue to minimize impacts to project timelines.
- The scope addition of PEDs will support safety and assist with overcrowding, which is not included in the Class 3 estimate. Cost, schedule, and operational impacts will be assessed during the Development Phase of the PDB contract.
- Escalation costs (rates) will be monitored by the project team, with any adjustments to the cost estimate to be undertaken as part of the Development Phase work.

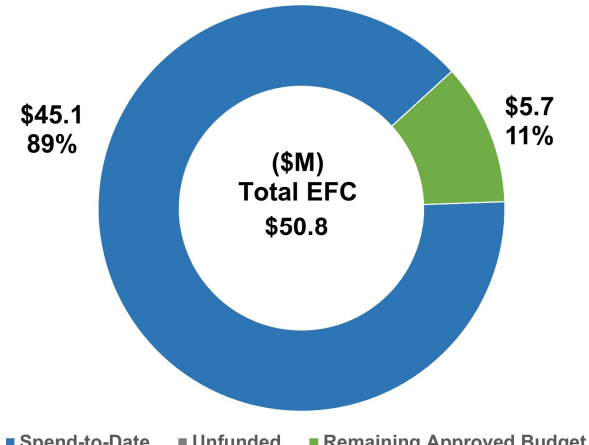
Next Steps

- Award the Development Phase Agreement in Q1 2025.

Notes:

- The forecast completion year includes the completion of all secondary construction work that will take place after the opening of the Line 2 Eastbound Platform.
- \$252.2M is unfunded post-2033.
- Cost Estimate Class: Class 3.

Stations Transformation

Strategic Alignment to Corporate Plan						Project Type	
Objective 2.2: Improve the Customer Experience by Providing a Safe, Accessible and Comfortable Journey Action 2.2.3: Complete the Station Transformation Capital Program						Service Improvement	
						Asset Class	
						Various	
Performance Scorecard (Outlook Status)							
Scope	G	Cost	G	Schedule	Y ¹	Overall	Y
Scope Description							
<p>Enhance the customer experience by introducing Customer Service Agents (CSAs), and infrastructure improvements, which will result in increased safety and security of TTC stations, employees, and customers.</p> <p>The Stations Transformation Program includes the following capital investments:</p> <ul style="list-style-type: none">Upgrading the Public Announcement (PA) System.Upgrading the stations’ Passenger Assistance Intercoms (PAIs) by making them user friendly, improving sound quality and live video feed for customers needing assistance.Installing/upgrading of existing CCTV cameras.Constructing six Zone Hubs (York University, Union, Kipling, Bloor-Yonge, St Clair West, and Sheppard-Yonge) to serve as central command posts, monitoring the stations and responding to customer requests in an efficient manner.In addition to these infrastructure improvements under this program, the TTC has introduced CSAs to proactively assist customers facing barriers in navigating the system.							
Financials: Cost and Budget							
Project/Program Start	2017			 <p>The donut chart illustrates the budget status for the Stations Transformation program. The total estimated final cost (EFC) is \$50.8M. As of the reporting date, \$45.1M (89%) has been spent to date. The remaining approved budget is \$5.7M (11%). The unfunded portion is not explicitly labeled but represents the difference between the total EFC and the sum of spend-to-date and remaining budget.</p>			
Forecast Completion Year	2025						
Estimated Final Cost (EFC)	\$50.8M						
Total Approved Budget	\$50.8M						
10-Year Approved Budget (2024-2033)	\$8.8M						
2024 Budget	\$3.5M						
2024 YTD Budget	\$2.8M						
2024 YTD Actuals	\$3.1M						

Schedule and Progress Update

Passenger Assistance Intercoms (PAIs) (Completed):

- Completed in Q4 2021, this upgraded system features a dual button that provides an option for customers to request information (from the Hub) or emergency response (the call connects to the Transit Control Centre). This helps triage calls to the appropriate areas for action. Furthermore, this system has a built-in camera, which enables staff to have visibility of the customer requesting assistance.

Zone Hubs (Completed):

- The construction and commissioning of all six Zone Hubs was completed, with the final Hubs located at St. Clair West and Sheppard-Yonge stations commissioned in Q2 2023. These Hubs provide zone management, security monitoring and the ability to respond efficiently to customer service requests.

CCTV Fare Gate Monitors (Completed):

- CCTV fare gate monitors have been installed at all entrances. This provides visual deterrence for fare evasion, visibility of service conditions to TTC customers prior to crossing the Fare Lines, and the ability for Collectors/CSAs to monitor the stations.

Real-Time Monitoring System (RTMS) for Escalators and Elevators (Completed):

- The RTMS minimizes escalator downtime and allows stations staff to respond to emergencies in an efficient manner improving customer service.

CCTV Cameras (In Progress):

- Since the last report, two additional stations now have at least 90% camera coverage for a total of 64 of 70 stations. The additional camera coverage provides added visibility for stations staff to improve customer service and augment the safety and security of TTC customers and employees. The TTC plans to have the camera coverage increased to 90% at the six remaining stations in 2024.
Note: Currently, all stations had at least 75% camera coverage as of Q1 2022.
- Currently assessing the feasibility to expand the scope of the program to install cameras in 40 integrated bus and streetcar bays. These additional cameras will provide additional security and mitigate fare evasion via video analytics.

Public Announcement (PA) System (In Progress):

- As of October 31, 2024, a total of 21 of 70 stations have been upgraded. The upgraded PA system provides improved sound quality and is a more robust and reliable system compared to the existing system.

Key Risks and Mitigation Activities:

- ¹The PA system upgrade is tracking behind schedule due to certification delays and the project team is working to accelerate the installation, where possible. The project is now scheduled to be completed in 2025.

Next Steps

- CCTV Cameras: Complete 90% camera coverage at six remaining stations in 2024.
- PA System: Complete upgrades at the remaining 49 stations.
- CSA Model: Complete implementation by Q2 2025.

Bus and Wheel-Trans Portfolio

Scarborough Rapid Transit (SRT) – Right-of-Way (ROW) Conversion to Busway

Strategic Alignment to Corporate Plan	Project Type
Objective 2.3: Focus on the Basics of Service Reliability, Predictability and Speed	SOG
	Asset Class
	Various
Action 2.3.3: Build the Line 3 Busway	

Performance Scorecard (Outlook Status)

Scope	G	Cost	G	Schedule	G	Overall	G
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Scope Description

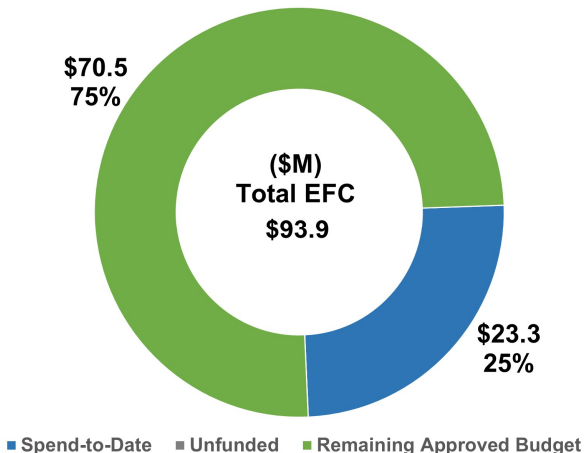
The following was implemented as part of Phase 1:

- Express bus service via Kennedy and Midland between Scarborough Centre and Kennedy stations.
- Modifications to the bus platforms at Scarborough Centre and Kennedy stations.
- Construction of a temporary bus terminal at Kennedy Station.
- Transit Priority Measures to facilitate efficient operation of the bus replacement service.

The following will be implemented as part of Phase 2:

- The SRT ROW will be converted into a Busway between Kennedy and Ellesmere stations with bus stops at Tara Avenue, Lawrence Avenue East, and Ellesmere Road.

Financials: Cost and Budget

Project/Program Start	2015	 <p>(\$M) Total EFC \$93.9</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>
Forecast Completion Year	2027	
Estimated Final Cost (EFC)	\$93.9M	
Total Approved Budget	\$93.9M	
10-Year Approved Budget (2024-2033)	\$75.5M	
2024 Budget	\$10.9M	
2024 YTD Budget	\$5.7M	
2024 YTD Actuals	\$5.0M	

Schedule and Progress Update

The following is the status of the Busway:

- The design of the Busway is progressing, with 100% design targeted to be completed by the end of December 2024 ([Report Link](#)).
- A construction estimate was completed in August 2024 at the 90% design level and the estimate remains within the approved budget. An updated cost estimate is anticipated by December 2024 based on finalized design.
- Transit Rail Project Assessment Process (TRPAP): a Notice of Commencement was issued in August 2024, and a Notice of Completion was issued on October 3, 2024. An

Open House was held on September 24, 2024 to engage with the community, share the study process, identify potential impacts and mitigation plans, and gather feedback. The TRPAP is being carried out concurrently with other activities and is not expected to impact the overall project schedule. The TTC aims to obtain the Notice to Proceed from the Ministry of the Environment, Conservation and Parks (MOECP) in December 2024.

- Property acquisitions from Hydro One Networks Inc. (HONI) and private third parties are required for a bus stop and pedestrian walkway ramp at Tara Avenue, a bus stop at Lawrence Avenue East and a bus ramp at Ellesmere Road. The technical review by HONI is ongoing for the Tara Avenue bus stop, and discussions are ongoing with property owners for the Lawrence Avenue East and Ellesmere Road bus stops. A public meeting was held on November 7, 2024, with local residents who are opposed to the Tara Avenue bus stop. A Stage 1 Expropriation Report was approved by City Council in July 2024.
- The Early Works package to remove wayside systems including track from the SRT ROW between Kennedy and Ellesmere stations was awarded in August 2024, and work has commenced.

Key Risks and Mitigation Activities:

- Property-related matters continue to be the longest lead items to finalize before construction of the Busway can commence. The TTC has commenced the property acquisitions through City of Toronto Real Estate Management for private properties required at Lawrence Avenue East bus stop and at Ellesmere Road busway. The review package for the property required for the Tara Avenue bus stop and walkway was submitted to HONI, and the technical review is ongoing.
- To expedite the property acquisitions, the TTC is: a) acquiring short-term temporary construction licenses and easements to allow construction to proceed, and b) requesting that the expropriation of the private properties commence in parallel with negotiations. The Stage 1 Expropriation Report was approved by City Council in July 2024.
- The TRPAP is required for the Busway project and is being carried out concurrently with other design activities to mitigate against impacting the overall project schedule.

Next Steps

The following activities are scheduled to be completed by the end of 2024:

- Early Works construction to remove SRT track and wayside systems (weather permitting).
- 100% Design of the Busway.
- Receipt of TRPAP Notice to Proceed from MOECP.

Wheel-Trans 10-Year Transformation Program

Strategic Alignment to Corporate Plan	Project Type
Objective 2.2: Improve the Customer Experience by Providing a Safe, Accessible and Comfortable Journey	Legislative
Action 2.2.7: Advance the Wheel-Trans Transformation Program	Asset Class
	Systems

Performance Scorecard (Outlook Status)

Scope	G	Cost	G	Schedule	Y	Overall	Y
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Scope Description

Implement new policies, processes, and systems to support a new service delivery model that integrates Wheel-Trans customers into the TTC's accessible-conventional network through a Family of Services (FOS) approach. A FOS trip includes a combination of Wheel-Trans vehicles and accessible-conventional transit for all or part of a customer's journey. The goal is to connect Wheel-Trans conditional-eligible customers to wherever they need to go in the city.

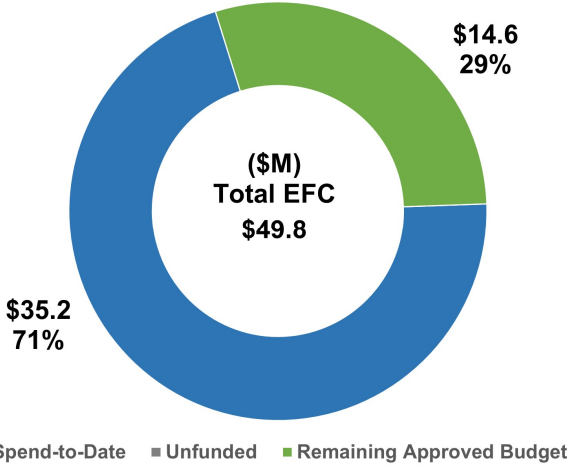
Phases 1-4 – Reservation, Scheduling and Dispatch (RSD):

- FOS, Re-Registration and Conditional Trip Matching.
- Construction of 16 Access Hubs.
- Upgrading the RSD system to enhance FOS capabilities and introduction of the Mobile App pilot.
- Launch of the Wheel-Trans Mobile Application.
- Implementation of the Customer Relationship Management technology.

Phases 5-8 – RSD improvements based on third-party assessment:

- Implement additional system upgrades.
- Continue the process of FOS expansion.
- Complete the re-registration process.

Financials: Cost and Budget

Project/Program Start	2017	 <p>(\$M) Total EFC \$49.8</p> <p>\$35.2 71%</p> <p>\$14.6 29%</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>
Forecast Completion Year	2027 ¹	
Estimated Final Cost (EFC)	\$49.8M	
Total Approved Budget	\$49.8M	
10-Year Approved Budget (2024-2033)	\$15.9M	
2024 Budget	\$1.6M	
2024 YTD Budget	\$1.2M	
2024 YTD Actuals	\$1.3M	

Schedule and Progress Update

Phase 1-4 (Completed):

- Family of Services (FOS): The FOS approach (currently optional) provides Wheel-Trans customers with options for a multi-modal trip that is faster, flexible, and efficient. The FOS expansion includes connections with 82 bus and streetcar routes with approximately 500 strategically located transfer/connections to conventional system stops for Wheel-Trans customer pick-up and drop-offs, along with the 5,000 non-vehicle transfers (walking stops), as well as accessible subway stations (interdependency with Easier Access Program). The TTC will identify additional FOS transfer stops on an additional 14 bus routes to ensure that there is complete coverage across the city and is planning to re-register an additional 3,000 legacy Wheel-Trans customers in 2024, of which 2,200 have already registered.
- Re-Registration: Wheel-Trans introduced new eligibility criteria and an application process in January 2017, in accordance with Provincial legislation. The Wheel-Trans Self-Serve Portal allows customers to register/re-register online, eliminating the need for paper application. Customers can also appeal their eligibility decision online. Approximately 19,000 customers registered prior to this date. Currently about 16,500 customers have re-registered, and 3,500 legacy customers still need to re-register by December 2025.
- Conditional Trip Matching: Customers with conditional eligibility will be provided with a one-trip solution that matches their conditions/abilities. If none of the registered conditions are present, they will be offered an FOS trip (connection to accessible-conventional services).
- Access Hubs: All 16 Access Hub shelters are in service, providing customers with large, accessible, well-lit, and heated locations to transfer to and from the accessible-conventional TTC system.
- Mobile App: Mobile Application, full release for both iOS and Android, went live September 2023. To date, there have been 7,638 application downloads, and 8,218 trips booked in October. A rolling average indicates 3.2% of all trips are booked with the Mobile App, and 4,988 unique customers that have booked using the Mobile App.
- Customer Relationship Management (CRM): Completed automation of the customer applications tracking and service contacts. This process involved integration with the CRM system, the TTC's document management provider and the Wheel-Trans RSD system.

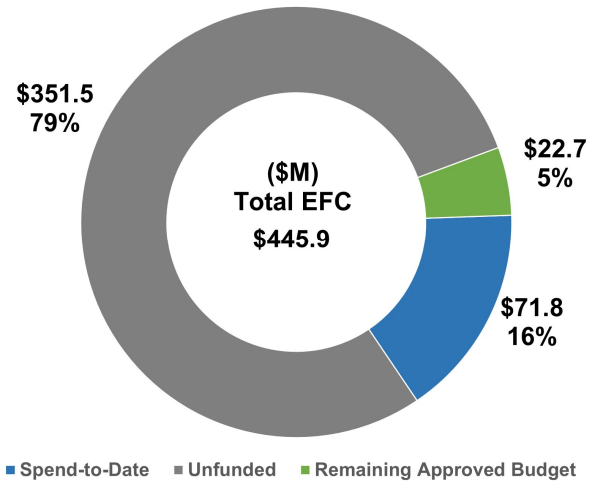
Phase 5-8 (In Progress):

- A third-party consultant was selected to provide recommendations to continue the modernization of the RSD software. The final phases (5-8) of the program are forecasted to be completed by the end of 2026, in alignment with the TTC's 10-year strategy timeline. The contract was awarded to the vendor in August 2024 to upgrade the RSD software.
- ¹The Wheel-Trans ITS Solution for Phases 5-8 was approved in May 2023. The third-party vendor to help with the tender preparation to replace the Integrated Voice Recognition (IVR) and the Automatic Vehicle Location (AVL) systems was onboarded in July 2023. The RFI was posted and closed in May 2024, and RFP procurement activities have commenced. As a result of the revised procurement timeline estimates, the program is now forecasted to be completed in 2027.

Next Steps

- Continue with the procurement activities to post the AVL and IVR RFPs by December 2024.
- Continue with the re-registration campaign for legacy Wheel-Trans customers.

Purchase of Wheel-Trans Buses

Strategic Alignment to Corporate Plan						Project Type					
Objective 2.2: Improve the Customer Experience by Providing a Safe, Accessible and Comfortable Journey Action 2.2.7: Advance the Wheel-Trans Transformation Program (which includes purchase of Wheel-Trans Buses)						SOGR					
						Asset Class					
						Fleet					
Performance Scorecard (Outlook Status)											
Scope		G	Cost		Y	Schedule		Y	Overall		Y
Scope Description											
<p>Improved accessibility, customer experience, vehicle reliability and safety by replacing existing Wheel-Trans buses at end-of-life with the procurement and deployment of:</p> <ul style="list-style-type: none">138, 7m ProMaster buses between 2021 and 2024.85, 6m ProMaster buses between 2023 and 2025. Note: Contract amendments were issued for the supply and delivery of an additional 62, 6m ProMaster buses for delivery in 2024 and 2025 to meet fleet plan requirements.Up to 10 Zero-Emission Wheel-Trans buses for delivery between 2025 and 2026 (pilot). <p>Note: Current funding allows for the procurement of up to 231 Wheel-Trans buses for delivery between 2022 and 2026. This includes up to 10 zero-emission Wheel-Trans pilot buses targeting delivery commencing in 2025. Post-2025, the Wheel-Trans program outlines a plan for the procurement of approximately 521 buses, which includes 396 zero-emission buses to be delivered between 2026 and 2035.</p>											
Financials: Cost and Budget											
Project/Program Start		2016		 <p>(\$M) Total EFC \$445.9</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>							
Forecast Completion Year		2026 ¹									
Estimated Final Cost (EFC)		\$445.9M									
Total Approved Budget		\$94.5M									
10-Year Approved Budget (2024-2033)		\$31.5M									
2024 Budget		\$13.0M									
2024 YTD Budget		\$8.2M									
2024 YTD Actuals		\$8.8M									

Note:

- ¹The forecast completion year of 2026 reflects the funded scope of the program.
- \$168.2M is currently unfunded in the 10-Year Capital Budget and Plan (2024-2033), and \$183.2M is unfunded post-2033.

Schedule and Progress Update

138, 7m ProMaster Buses:

- As of October 31, 2024, the TTC has received all of the 138 buses, including all 15 Community Buses, which serve key destinations along unique neighbourhood routes.

85, 6m ProMaster Buses:

- As of October 31, 2024, the TTC has received 37 of 85 buses. The first of these buses was delivered in June 2024.

10 Zero-Emission Wheel-Trans Buses (Pilot):

- The project team engaged with internal stakeholders and the Advisory Committee on Accessible Transit (ACAT) through the Request for Information and Request for Proposal (RFP) process. The RFP was issued to the market in July 2024, and final submissions were received in September 2024. Technical evaluation has been completed and commercial evaluation is ongoing.
- Completed the detailed design of 10 charge points at Lakeshore Garage.

Wheel-Trans Buses	Total	Start Date	# Delivered	# In-Service	Forecasted End Date
7m ProMaster	138	2021	138	138	Complete
6m ProMaster	85	2023	37	32	Q3 2025
Zero-Emission	Up to 10	2025	N/A	N/A	Q4 2026

Key Issues and Action Plan:

85, 6m ProMaster Buses: The vendor has reported that there is a limited chassis allocation for the Canadian market in 2024. This has resulted in lower-than-expected bus deliveries in 2024. As of August 2024, chassis for 24 vehicles scheduled for delivery in 2024 have been allocated. The remaining 38 chassis are now scheduled for 2025. These chassis will require upfitting by the vendor with deliveries to the TTC expected to be completed by Q3 2025. Based on the condition of the existing fleet, this projected delay of six-to-nine months can be accommodated without significant impact to cost or operations.

Key Risks and Mitigation Activities:

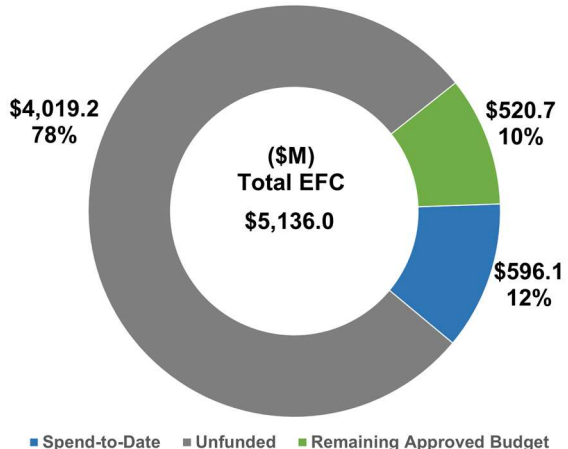
Zero-Emission Wheel-Trans Buses (Post-2025): The program is currently funded for Wheel-Trans bus procurements to the end of 2026. Zero-Emissions Wheel-Trans buses and charging infrastructure beyond 2026 will require funding in the 2025 Budget to maintain fleet state of good repair and transition the fleet to achieve the zero-emissions target by 2040. This plan is in alignment with the City's TransformTO Action Plan. The lead time, from funding approval through to commissioning, for electric buses and required infrastructure is approximately two years.

Next Steps

85, 6m ProMaster Buses: Continue to receive the remaining 10 production buses scheduled for 2024 and complete the commissioning process.

Zero-Emission Wheel-Trans Buses (Pilot): Award contract in Q1 2025, with bus deliveries to commence in Q4 2025.

Purchase of Buses (Hybrid and Electric)

Strategic Alignment to Corporate Plan						Project Type					
Objective 3.3: Minimize Environmental Impacts and Build Resiliency for a Climate-Changed Future Action 3.3.1: Lead the Transition to Net Zero through the Green Fleet Program						SOGR					
						Asset Class					
						Fleet					
Performance Scorecard (Outlook Status)											
Scope		G	Cost		G	Schedule		G	Overall		G
Scope Description											
<p>The procurement of replacement vehicles at end-of-life to maintain service reliability, increase system accessibility for customers, increase fleet capacity to match customer demand and reduce overcrowding. The TTC’s Green Bus Program is a strategy to transition the accessible-conventional bus fleet to zero emissions by the year 2040. To meet this target, the electrification of the TTC’s bus fleets is necessary to transform the fleet to zero emissions by replacing diesel and hybrid buses as they reach end-of-life.</p> <p>Current funding allows for the procurement of 336 hybrid-electric buses between 2023 and 2024, and 340 zero-emission, battery-electric buses (eBuses) between 2024 and 2025 under the Zero Emission Transit Fund (ZETF).</p> <p><u>The program status of “green” pertains only to the current scope of the program that is funded.</u></p> <p>Note: Post-2025, the Green Bus Program outlines a plan for approximately 1,840 zero-emission buses to be delivered between 2026 and 2035. This plan is in alignment with the City of Toronto’s TransformTO Action Plan and the C40 Fossil-Fuel-Free Streets Declaration. This scope is currently unfunded and is a key capital priority for the TTC.</p>											
Financials: Cost and Budget											
Project/Program Start		2018		 <p>(\$M) Total EFC \$5,136.0</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>							
Forecast Completion Year		2025									
Estimated Final Cost (EFC)		\$5,136.0M									
Total Approved Budget		\$1,116.8M									
10-Year Approved Budget (2024-2033)		\$664.2M									
2024 Budget		\$183.6M									
2024 YTD Budget		\$147.9M									
2024 YTD Actuals		\$143.5M									

Buses	Total	Start Date	# Delivered	Forecasted End Date
Hybrid-Electric				
New Flyer	202	Q2 2023	202	Completed
NOVA	134	Q2 2023	134	Completed
eBuses				
New Flyer	204	Q2 2024	15	Q4 2025
NOVA	136	Q3 2024	1	Q4 2025

Progress Update

336 Hybrid-Electric Buses (Delivery Complete):

- As of October 31, 2024, all 336 buses have been delivered, of which 334 are in-service.

340 Zero-Emission Buses (eBuses):

- The First Articles of Inspection for lead buses from New Flyer and NOVA were completed in April and June 2024, respectively.
- Pre-production meetings were completed and the lead bus from each supplier was delivered in July 2024.
- As of October 31, 2024, 16 out of 340 vehicles have been delivered, of which two are in-service.

Key Risks and Mitigation Activities:

336 Hybrid-Electric Buses:

- Fleet availability is slightly below the contractual target. However, as is typical of new fleets, availability is trending upwards with both vendors working to identify root causes and implement solutions to ensure targets are met by the end of Q2 2025.

340 Zero-Emission Buses (eBuses):

- Supply chain issues are affecting both vendors, which the TTC continues to monitor and assist in the resolution.
- The current eBus contract has an escalation clause tied to a producer price index for heavy-duty bus manufacturing. Should the index increase, there will be a corresponding price increase for any buses delivered in 2025 and beyond.

Post-2025 Zero-Emission Buses (eBuses):

- The 1,840 eBuses and related charging infrastructure required between 2026 and 2035 is currently unfunded in the TTC's Capital Investment Plan. This funding is critical to maintain service levels and achieve TransformTO goals. The lead time, from funding approval through to commissioning, for eBuses and required infrastructure is approximately two years. This will result in a gap in the planned steady state procurement starting in 2026.

Next Steps

336 Hybrid-Electric Buses:

- Continue the commissioning process for the remaining two hybrid buses to enter revenue service.

340 Zero-Emission Buses (eBuses):

- Continue the delivery and commissioning process for the eBuses.

Notes:

- The forecast completion year represents the funded scope of the program.
- \$2,669.6M is currently unfunded in the 10-Year Capital Budget and Plan (2024-2033), and \$1,349.6M is unfunded post-2033.

eBus Charging Systems

Strategic Alignment to Corporate Plan	Project Type
Objective 3.3: Minimize Environmental Impacts and Build Resiliency for a Climate-Changed Future	SOG
Action 3.3.1: Lead the Transition to Net Zero through the Green Fleet Program	Asset Class
	Various

Performance Scorecard (Outlook Status)

Scope	G	Cost	G	Schedule	Y ¹	Overall	Y
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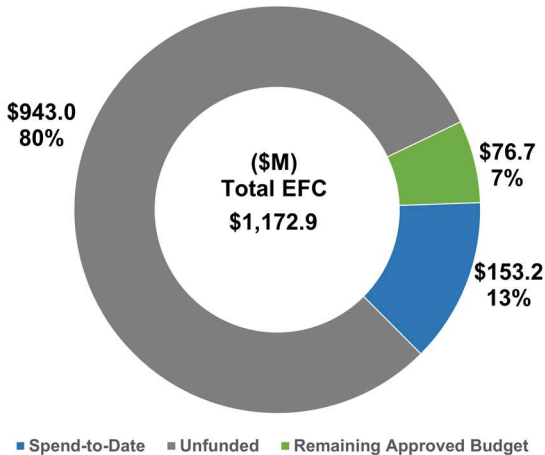
Scope Description

This program includes the installation of charge points for electric buses, an upgrade of power at each facility, installation of substation, battery energy storage system, and natural gas emergency backup generators to advance the TTC's transition toward a zero-emissions fleet. This supports the City of Toronto's TransformTO target of Net Zero by 2040. The funded portion of the program includes:

- Phase 1 – Commission 124 charge points at six garages by 2025 (see table below).
- Phase 2a – Commission 124 charge points at two garages by 2025 (see table below).
- Phase 2b (Unfunded) – Up to 50% electrification at each garage: Wilson, Eglinton, Birchmount, Malvern, McNicoll, Queensway, and Arrow Road by 2030.
- Phase 3 (Unfunded) – 100% electrification at each garage: Eglinton, Wilson, Birchmount, Malvern, McNicoll, Queensway, Arrow Road, and Mount Dennis by 2037.

Note: Currently, only Phase 1 and Phase 2a (see table below) are funded under the Federal Zero-Emissions Transit Fund (ZETF), allowing for the installation of a total of 248 charge points between 2023 and 2025. Post-2025, additional funding will be required for charging infrastructure to support the ongoing electrification of the bus fleet.

Financials: Cost and Budget

Project/Program Start	2016	 <p>(\$M) Total EFC \$1,172.9</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>
Forecast Completion Year	2025	
Estimated Final Cost (EFC)	\$1,172.9M	
Total Approved Budget	\$229.9M	
10-Year Approved Budget (2024-2033)	\$80.5M	
2024 Budget	\$55.8M	
2024 YTD Budget	\$11.1M	
2024 YTD Actuals	\$3.7M	

Schedule and Progress Update

Principal Agreement:

- In August 2022, the TTC and PowerON Energy Solutions LP, a subsidiary of Ontario Power Generation, signed the Principal Agreement, and PowerON was issued the Notice to Proceed (NTP) upon execution.

Proof-of-Concept:

- In February 2023, the TTC launched its first 10 eBus pantograph charging systems at Birchmount Garage and completed the transition to operations. This innovative eBus charging system is the first installation initiative since the Principal Agreement's signing to increase the TTC's charging capacity since the pilot launched in 2020.

Federal Funding:

- In April 2023, the TTC secured \$349 million in Federal funding toward the TTC's procurement of 340 Zero-Emission Buses (eBuses) and delivery of 248 charge points to meet the TTC's eBus fleet needs by March 31, 2026.

Installation of 248 Charge Points (Phase 1 and 2a):

As of October 31, 2024:

- Six of the eight projects within the program (Phase 1: Arrow Road, Birchmount, Eglinton, Malvern, Wilson, and McNicoll) have been baselined at Stage Gate 3, and the remaining two projects are scheduled to be baselined by December 2024.
- 10 of 248 Charge Points have been commissioned. See table below for status update.

Garage (Projects)	# of Charge Points	Current Phase	Forecasted End Date ²
Phase 1 (Funded)			
Arrow Road	10	In-Service	Completed – February 2024
Eglinton	21	Construction	December 2024
Birchmount	10	Construction	December 2024
Wilson	26	Construction	May 2025
Malvern	30	Construction	June 2025
McNicoll	27	Construction	July 2025
Phase 2a (Funded)			
Eglinton	56	Design	July 2025
Mount Dennis	68	Design	October 2025
Total	248		

²The forecasted end date represents when charge points are available for commercial operations.

Key Issues and Action Plan:

- The commissioning of the 10 charge points at Birchmount was delayed due to a software issue. PowerON is working on resolving this issue.
- The commissioning of the 21 charge points at Eglinton experienced a delay due to additional tests required to ensure multiple eBuses can be automatically charged sequentially. PowerON is working on resolving this issue.
- Note: Currently, adequate charge points are available to support the eBus fleet.

Key Risks and Mitigation Activities:

- ¹The program schedule is reflected at caution as a result of a few projects that have been impacted due to supply chain issues. However, adequate charge points are available to support the delivery of eBuses up to the end of 2024. The TTC-PowerON teams will manage the supply chain issues to mitigate the risk of delays to charge point deployments in late-2025.
- Post-2025 (Phase 2b and Phase 3), an additional 1,455 charge points will be required to operate the additional eBuses that are planned to be delivered between 2026 to 2035 (currently unfunded in the TTC's Capital Investment Plan). The achievement of the zero-emissions target by 2040 is contingent on full funding for the electrification infrastructure and the procurement of eBuses and zero-emission Wheel-Trans buses.

Next Steps

The following works are scheduled to be completed in 2024:

Phase 1:

- Commission 21 and 10 charge points at Eglinton and Birchmount garages, respectively.
- Continue construction at Malvern, McNicoll, and Wilson.

Phase 2a:

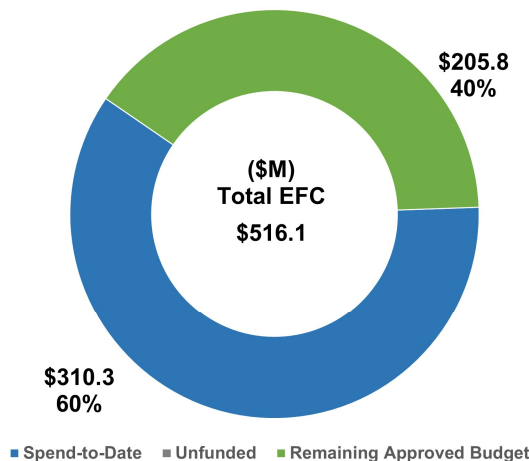
- Progress Detailed Design for Phase 2 of Eglinton and Mount Dennis.

Note:

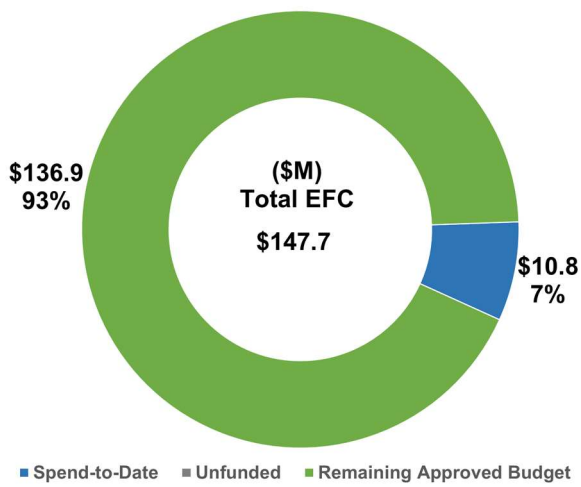
- The forecast completion year represents the funded scope of the program.
- \$722.3M is currently unfunded in the 10-Year Capital Budget and Plan (2024-2033), and \$220.7M is unfunded post-2033.

Streetcar Portfolio

Purchase of 60 Streetcars

Strategic Alignment to Corporate Plan						Project Type					
Objective 3.1: Build Network Capacity to Support Long-Term Growth to 2041						Growth					
						Asset Class					
Action 3.1.5: Grow Streetcar Capacity with 60 New Accessible Streetcars and Upgraded Facilities						Fleet					
Performance Scorecard (Outlook Status)											
Scope		G	Cost		G	Schedule		G	Overall		G
Scope Description											
This project provides for procurement of 60 new, accessible streetcars to address latent service demand, projected increases in travel time due to traffic congestion, and growth.											
Financials: Cost and Budget											
Project/Program Start		2019		 <p>(\$M) Total EFC \$516.1</p> <p>\$310.3 60%</p> <p>\$205.8 40%</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>							
Forecast Completion Year		2026									
Estimated Final Cost (EFC)		\$516.1M									
Total Approved Budget		\$516.1M									
10-Year Approved Budget (2024-2033)		\$325.9M									
2024 Budget		\$218.6M									
2024 YTD Budget		\$147.8M									
2024 YTD Actuals		\$120.1M									
Schedule and Progress Update											
<ul style="list-style-type: none">The TTC is receiving \$360 million in funding toward the TTC Streetcar Program (60 Streetcars and Hillcrest Facility) from the Provincial and Federal governments. The Transfer Payment Agreement (TPA) with the Ministry of Transportation (MTO) was executed in March 2023. The Contribution Agreement (CA) with Infrastructure Canada (INFC) was completed in October 2024.The third (of four) Canadian Content Audit was completed in September 2024.Production work for major sub-assemblies continues at all three of Alstom’s locations: Thunder Bay, Ontario, La Pocatière, Quebec, and Sahagun, Mexico.As of October 31, 2024, 27 streetcars have been delivered.											
Key Issues and Action Plan:											
<ul style="list-style-type: none">Certain parts have been delayed due to ongoing supply chain issues, which have impacted the delivery schedule, causing some 2024 deliveries to shift to 2025. The TTC attends regular meetings with Alstom to monitor parts status and assess potential impacts.											
Next Steps											
<ul style="list-style-type: none">Continue to receive production vehicles and complete the commissioning process.											

Hillcrest Facility

Strategic Alignment to Corporate Plan						Project Type					
Objective 3.1: Build Network Capacity to Support Long-Term Growth to 2041 Action 3.1.5: Grow Streetcar Capacity with 60 New Accessible Streetcars and Upgraded Facilities						Service Improvements					
						Asset Class					
						Facilities					
Performance Scorecard (Outlook Status)											
Scope		G	Cost		Y ¹	Schedule		Y ²	Overall		Y
Scope Description											
<p>The Hillcrest Facility is a component of the larger Streetcar Program. This project involves the modification of the Hillcrest Facility to accommodate the storage, pre-service, testing and maintenance of 25 new, accessible streetcars.</p> <ul style="list-style-type: none">Phase 1 (Storage for 25 streetcars and temporary pre-servicing).Phase 2 (Permanent pre-servicing, including Sand Silo). <p>The Hillcrest Facility Study will provide a long-term strategy for the use of the Hillcrest Complex in alignment with the Real Estate Investment Plan (REIP).</p>											
Financials: Cost and Budget											
Project/Program Start			2021			 <p>(\$M) Total EFC \$147.7</p> <p>\$136.9 93% \$10.8 7%</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>					
Forecast Completion Year			2029								
Estimated Final Cost (EFC)			\$147.7M								
Total Approved Budget			\$147.7M								
10-Year Approved Budget (2024-2033)			\$139.7M								
2024 Budget			\$2.8M								
2024 YTD Budget			\$2.8M								
2024 YTD Actuals			\$2.8M								
Schedule and Progress Update											
Hillcrest Maintenance and Storage Facility (MSF):											
<ul style="list-style-type: none">The Detailed Design was completed in Q1 2024. The tender period closed on August 7, 2024, and the construction contract was awarded on September 27, 2024.											

Project/Phase	Start Date	Phase	Forecasted End Date
Phase 1 (Storage for 25 streetcars; temporary pre-servicing)	Q4 2024	Construction	Q4 2028
Phase 2 (Permanent pre-servicing, including Sand Silo)	Q3 2026		Q3 2029
Key Issues and Action Plan:			
<ul style="list-style-type: none">2As a result of the Detailed Design completion of Hillcrest Facility, the updated schedule to construct Phase 1 of Hillcrest will result in a temporary streetcar storage deficit until the forecasted completion date of 2028 (Phase 1). Based on an options analysis, to mitigate the temporary streetcar storage deficit, the TTC will operate at maximum capacity from its carhouses. In addition, the TTC will continue to provide increased overnight service to various customer segments (i.e. shift workers), that will also support the City’s NightTime Economy Strategy.			
Key Risks and Mitigation Activities:			
<ul style="list-style-type: none">1The overall project EFC has increased based on the recently completed Detailed Design. The TTC has updated cost projections and identified potential offsets to the greatest extent possible based on the lowest-compliant bid submission and its evaluation.To address potential schedule impacts, the TTC has proactively taken the following steps:<ul style="list-style-type: none">Outreach with the community continues, including a community meeting on September 19, 2024.Continued coordination with the City for related permits and approvals.Continued monitoring and coordination of key interdependencies, including the delivery of 60 new streetcars, access for Spur Line and the Harvey Shop State-of-Good-Repair (SOGR) work.Obtained additional funding and a time extension for the Consultant Design Services Contract at the May 2024 TTC Board meeting.			
Next Steps			
<u>Hillcrest MSF:</u> <ul style="list-style-type: none">Issue Notice to Proceed to the contractor.			

Russell Carhouse

Strategic Alignment to Corporate Plan	Project Type
Objective 3.1: Build Network Capacity to Support Long-Term Growth to 2041	SOGR
Action 3.1.5: Grow Streetcar Capacity with 60 New Accessible Streetcars and Upgraded Facilities	Asset Class
	Facilities

Performance Scorecard (Outlook Status)

Scope	G	Cost	Y	Schedule	Y ¹	Overall	Y
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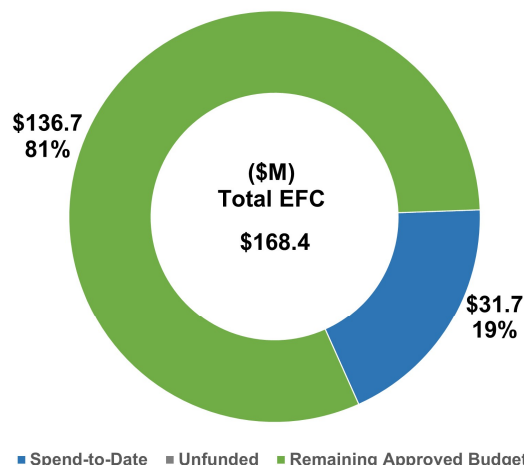
Scope Description

Operating since pre-1921, Russell Carhouse supports the TTC's streetcar operations. The Russell Carhouse program is comprised of State-of-Good-Repair and modernization investments to enable the facility to support the new low-floor streetcars.

The Russell Carhouse program consists of the following upgrades to accommodate the new low-floor streetcars:

- Russell Carhouse Track and Yard Overhaul: Replace tracks with concrete embedded rail; replace underground utility services and provide a stormwater management system to meet City requirements; and replace the overhead system to accommodate streetcar pantograph operations.
- Russell Carhouse Interior Modifications and Extension: West extension of carhouse to allow for additional vehicle maintenance bays; reconfiguration of maintenance tracks and pits in the carhouse for streetcar operational maintenance; and maintenance access for rooftop equipment and provision of additional ancillary facility requirements (i.e. In-ground vehicle hoist, increase Ground Floor Area (GFA), side pit access and two lift tables).

Financials: Cost and Budget

Project/Program Start	2018	 <p>(\$M) Total EFC \$168.4</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>
Forecast Completion Year	2029	
Estimated Final Cost (EFC)	\$168.4M	
Total Approved Budget	\$168.4M	
10-Year Approved Budget (2024-2033)	\$147.0M	
2024 Budget	\$10.3M	
2024 YTD Budget	\$10.0M	
2024 YTD Actuals	\$10.3M	

Schedule and Progress Update

- The original scheduled Substantial Performance (SP) of Q1 2028 was revised to include float allocation and to reflect the additional scope requirements, resulting in scheduled SP of Q1 2029. In addition, a Quantitative Risk Assessment (QRA) is in progress to determine risk allocation and verify scheduled SP of Q1 2029.
- Russell Carhouse Track and Yard Overhaul: Stage 1 construction was completed on July 31, 2024.
- Russell Carhouse Interior Modifications and Carhouse Extension: Completed 100% Construction Design Review and the bid document preparation is expected to be completed by December 2024.

Project/Phase	Start Date	Status	Forecasted End Date
Track Replacement and Yard Overhaul			
Stage 1: Tracks 1-12	Q3 2022	Completed	Q3 2024
Stage 2: Tracks 13-18	Q3 2024	In Progress	Q2 2025
Stage 3: Tracks 19-22	Q2 2025	Not Started	Q3 2025
Interior Modifications and Carhouse Extension	Q4 2025	Not Started	Q1 2029

Key Issue and Action Plan:

- A budget shortfall of \$1.7M has been identified based on a 30% Scope Review estimate for the Russell Carhouse Boiler Replacement. The shortfall has been included as part of the 2025 Budget submission. Additionally, an options analysis will be undertaken to evaluate Net Zero options, feasibility, and related impacts.

Key Risks and Mitigation Activities:

- Recent market trends may impact the overall EFC. The TTC will continue to evaluate and identify potential offsets to the greatest extent possible.
- ¹In order to address Streetcar storage and maintenance impacts, the TTC will proactively continue to review efficiencies regarding infrastructure installation timelines at Russell Carhouse.

Next Steps

- Russell Carhouse Track and Yard Overhaul:
 - Continue with Stage 2 construction.
- Russell Carhouse Extension and Interior Modifications:
 - Complete Bid documents by December 2024.
 - Complete QRA by December 2024 to confirm the 30% risk allocation.

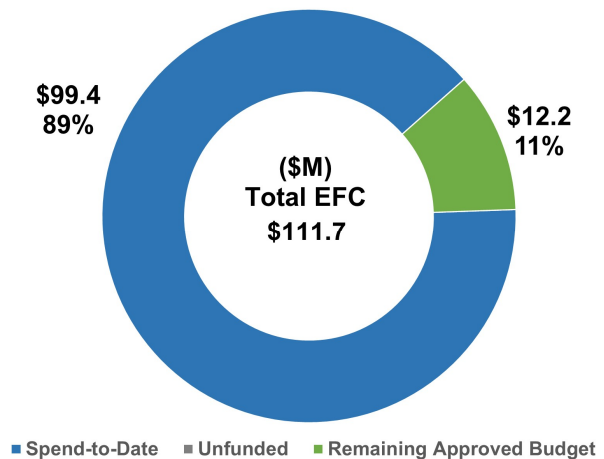
Network Wide Portfolio

VISION – CAD/AVL

Strategic Alignment to Corporate Plan						Project Type					
Objective 2.1: Better Serve Customer Demand in an Evolving Operating Environment Action 2.1.2: Enhance the TTC’s Customer Research and Data Analytics Capacity, Improve Tracking and Communications of the Bus and Streetcar Fleet						SOG					
						Asset Class					
						Systems					
Performance Scorecard (Outlook Status)											
Scope		G	Cost		G	Schedule		G	Overall		G
Scope Description											
<p>Implementation of a new Computer-Aided Dispatch/Automatic Vehicle Location (CAD/AVL) System (or VISION) on the TTC’s bus and streetcar fleets to provide improved: a) tracking and communications with the TTC’s fleet of more than 2,200 buses and streetcars; b) information for scheduling and planning; c) real-time information for Operators and customers during their trip; d) more efficient Transit Signal Priority to keep TTC vehicles moving; and e) management of the assignment and dispatching of vehicles to service through the implementation of the new yard management system.</p> <p>The project scope has been organized into three phases:</p> <p>Phase 1 (Completed):</p> <ul style="list-style-type: none">• Implement onboard CAD/AVL solution on the TTC’s bus fleet (i.e. data and voice communications, automatic vehicle location and stop display, stop announcements, and vehicle performance monitoring).• Integrate central CAD/AVL solution with existing onboard cameras on buses. <p>Phase 2 (Completed):</p> <ul style="list-style-type: none">• Install CAD/AVL on 204 streetcars.• Integrate central CAD/AVL solution with automatic passenger counting systems on buses and streetcars in scope. <p>Phase 3 (In progress):</p> <ul style="list-style-type: none">• Implement Yard Management System at all streetcar carhouses and bus garages.• Implement the Operator Performance module.• Implement Bustime and upgrades to SMS text messaging.											

Financials: Cost and Budget

Project/Program Start	2016
Forecast Completion Year	2025
Estimated Final Cost (EFC)	\$111.7M
Total Approved Budget	\$111.7M
10-Year Approved Budget (2024-2033)	\$14.0M
2024 Budget	\$7.9M
2024 YTD Budget	\$1.8M
2024 YTD Actuals	\$1.8M



Schedule and Progress Update

Phases 1 and 2 (Completed):

- Deployment of the Central CAD/AVL System in Transit Control, as well as the completion of Transit Control renovations.
- Deployment of the onboard system to the fleet of buses and streetcars.

The benefits from implementing Phases 1 and 2 have resulted in improved On-Time Performance, improved customer information, reduced road calls and improved Vehicle-to-Transit-Control communications.

Phase 3 (In Progress):

Yard Management System:

- The deployment of the Smart Yard Management System at the 11 vehicle garages and streetcar carhouses is currently in progress. The Smart Yard system will track the locations of the vehicles in the bus garages and carhouses and automatically assign the scheduled service to the vehicles. The expected benefits of the system include improved pull-out performance and efficiencies for tracking and dispatching vehicles from the yards.
- To date, 85% of the construction and 10% of vendor commissioning has been completed. Progress has been made by the vendor to address issues previously identified in the Smart Yard system to operationalize the system at Leslie Barns.
 - Final Acceptance for Leslie Barns was successfully completed in March 2024.
 - Smart Yard Acceptance Test at Arrow Garage was completed in November 2024 and the results are being reviewed.
 - Full implementation at all carhouses and garages is scheduled to be completed by Q2 2025.
- Recent improvements to the CAD/AVL system include the deployment of the new early departure from the end events functionality onboard the vehicles and in Transit Control. Final User Acceptance for the CAD system is scheduled in December 2024.

Operator Performance Module:

- Completed speed layer testing and implementation, which has been accepted by Operations.

Bustime and Upgrades to SMS Text Messaging:

- The Bustime.ttc.ca website was made available for public use on July 26, 2024. The website provides customers with predictions for Run-As-Directed (RAD) vehicles (additional vehicles that are used to address gapping so that customers are no longer waiting for long periods of time for the next vehicle). General Transit Feed Specification/Real Time (GTFS/RT), which provides customers and third-party app providers with improved information, in real time, of the next vehicle arrivals, became available on July 26, 2024.

Key Issues and Action Plan:

- The Yard Management project has experienced delays in its rollout phase due to quality assurance issues. The testing has revealed there are problems with vehicle location accuracy, which has had a significant impact on the ability to operationalize the solution. The revised completion of full implementation at all carhouses and garages is Q2 2025.
- The TTC has been collaborating closely with the vendor to identify the root causes of the issues and to explore potential mitigation plans. To ensure appropriate attention is given, the TTC has escalated the matter to the vendor's management team, and the TTC is closely monitoring progress.

Next Steps

- Finalize acceptance of the Yard Management System at Arrow Road Garage by December 2024.
- Rollout of digital display content to the bus fleet in December 2024, which provides customers with real-time arrival predictions of the next three stops on the route.

SAP ERP Implementation

Strategic Alignment to Corporate Plan

Objective 4.3: Embrace Technology to Drive Efficiency and Improve Employee and Customer Experience

Action 4.3.2: Complete the Upgrade of Back Office and other Processes with Enterprise SAP

Project Type

SOGR

Asset Class

Systems

Performance Scorecard (Outlook Status)

Scope	G	Cost	G	Schedule	G	Overall	G
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Scope Description

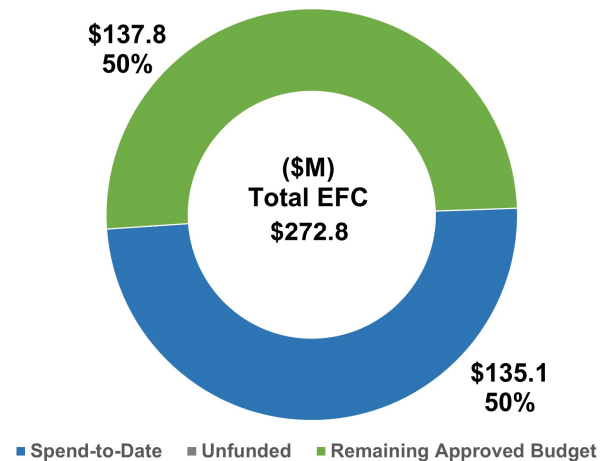
Implementing an industry-standard enterprise software solution that modernizes the TTC's core systems that aligns with the City of Toronto's SAP Roadmap by integrating business processes through the replacement of legacy systems.

The SAP implementation will establish a system of record to provide improved information for decision-making for various areas of the business. This program transforms and modernizes the organization by embracing technology to drive efficiency and improve employee and customer experience.

The transition to SAP is a multi-year effort, which will be rolled out in a phased approach.

Financials: Cost and Budget

Project/Program Start	2014
Forecast Completion Year	2027
Estimated Final Cost (EFC)	\$272.8M
Total Approved Budget	\$272.8M
10-Year Approved Budget (2024-2033)	\$153.2M
2024 Budget	\$20.1M
2024 YTD Budget	\$15.5M
2024 YTD Actuals	\$15.5M



Schedule and Progress Update

Phase 1 (Completed):

- 2018 launch of SAP Finance General Ledger, Cost Centre Accounting, Project Internal Orders, and SAP SuccessFactors: Recruiting, Onboarding, Employee Service Centre and Systems, MyTTC Employee and Manager Self Services and Payroll.

Phase 2 (In Progress):

- The TTC's first Employee Communication App was launched in 2020. This application was rolled out to all TTC employees (approximately 17,000) and provides access to corporate information on their mobile devices, including Operator run/crew guides, safety and health and wellness information.
- The MyTTC | Learning Centre online Learning Management System in SuccessFactors was launched in 2021. This platform provides employees with online access to learning. This also allows for certifications to be tracked for regulatory and compliance purposes.
- The SAP Job Costing Release 1 Solution for Operations was completed in Q1 2024.
- The Time, Attendance and Workforce Scheduling System project is in progress and is targeted for completion by 2026. The project is being delivered in three releases (Release 1: Staff, Release 2: Union-Non-Operators, and Release 3: Union-Operators).
 - Release 1: Went live on July 29, 2024, providing Non-Union staff (excluding Engineering, Construction and Expansion (EC&E)) with a single system of record for attendance, absence, and overtime management.
 - Release 2: Scheduled for kick-off by December 2024.
 - Release 3: The Transit Operator Workforce Management Solution RFP evaluation was completed, and the contract was awarded on August 17, 2023. Design workshops are in progress and the first phase (online sign-up) is planned for a Q3 2025 Go-Live.
- Contract Award for a union bidding solution to ensure consistent shift bidding was completed in July 2024. The implementation was kicked off in September 2024.

Phase 3 (In Progress):

- The assessment phase for the Asset Accounting Module was completed in Q3 2022.
- The Procurement/Management/Materials Management/Finance is currently in progress, with the assessment phase completed in Q1 2022. The development of the Request for Proposal (RFP) has been completed and was released to the market in November 2023, and award is planned for Q1 2025.

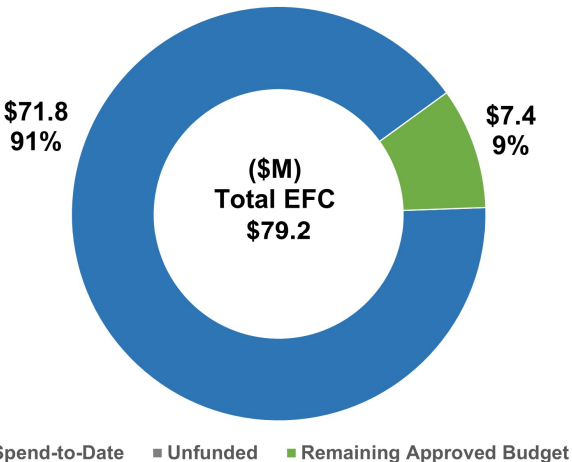
Phase	Start Date	Status	Forecasted End Date
Phase 1			
Recruiting, Onboarding, Organization Management, and Employee Central Service Centre	Jun 2014	Completed	Sep 2018
Payroll and Benefits Administration	Jun 2014	Completed	Sep 2018
Budget Planning, Capital Accounting, Cost Centre Accounting, and General Ledger	Jun 2014	Completed	Sep 2018
Phase 2			
Accounts Payable I	May 2015	Completed	Dec 2019
Corporate Communications Employee Mobile App	Nov 2019	Completed	Nov 2020
Learning Management System	Feb 2021	Completed	Oct 2021
Capital and Operating Job Costing	Apr 2020	Completed	Mar 2024
Time and Attendance and Workforce Scheduling for all Non-Union Employees (excludes EC&E)	Jul 2021	Completed	Jul 2024

Phase	Start Date	Status	Forecasted End Date
Union Bidding Assessment	Jul 2023	In Progress	Jun 2025
Time and Attendance and Workforce Scheduling for all Maintenance Employees	Nov 2024	Not Started	Mar 2026
Time and Attendance and Workforce Scheduling for all Transit Operator Employees	Sep 2023	In Progress	Dec 2026
Phase 3			
Procurement, Materials/Warehouse Management, Accounts Payable II	Feb 2023	In Progress	Dec 2027
Accounts Receivable	Feb 2023	In Progress	Dec 2027
Asset Accounting	Feb 2023	In Progress	Dec 2027
Employee Engagement	Feb 2023	In Progress	Dec 2027
Phase 4			
Employee Performance/Compensation Management and Succession Planning	Mar 2025	Not Started	Dec 2027
Grievance Management	Mar 2025	Not Started	Dec 2027
Key Risks and Mitigation Activities:			
<ul style="list-style-type: none"> Data quality from legacy systems' records may impact implementation timelines due to the effort required for data cleansing. Records in legacy systems may not be current, which requires additional cleansing efforts prior to loading them into the new SAP system. The project team continues to work with departments to have their data cleansed prior to loading into the new SAP system. Data strategies have been included in all SAP projects. Procurement, Materials-Warehouse, Finance: Business procurement policies will need to be finalized prior to the implementation of the new solution. The TTC continues to monitor progress, with expected resolution by Q1 2025. 			
Next Steps			
<u>Phase 2:</u> <ul style="list-style-type: none"> Time, Attendance and Workforce Scheduling Release 3 – Vacation and Board Period Sign-Up functionality will be launched at the end of Q3 2025. Time, Attendance and Workforce Scheduling Release 2 will be launched in Q4 2026. Procurement, Materials-Warehouse, Finance Implementation – Complete the RFP evaluation and request Board approval by Q1 2025. The implementation partner is scheduled to be onboarded in early 2025. 			

Note:

- The contingency for the program was reallocated to 2027 for budgetary purposes only. The overall program schedule is on target.

PRESTO

Strategic Alignment to Corporate Plan						Project Type	
Objective 2.2: Improve the Customer Experience by Providing a Safe, Accessible and Comfortable Journey Action 2.2.6: Provide Customers with a World-Class Fare Collection System						Growth	
						Asset Class	
						Systems	
Performance Scorecard (Outlook Status)							
Scope	Y	Cost	G	Schedule	R ¹	Overall	R
Scope Description							
<p>This program provides TTC oversight for the implementation of the PRESTO fare payment method by Metrolinx, as outlined in the Master E-Fare Agreement signed with Metrolinx in 2012 to meet the TTC’s business requirements. The scope of work to be completed by Metrolinx includes:</p> <ul style="list-style-type: none">• Modifications and enhancements to the PRESTO system to allow for an e-fare account-based payment system with an open architecture using industry standards to accommodate open loop financial cards, mobile applications, and future technological innovations (“PRESTO Next Generation”).• Ensure PRESTO implements and operates a wide range of “managed services” as agreed to in the Master Service Agreement in 2012 (i.e. back-office operations, customer services, revenue collection, and maintenance of all system field equipment).• Service-Level Agreement for KPI and performance measurement and tracking.							
Financials: Cost and Budget							
Project/Program Start	2012			 <p>(\$M) Total EFC \$79.2</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>			
Forecast Completion Year	2027						
Estimated Final Cost (EFC)	\$79.2M						
Total Approved Budget	\$79.2M						
10-Year Approved Budget (2024-2033)	\$7.4M						
2024 Budget	\$1.4M						
2024 YTD Budget	\$1.4M						
2024 YTD Actuals	(\$0.1M)						

Schedule and Progress Update

The program milestones achieved since 2012 include:

- The PRESTO Ticket provides fare payment options for customers who would like to purchase one ride, two rides, or a day pass without a PRESTO card. The TTC has transitioned approximately 200 institutions from legacy fares to PRESTO tickets via the implementation of a new bulk Limited Use Medias (LUMs) sales program. As a result, this has enabled the TTC to discontinue the sale of legacy fares.
- PRESTO vending machines are available at all subway stations as well as the Mobile Fare Payment Application on all streetcars, buses, and Wheel-Trans vehicles, including contracted accessible vans.
- The City of Toronto's Fair Pass Program launched in 2018 and provides a discount for eligible adult residents when using the balance on their PRESTO card or a monthly pass.
- Two-Hour Transfer was launched in August 2018, which makes short-distance travel more affordable for all customers. In addition, PRESTO payment options have integrated fares allowing customers to travel seamlessly into Mississauga and York Region.
- Human Machine Interface (HMI) has been fully implemented on all fare gates, buses, streetcars, and Wheel-Trans vehicles as well as contracted taxis, which provides customers with information on card balances and time remaining in the two-hour transfer window. This also provides the TTC with additional tools to track and enforce fare compliance. In 2021, the TTC implemented an enhancement on the HMI to prevent the use of Child cards for fare evasion.
- New fare gate readers have been installed at all subway stations to enable Open Payment and PRESTO Mobile Wallet. The Open Payment option allows customers the flexibility and convenience of using Credit/Debit as fare payment. To allow for the launch of Open Payment, all devices (fare gate readers) have been refreshed on buses, streetcars, and Wheel-Trans vehicles along with the installation of new smart card readers at all stations.

PRESTO Mobile Wallet:

- The PRESTO Mobile Wallet allows customers to add a PRESTO card to a digital wallet and enables them to tap their smartphone or smartwatch to pay instead of a physical card.
Phase I: PRESTO in Google Mobile Wallet was launched in November 2023, as scheduled.
Phase II: PRESTO in Apple Mobile Wallet was launched in July 2024, as scheduled, allowing customers more options for fare payment.

Key Issues and Action Plan:

- ¹The outstanding settlement requirements will not be completed by the planned timeline of Q4 2024 due to the Metrolinx procurement transition (merging of two separate systems into a single account-based system). This will delay the closing of outstanding settlement agreement gaps within the 2024 target timeline per the Minutes of Settlement and is reflected in the overall status (at risk). Based on the latest rounds of discussions, both parties have updated the plan, which has resulted in the removal of obsolete requirements. Metrolinx has also agreed to the revised set of outcome-based requirements that will be fulfilled through the Transition Program. The project is forecasted to be completed by 2027, subject to agreement with Metrolinx.

Key Risks and Mitigation Activities:

- TTC requirements related to cash payment (i.e. Machine-Readable Transfers) are at risk of not being delivered as PRESTO is heavily focused on Digital Transformation initiatives that discourage the use of cash on transit. Metrolinx has concluded an analysis and a resolution will be implemented in a phased approach between 2025 and 2026. The TTC is working with Metrolinx to ensure the proposed delivery and closeout plans remain on schedule. Refer to the [February 28, 2023 Board report](#).

Next Steps

- Complete TTC Fare Vending Machine/Automated Vending Machine functionality enhancement by Q2 2025.
- Continue progressing the updated outcome-based requirements through the Transition Program.