



## **Financial and Major Projects Update for the Period Ended April 27, 2024**

**Date:** June 20, 2024

**To:** TTC Board

**From:** Chief Financial Officer

### **Summary**

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This report sets out the operating and capital financial results for TTC Conventional and Wheel-Trans services and provides a status update of the TTC's major capital projects for the period ended April 27, 2024. Financial projections to year-end 2024 are also provided. This is the first 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.

For the period ended April 27, 2024, operating results indicated a net year-to-date favourable variance of \$33.8 million, which reflect an under-expenditure of \$27.7 million, and a favourable revenue variance of \$6.1 million. Under-expenditures were primarily due to workforce vacancies, delayed timing of planned expenditures, and lower-than-planned diesel prices. The \$6.1 million in favourable revenue variances was primarily driven by higher-than-anticipated average fare per rider.

For the full year, the TTC's 2024 Operating Budget of \$2.568 billion gross and \$1.231 billion net, is projected to be underspent by \$19.5 million net. Expenditures are projected to be \$15.0 million below budget, primarily due to continued workforce vacancies, forecasted lower diesel prices through the remainder of the year, with underspending partially offsetting the cost of increased WSIB payments and Wheel Trans service costs to accommodate higher-than-budgeted ridership demand. The projected favourable revenue of \$4.5 million estimated to year-end accounts for the higher-than-anticipated average fare experienced in Q1, and Wheel-Trans ridership demand remaining above budgeted levels.

For the period ended April 27, 2024, the TTC's capital expenditures totalled \$345.4 million, representing a spending rate of 96.6% when compared to the year-to-date planned (calendarized) budget of \$357.7 million. Of the total capital expenditures incurred to date, \$343 million or 99.0% of the base capital program's planned budget of \$346.3 million was spent and \$2.4 million or 21.0% of the \$11.4 million planned budget for transit expansion-related projects was spent.

When comparing year-to-date spending to the total approved 2024 Capital Budget, 26.3% was spent to the end of Period 4 for the TTC base capital program and 4.3% for

transit-expansion-related projects resulting in an overall spending rate of 25.4% for the four-month period.

By year-end, the TTC's capital spending is projected to be in the order of \$1.356 billion, representing an overall 99.6% spending rate, with the TTC's base capital program projected to expend \$1.299 billion or 99.6% and transit expansion-related capital expenditures projected to reach \$56.3 million or 100%. 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**

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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 \$54.5 million with projects that have experienced delays and lower spending by \$54.5 million with no debt impact, as outlined in Appendix 3 of this report.
2. Authorize the recommended budget adjustments noted in Recommendation 1 above, and in the TTC's 2024-2033 Capital Budget and Plan, be included in the TTC's Capital Variance Report submission for the four months ended April 30, 2024 for City Council consideration and approval.

## **Financial Summary**

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### **2024 Operating Results**

Based on Period 4 results, the TTC incurred expenses of \$767.6 million gross and \$424.8 million net, compared to the planned (calendarized) 2024 Operating Budget of \$795.3 million gross and \$458.6 million net, resulting a net favourable operating variance of \$33.8 million. The net favourable operating variance reflects \$27.7 million in under-expenditures and a favourable revenue variance of \$6.1 million. For the full year, a projected year-end favourable variance of \$19.5 million is anticipated.

Operating results for the period ended April 27, 2024 and projected year-end results are summarized in Table 1 below:

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

Operating Results and Forecast						
Description (\$Millions)	Year-To-Date			Year-End		
	Budget	Actual	Variance	Budget	Forecast	Variance
<b>Revenue</b>						
TTC Conventional						
Passenger Revenue	313.3	319.0	5.7	998.2	1,001.7	3.5
Ancillary Revenue	21.2	21.4	0.2	89.6	90.1	0.5
Provincial Funding	0.0	0.0	0.0	175.3	175.3	0.0
Wheel-Trans Passenger Revenue	2.2	2.4	0.2	7.3	7.8	0.5
<b>Subtotal Revenues</b>	<b>336.7</b>	<b>342.8</b>	<b>6.1</b>	<b>1,270.4</b>	<b>1,274.9</b>	<b>4.5</b>
TTC Stabilization Reserve Draw	0.0	0.0	0.0	45.7	45.7	0.0
Long-Term Liability Reserve Draw	0.0	0.0	0.0	20.6	20.6	0.0
<b>Total Revenue</b>	<b>336.7</b>	<b>342.8</b>	<b>6.1</b>	<b>1,336.7</b>	<b>1,341.2</b>	<b>4.5</b>
<b>Expenditures</b>						
TTC Conventional	745.3	717.3	(28.0)	2,384.7	2,367.0	(17.7)
Wheel-Trans	50.0	50.3	0.3	163.0	165.7	2.7
<b>Subtotal Expenditures</b>	<b>795.3</b>	<b>767.6</b>	<b>(27.7)</b>	<b>2,547.7</b>	<b>2,532.7</b>	<b>(15.0)</b>
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
<b>Total Expenditures</b>	<b>795.3</b>	<b>767.6</b>	<b>(27.7)</b>	<b>2,568.0</b>	<b>2,553.0</b>	<b>(15.0)</b>
<b>Net Expenditure (Funding Required)</b>	<b>458.6</b>	<b>424.8</b>	<b>(33.8)</b>	<b>1,231.3</b>	<b>1,211.8</b>	<b>(19.5)</b>

**2024 Revenues**

At the end of Period 4, total revenue exceeded the planned budget by \$6.1 million, primarily driven by higher-than-planned passenger revenue. The increased revenue realized during this timeframe was due to a higher average fare that results from an increase in single ride fares generated from more leisure trips, combined with higher-than-planned Wheel-Trans ridership demand. For the remainder of the year, revenue is forecasted to be \$4.5 million above budget, primarily due to the favourable average fare experienced in Q1 returning to budget levels, increased Wheel-Trans demand anticipated to the end of the year and higher ancillary revenue as a result of increased revenue to be realized from TTC provided contracted services to boundary municipalities..

## 2024 Expenditures

Operating expenses incurred to the end of Period 4 were \$27.7 million net below budget due to under-expenditures resulting from:

- Delays in planned expenditures for materials, services, and payments for settled accident claims.
- Workforce vacancies.
- Delayed processing of health and dental claims by TTC’s third-party benefits administrator and lower benefit utilization.
- Lower average diesel fuel prices.

These under-expenditures accommodated the increased service costs for higher-than-budgeted Wheel-Trans ridership demand.

Projected results to year-end anticipate a favourable gross expenditure variance of \$15.0 million based on continued underspending due to workforce vacancies and lower fuel prices mentioned above, partially offsetting higher-than-budgeted expenditures for the balance of the year with the realization of delayed expenditures experienced to date, increased WSIB payments and higher Wheel-Trans service costs to accommodate higher-than-budgeted ridership levels.

## 2024 Capital Results

For the period ended April 27, 2024, \$343.0 million or 99.0% of TTC’s base capital program’s year-to-date planned (calendarized) budget of \$346.3 million was spent. A further \$2.4 million or 21.0% of the year-to-date planned budget for transit expansion-related projects of \$11.4 million was also spent. In total, the TTC’s capital expenditures up to the end of Period 4 total \$345.4 million and represents a spending rate of 96.6% when compared to the calendarized budget of \$357.7 million. When compared to the total approved 2024 Capital Budget, the overall spending rate is 25.4%, which reflects a spending rate of 26.3% for TTC’s base capital program and 4.3% for transit expansion-related projects.

By year-end, the TTC’s total capital spending is projected to be in the order of \$1.356 billion, representing an overall 99.6% spending rate, reflective of \$1.299 billion or 99.6% projected spending in the TTC’s base capital program and \$56.3 million or 100% spending for transit expansion-related capital works, as summarized in Table 2 below:

**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	346.3	343.0	99.0%	1,304.4	1,299.4	99.6%
TTC Transit Expansion Related Projects	11.4	2.4	21.0%	56.3	56.3	100.0%
<b>Total</b>	<b>357.7</b>	<b>345.4</b>	<b>96.5%</b>	<b>1,360.7</b>	<b>1,355.7</b>	<b>99.6%</b>

Capital underspending both to date and as projected to year-end is impacted by various drivers, including but not limited to, resourcing and supply chain constraints. The TTC’s capital program results to date and projections to year end indicate overspending in certain projects due to cost escalation as well as accelerated work plan schedules and

procurement activities. As the year progresses, capital results will continue to be monitored, and if projected results for a capital program exceed the approved budget, an in-year adjustment to accelerate funding will be submitted for Board approval.

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 to account for projects that have had accelerated spending and projects that have experienced some delays and, therefore, lower spending. These budget adjustments, summarized in Table 3 below, and detailed in Appendix 3, are before the Board for approval and will be submitted for City Council approval with the City’s Period 4 Capital Variance Report.

**Table 3 – Recommended Adjustments to the 2024-2033 Capital Budget & 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
<b>Previously Approved Amendments:</b>											
Incremental Carryforward Adjustment	(16.7)	15.4									(1.3)
<b>Recommended Amendments:</b>											
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)
<b>Total Recommended Amendments</b>	-	-	-	-	-						-
<b>Revised Capital Plan</b>	<b>1,360.7</b>	<b>1,807.4</b>	<b>1,364.0</b>	<b>1,296.1</b>	<b>1,157.7</b>	<b>1,216.1</b>	<b>1,126.3</b>	<b>1,135.2</b>	<b>1,001.9</b>	<b>931.1</b>	<b>12,396.5</b>

**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 operations and 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 dollar 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 creates 15 new jobs.

Based on year-to-date actual capital spending of \$345 million in 2024, it can be estimated this investment spending generated \$880 million in economic activity (Gross

Output); has contributed \$352 million in GDP (value-added); and has created or sustained 5,175 jobs.

Given the projected year-end capital spending of \$1.35 billion in 2023, it can be estimated this investment spending will:

- Generate \$3.44 billion in economic activity (Gross Output);
- Contribute \$1.38 billion in GDP (value-added); and
- Create or sustain over 20,000 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. Year-to-date spending on goods and services was \$215 million, which is estimated to have generated \$486 million in economic activity and created or sustained approximately 2,000 jobs.

Projected year-end operating spending on goods and services is expected to be \$758 million, which is anticipated to generate \$1.7 billion in economic activity.

Overall, 2024 operating and capital spending is estimated to generate \$5.1 billion in economic activity and more than 27,000 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		Projected Year End	
	Capital	Operating	Capital	Operating
Spending	345.0	215.0	1,350.0	758.0
Gross Domestic Product (GDP)	352.0		1,380.0	
Economic Activity (Gross Output)	880.0	486.0	3,440.0	1,700.0
Jobs	5,175		20,220	

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 this coming fall.

While the economic impact of TTC capital and operating spending is significant, it should be noted that there remains an unfunded capital need of \$17.9 billion over the 2024-2033 period and \$35.5 billion over the 15 period. As a result, approved capital funding represents approximately a quarter of TTC’s total capital needs over a 15-year period. Additional investment in TTC capital works would significantly increase the economic impacts to be generated, minimize the risk of not addressing the TTC’s state of good repair backlog, and therefore, meet TTC’s asset management requirements.

## Equity/Accessibility Matters

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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 and reliable 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 use of routes by various socio-demographic populations.

The 2024-2033 Capital Budget and Plan provides full funding of \$513.8 million to complete the TTC's Easier Access Program, including an approved budget of \$103.7 million for 2024 to enable the continuation of capital works to make the remaining 16 of 70 subway stations accessible with elevators, wide fare gates and automatic sliding doors.

The 2024 Capital Budget 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

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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; \$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 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](#)

**Comments**

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**2024 Operating Budget: Financial Update**

**Key Operating Budget Indicators**

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

The key indicators include TTC and Wheel-Trans revenue ridership and the associated 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 (\$1.249 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			Year-End			Status
	Budget	Actual	Variance	Budget	Forecast	Variance	
TTC Conventional Ridership	132.3M	131.9M	(0.39M)	422.4M	421.0M	(1.38M)	✘
TTC Average Fare	2.37	2.42	0.05	2.36	2.38	0.02	✔
TTC Actual Operating Service Hours	3.09M	3.08M	(0.01M)	9.25M	9.19M	(0.05M)	✘
Price of Fuel (\$/litre)	1.44	1.31	(0.13)	1.44	1.33	(0.11)	✔
Price of Electric Power (\$/kWh)	0.14	0.14	(0.00)	0.14	0.14	0.00	–
Wheel-Trans Ridership	0.99M	1.08M	0.08M	3.33M	3.57M	0.23M	✔

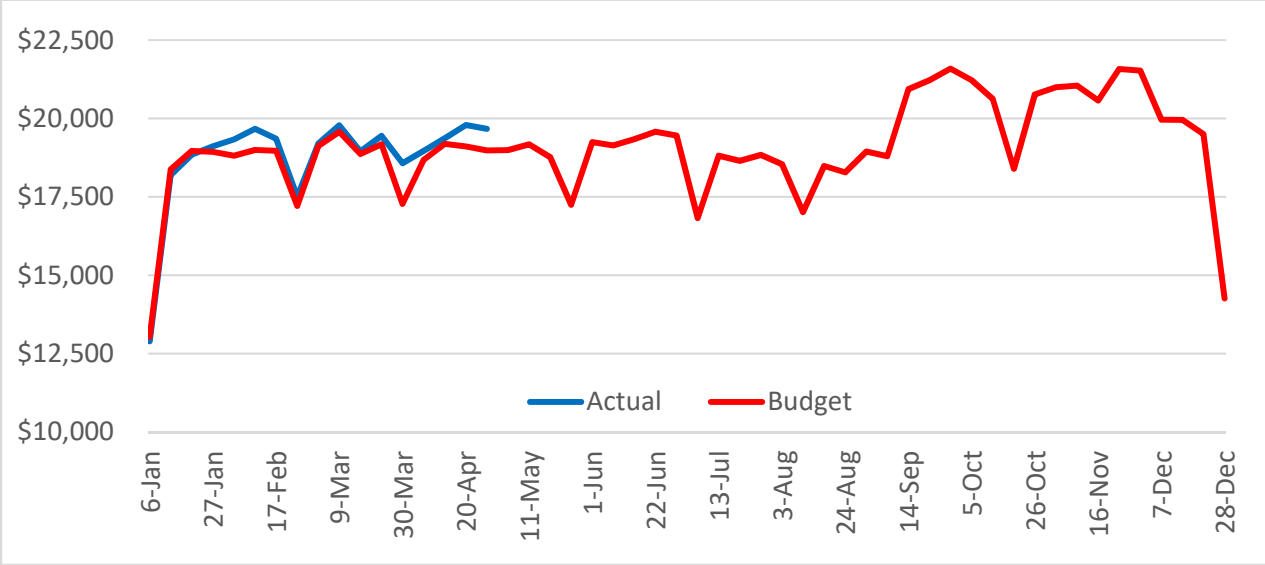


**TTC Conventional Ridership and Revenue**

TTC Conventional revenue ridership has trended close to budgeted levels thus far in 2024, following expected seasonal fluctuations. To the end of Period 4, TTC Conventional revenue ridership totalled 131.9 million rides with year-to-date ridership at 99.7% budgeted levels. Similarly, as shown in Chart 1 below, TTC Conventional passenger revenue has trended close to budgeted levels thus far in 2024, with year-to-date passenger revenue totalling \$319.0 million or 101.8% of budgeted levels, resulting in a favourable variance of \$5.7 million (\$5.5 million net of PRESTO commissions). As year-to-date ridership was relatively aligned to budget (0.3% below), the higher passenger revenue variance (1.8% above budget) was driven by a higher-than-budgeted average fare per ride, at \$2.42 versus the budgeted value of \$2.37. The higher-than-budgeted average fare is driven by an increase in single ride fares due to higher-than-anticipated leisure trips taken.

For the remainder of the year, TTC Conventional passenger revenue is forecasted to experience gradual growth throughout the year and be substantially on budget by year-end. For the full year, a projected year-end TTC Conventional passenger revenue surplus of \$3.5 million (\$3.3 million net of PRESTO commissions) is anticipated.

**Chart 1 – 2024 Weekly TTC Conventional Passenger Revenue**

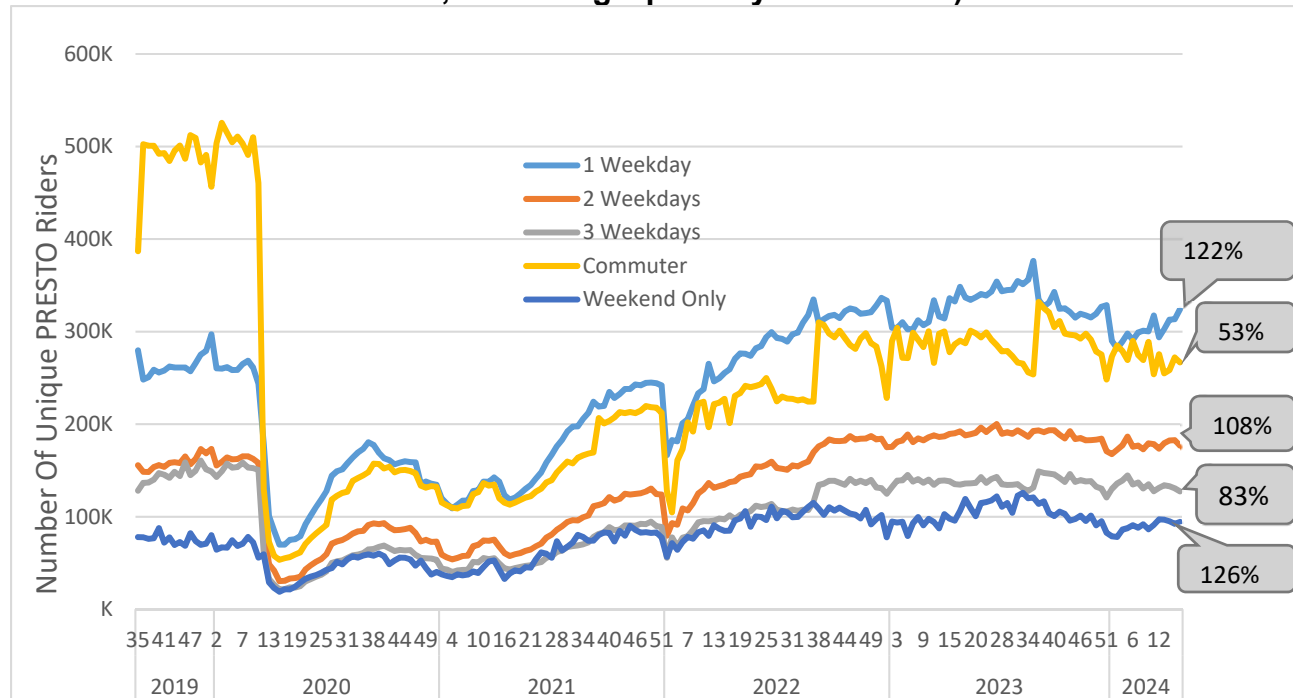


TTC Conventional ridership has stabilized with hybrid work practices resulting in office workers continuing to average approximately 2.5 days per week in-office. Hybrid work practices have led to a travel pattern change from the former daily commuter to a now-less-frequent usage group. As of the end of Period 4, weekly unique PRESTO card riders represented 86% of pre-COVID levels, plus an additional 353,000 riders used the Open Payment method. However, the average frequency per rider has decreased. As seen in Chart 2, “commuter riders” (i.e. the number of PRESTO card riders who ride four or five weekdays each week) were at 53% of the levels observed in March 2020.

Furthermore, weekend ridership has recovered at a much higher level than weekday ridership, with weekend ridership averaging 89% of pre-COVID levels thus far in 2024. Weekday use was highest and consistent across midweek (Tuesday to Thursday), as

in-office occupancy is consistently highest on these weekdays, averaging 77% of pre-COVID levels.

**Chart 2 – Weekly Unique PRESTO Riders by Frequency Category (Including Virtual PRESTO Card Riders, Excluding Open Payment Riders)**



On February 26, 2024, the TTC joined Ontario’s Fare Integration program (One Fare). One Fare eliminates double fares for customers transferring between the TTC, GO Transit and other GTA transit agencies when customers pay with a PRESTO card, PRESTO in Google Wallet, or debit or credit card. The TTC established a weekly Fare Integration dashboard to monitor, report and further understand the inter-agency transfers to/from the TTC and the potential shift in rider travel patterns from the use of the One Fare program. The TTC and other transit agencies within the One Fare program are working to finalize a data-sharing agreement. Once finalized, it will allow Metrolinx to provide the TTC with the inter-agency transfer data before the One Fare Program’s launch. This data will allow the TTC to establish the pre-Program baseline and determine the uptake and/or increase in the TTC’s ridership as a result of the implementation of One Fare. These insights will be factored into future ridership forecasts.

**Service Hours**

Conventional service hours delivered to the end of Period 4 were consistent with the 95% of pre-pandemic service hours budgeted for the first four months of 2024.. A slight variability compared to budgeted levels was experienced early on due to Operator availability, but service realigned to budget and is anticipated to remain at budgeted levels for the remainder of the year, increasing to 96% in May and 97% of pre-pandemic levels by the fall.

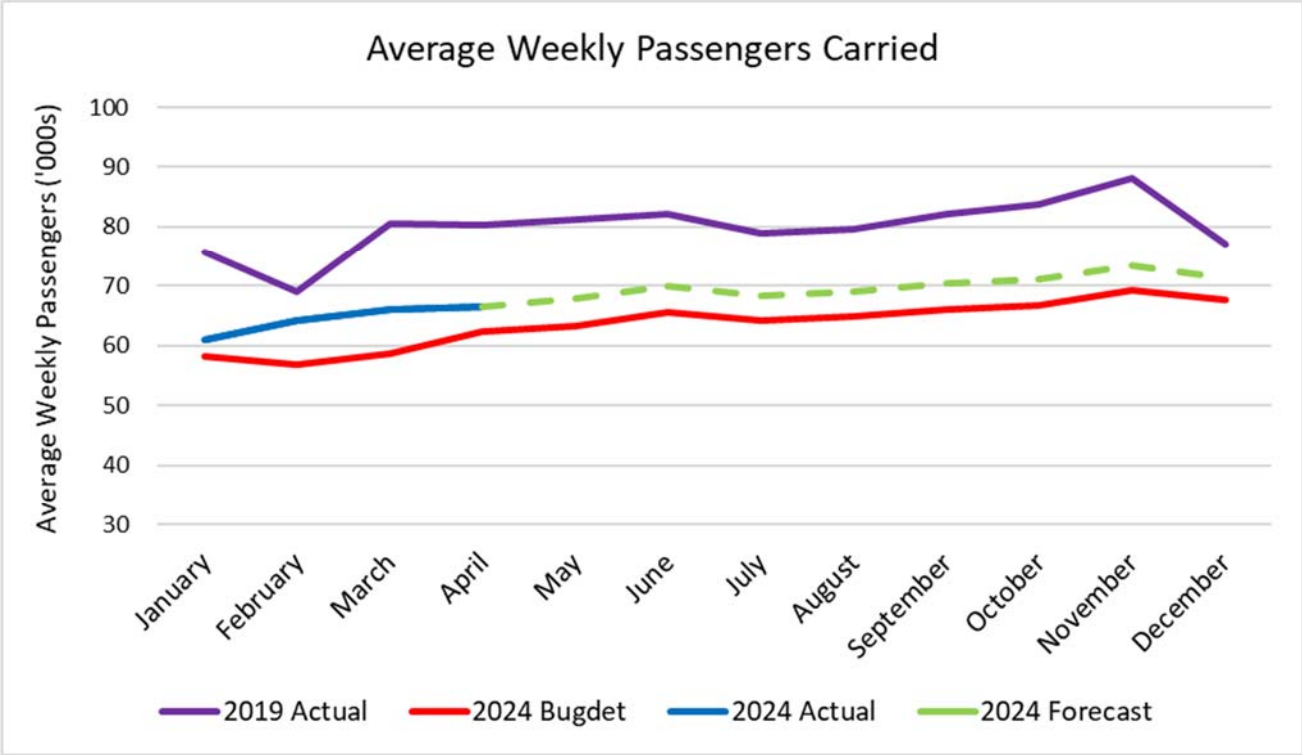
**Diesel Fuel**

Overall, the price of diesel averaged \$1.31 per litre year-to-date, below the budgeted price of \$1.44 per litre, as diesel refining margins contracted to eight-month lows during the first quarter, negating the effect of rising crude oil prices over the same time period. This has been the main contributor to the year-to-date underspending on diesel fuel. Based on the latest available market pricing at this time, the TTC is anticipating diesel prices to gradually increase slightly through the second half of the year.

**Wheel-Trans Ridership**

As shown in Chart 3 below, Wheel-Trans ridership has seen steady growth thus far in 2024. To the end of Period 4, ridership was at 85% of pre-pandemic levels compared to a budgeted level of 78%, as a result of an increase in new registrants.

**Chart 3 – 2024 Average Weekly Wheel-Trans Passenger Ridership**



Overall, total ridership is projected to be 7% above budget for the year due to higher-than-anticipated growth in new registrants. Additional Wheel-Trans bus 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 April 27, 2024, the TTC incurred expenditures of \$767.6 million gross and \$424.8 million net against a year-to-date planned (calendarized) budget of \$795.3 million gross and \$458.6 million net, resulting in a net favourable operating variance of \$33.8 million. Projected results to year-end reflect a net favourable variance of \$19.5 million.

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						
Description (\$Millions)	Year-To-Date			Year-End		
	Budget	Actual	Variance	Budget	Forecast	Variance
<b>Revenue</b>						
TTC Conventional						
Passenger Revenue	313.3	319.0	5.7	998.2	1,001.7	3.5
Ancillary Revenue	21.2	21.4	0.2	89.6	90.1	0.5
Provincial Funding	0.0	0.0	0.0	175.3	175.3	0.0
Wheel-Trans Passenger Revenue	2.2	2.4	0.2	7.3	7.8	0.5
<b>Subtotal Revenues</b>	<b>336.7</b>	<b>342.8</b>	<b>6.1</b>	<b>1,270.4</b>	<b>1,274.9</b>	<b>4.5</b>
TTC Stabilization Reserve Draw	0.0	0.0	0.0	45.7	45.7	0.0
Long-Term Liability Reserve Draw	0.0	0.0	0.0	20.6	20.6	0.0
<b>Total Revenue</b>	<b>336.7</b>	<b>342.8</b>	<b>6.1</b>	<b>1,336.7</b>	<b>1,341.2</b>	<b>4.5</b>
<b>Expenditures</b>						
TTC Conventional						
Departmental Labour	392.9	386.2	(6.7)	1,249.3	1,242.1	(7.2)
Departmental Non-Labour	101.4	91.2	(10.2)	358.8	353.6	(5.2)
Employee Benefits	152.4	148.6	(3.8)	460.3	462.3	2.0
Diesel	32.5	30.6	(1.9)	101.2	96.4	(4.8)
Traction Power & Utilities	26.8	25.7	(1.1)	80.8	80.6	(0.2)
Other Corporate Costs	39.3	35.0	(4.3)	134.3	132.0	(2.3)
Wheel-Trans	50.0	50.3	0.3	163.0	165.7	2.7
<b>Subtotal Expenditures</b>	<b>795.3</b>	<b>767.6</b>	<b>(27.7)</b>	<b>2,547.7</b>	<b>2,532.7</b>	<b>(15.0)</b>
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
<b>Total Expenditures</b>	<b>795.3</b>	<b>767.6</b>	<b>(27.7)</b>	<b>2,568.0</b>	<b>2,553.0</b>	<b>(15.0)</b>
<b>Net Expenditure (Funding Required)</b>	<b>458.6</b>	<b>424.8</b>	<b>(33.8)</b>	<b>1,231.3</b>	<b>1,211.8</b>	<b>(19.5)</b>

To the end of Period 4, the favourable expenditure variance of \$27.7 million was primarily driven by underspending as a result of:

- Delay in the timing of planned expenditures for materials, services, and payments for settled accident claims.
- Workforce vacancies.
- Delayed processing of health and dental claims by TTC's third-party benefits administrator and lower benefit utilization.
- Lower average diesel fuel prices.

This favourable variance offset the increased service costs to accommodate higher-than-budgeted Wheel-Trans ridership demand.

Actual revenues realized were \$6.1 million higher than planned, as passenger revenue exceeded budget levels by \$5.9 million or 1.9% given an increase in the average fare per ride experienced to date and a higher-than-planned increase in Wheel-Trans ridership, combined with ancillary revenues benefitting from an increase in revenue associated with operating increased services in York Region.

Projected results to year-end indicate a net favourable variance of \$19.5 million, given anticipated underspending resulting from workforce vacancies and lower fuel prices. This underexpenditure will be expected to which will, partially offset higher-than-budgeted expenditures for the balance of the year, as delayed expenditures planned during the first four months will be incurred; health and dental claims will be processed; an anticipated increase in WSIB payments, and increased Wheel-Trans service costs to accommodate higher-than-planned ridership levels.

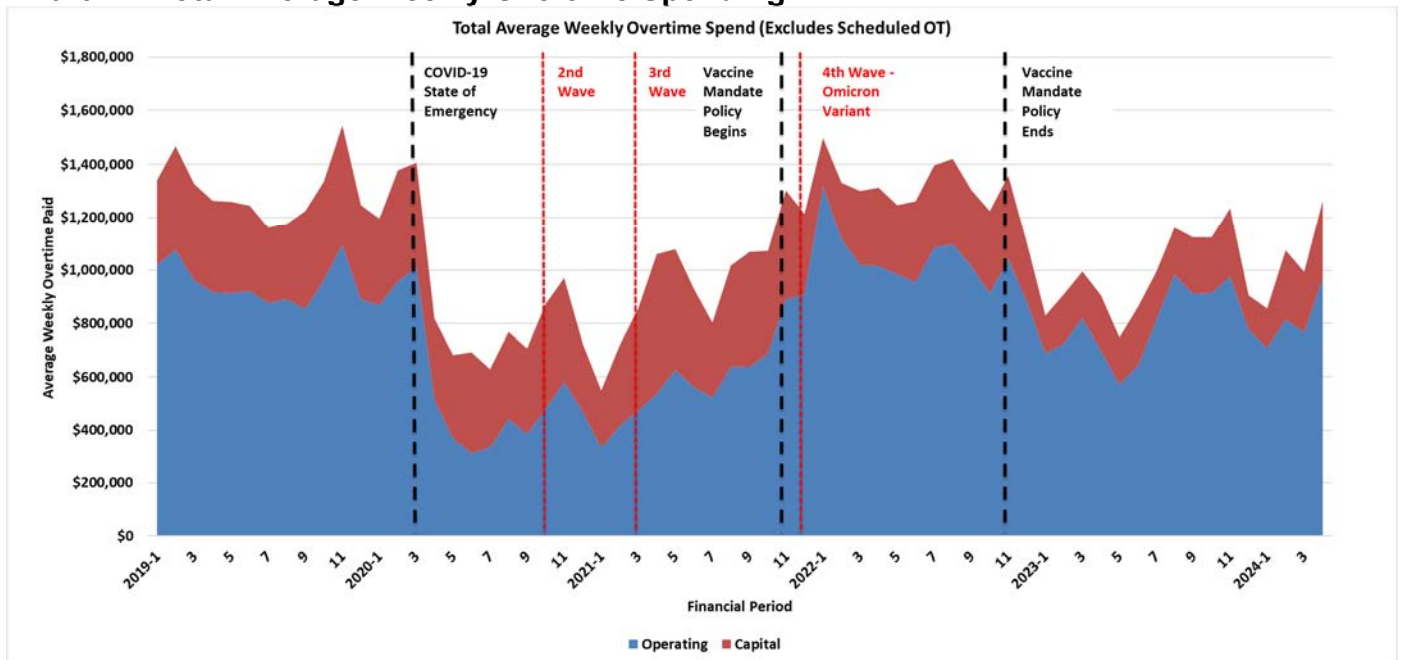
An analysis of Operating Results by Service is provided in Appendix 1.

### ***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 4 below shows that average weekly overtime spending (operating and capital combined) to the end of Period 4 has increased from an average of \$1.0 million per week in 2024 from \$0.9 million per week in 2023 for the same time period, representing an increase of 14%. A key contributor to this increase in overtime was on the operational side in order to meet service demand in late 2023 with current Operator availability. However, overall overtime spending is still trending 22% below pre-pandemic (2019) levels over this same time period.

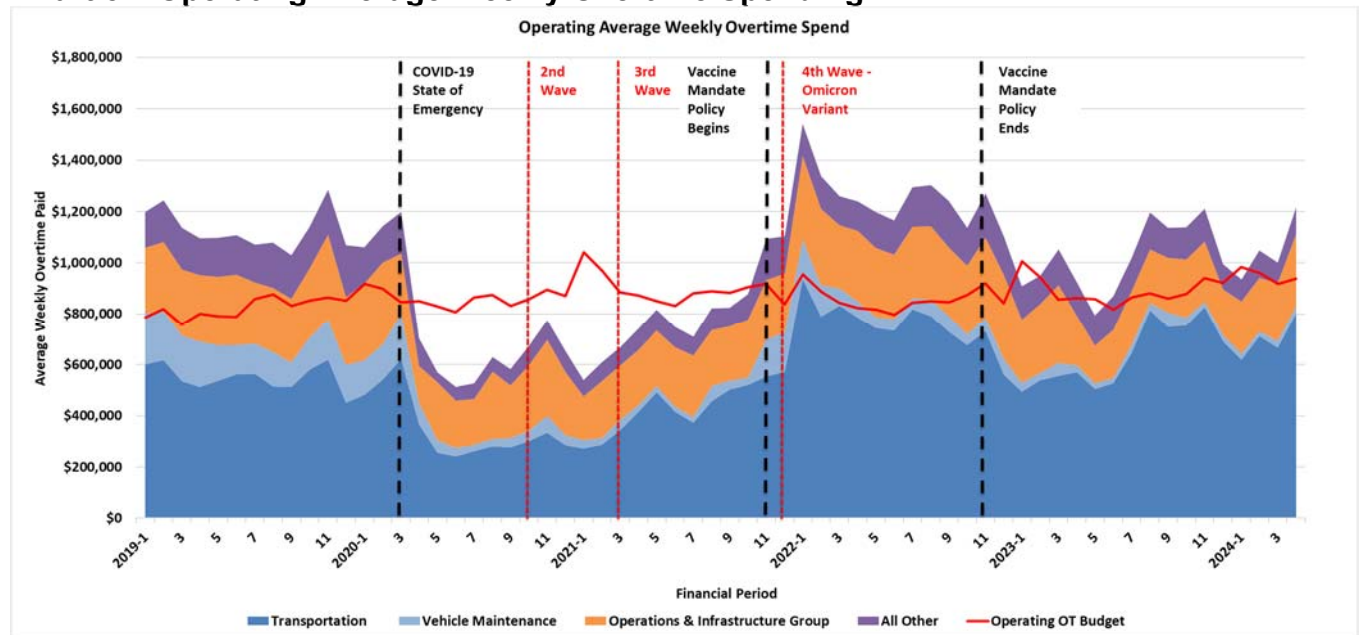
**Chart 4 – Total Average Weekly Overtime Spending**



**Operating Overtime**

Consistent with the overall trend noted above, operating overtime in 2024 increased relative to the 2023 experience over the same time period, but continues to trend below pre-pandemic levels (2019), as illustrated in Chart 5 below. Operating overtime increased approximately 9% in the first four months of 2024 compared to 2023, and was driven mainly by an increase in the need for overtime within the Transportation and Vehicles Group. This increase in overtime was mainly due to the increase in service levels to 95% of pre-pandemic levels in late 2023 and into 2024 combined with lower Operator availability to fill the added scheduled crews on regular time. Emphasis continues to be placed on absence management and recruitment activities to improve Bus Operator availability, which in turn will reduce the reliance on overtime to meet and maintain service levels.

**Chart 5 – Operating Average Weekly Overtime Spending**



**2024 Capital Budget: Financial Update**

**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. As a result, the TTC’s carry-forward funding of \$180.5 million approved through the 2024 Budget process has been reduced by \$1.2 million.

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 with projects that have experienced delays and lower spending 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 project 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 7 below:



**Table 7 – Adjusted 10-Year Capital Budget and Plan**

Capital Plan and Adjustments (\$ Millions)	2024 Budget	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-Year Total
<b>Council Approved Capital Plan February 14, 2024</b>	<b>1,377.4</b>	<b>1,792.0</b>	<b>1,364.0</b>	<b>1,296.1</b>	<b>1,157.7</b>	<b>1,216.1</b>	<b>1,126.3</b>	<b>1,135.2</b>	<b>1,001.9</b>	<b>931.1</b>	<b>12,397.8</b>
<b>Previously Approved Amendments:</b>											
Incremental Carryforward Adjustment	(16.7)	15.4									(1.3)
<b>Recommended Amendments:</b>											
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)
<b>Total Recommended Amendments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>						<b>-</b>
<b>Revised Capital Plan</b>	<b>1,360.7</b>	<b>1,807.4</b>	<b>1,364.0</b>	<b>1,296.1</b>	<b>1,157.7</b>	<b>1,216.1</b>	<b>1,126.3</b>	<b>1,135.2</b>	<b>1,001.9</b>	<b>931.1</b>	<b>12,396.5</b>

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 4 2024 Capital Variance report to the Budget Committee and for City Council’s approval at its meeting on July 24, 2024.

**2024 Capital Results and Projection to Year-End**

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.

For the period ended April 27, 2024, \$343.0 million or 99.0% of TTC’s base capital program’s planned (calendarized) budget of \$346.3 million was spent. A further \$2.4 million or 21.0% of the year-to-date planned \$11.4 million budget for transit expansion-related projects was spent. When compared to the approved 2024 Capital Budget, the spending rate amounts to 25.4%, which is reflective of 26.3% being spent on the base capital program and 4.3% spent for the transit-expansion-related projects

By year-end, the TTC is projected to spend \$1.356 billion, representing an overall spending rate of 99.6% of the 2024 Approved Capital Budget, reflecting \$1.299 billion or 99.6% anticipated to be spent on the TTC’s base capital program and \$56.3 million or 100% on transit expansion-related projects. Table 8 below summarizes the year-to-date and projected year-end results by key project type:

**Table 8 – 2024 Capital Budget Results and Forecast**

Description (\$ Millions)	Year-To-Date			2024		
	Budget	Actual	%	Budget	YE Proj	%
<b>TTC Base Capital</b>						
Infrastructure Projects	144.1	153.1	106.2%	719.4	721.2	100.3%
Vehicle Related Projects	202.2	189.9	93.9%	585.0	578.1	98.8%
<b>Total - Base Capital</b>	<b>346.3</b>	<b>343.0</b>	<b>99.0%</b>	<b>1,304.4</b>	<b>1,299.4</b>	<b>99.6%</b>
<b>TTC Transit Expansion-Related Projects</b>						
Toronto York Spadina Subway Extension	7.4	0.4	5.4%	42.3	42.3	100.0%
SRT Conversion to Busway	3.9	2.0	52.6%	13.7	13.7	100.0%
Waterfront Transit - Design	0.1	0.0	29.4%	0.3	0.3	100.0%
<b>Total - Transit Expansion Related Projects</b>	<b>11.4</b>	<b>2.5</b>	<b>21.7%</b>	<b>56.3</b>	<b>56.3</b>	<b>100.0%</b>
<b>Total</b>	<b>357.7</b>	<b>345.4</b>	<b>96.6%</b>	<b>1,360.7</b>	<b>1,355.7</b>	<b>99.6%</b>

**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 overspending to date and projected to year-end is the result of cost escalation as well as accelerated schedule progress and procurement activities.

The TTC's 2024 year-to-date and projected year-end capital results are primarily being driven by spending experienced in the Bus Overhaul, Purchase of Wheel-Trans Buses, and Purchase of Streetcars projects for Vehicle Related projects. Spending results in Infrastructure programs are attributable to the following capital projects: Subway Track, Surface Track, Finishes, Bridges and Tunnels, Easier Access, and Computer Equipment and Software, while 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 \$17.4 million, compared to the planned cash flow funding of \$23.1 million, resulting in a spending rate of 76%. The year-to-date underspending is due to delays in parts delivery and a shortage of labour resources, which are also expected to cause slightly lower-than-anticipated year-end spending. The year-end projection is \$70.1 million against the 2024 approved project budget of \$72.4 million, reflects a projected spending rate of 97% and projected underspending of \$2.4 million at year-end.

### ***Purchase of Wheel-Trans Buses***

As a result of supply chain constraints, the TTC has experienced delays in the delivery of 18 six-metre Wheel-Trans buses, which are now expected to be received in 2025. The 2024 year-end spending projection, which is reflective of the expected delivery delays, is estimated to be \$13.8 million or 78% of the 2024 approved project budget of \$17.6 million.

### ***Purchase of Streetcars***

As of the current reporting period, the Purchase of 60 Streetcars project remains on track to deliver 60 accessible streetcars by 2026. Year-to-date expenditures stand at \$45.6 million against planned cash flow funding of \$52.3 million, resulting in an 87% spending rate. Underspending to date is the result of a milestone payment being deferred to Period 5 which does not impact the project's critical path, allowing the TTC to remain on a path to achieve the year-end financial target. Projections to year-end indicate alignment with the 2024 approved capital project budget of \$219.0 million. Notably, as of April 2024, the TTC has accepted and integrated 12 streetcars into its fleet, reflecting steady progress being made on the fleet delivery schedule.

## **Infrastructure Projects**

### ***Subway Track***

As of the end of Period 4, the year-to-date spending reached \$12.8 million, surpassing the year-to-date planned cash flow funding of \$10.7 million and resulting in a spending rate of 120% so far. This overspending is primarily attributed to the increased hours required for re-insulation work at restricted speed zones, which exceeded initial projections. Despite this early overexpenditure, it is anticipated that the year-end spending rate will align closely with the 2024 approved project budget of \$33.0 million.

### ***Surface Track***

The Surface Track Program incurred \$9.0 million, significantly exceeding the planned \$5.1 million year-to date cashflow funding, resulting in a spending rate of 176% to the end of Period 4. This overspending 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 slightly above the 2024 approved capital project budget of \$42.0 million, by a projected \$1.6 million. Results will continue to be

monitored and if required, a budget adjustment to accelerate funding will be submitted for Board approval

### ***Finishes***

As of the end of Period 4, the Finishes Program incurred \$2.5 million, which is significantly lower than the calendarized cashflow funding of \$6.2 million, resulting in a spending rate of 40% due to the slower than expected panel production at Queen's Park Station. However, by year-end, projected total spending is expected to reach \$22.4 million, slightly exceeding the 2024 approved capital project budget of \$21.3 million and a projected spending rate of 105%. This anticipated higher-than-planned spending of \$1.1 million is primarily due to materials arriving earlier than anticipated for the Queen's Park and St Patrick station projects. If required, a budget adjustment to accelerate funding will be submitted for Board approval through future reporting to address the projected overexpenditure.

### ***Bridges and Tunnels***

The Bridges and Tunnels Program incurred \$14.7 million up to the end of Period 4, surpassing the planned cashflow funding of \$11.6 million and resulting in a spending rate of 126%. The year-to-date overexpenditure is primarily due to the advancement of structural paving rehabilitation work at St Clair West Station. By year-end, the projected total spending is anticipated to be \$44.4 million or approximately \$0.9 million above the 2024 approved budget of \$43.6 million and a spending rate of 102%. Results will continue to be monitored, and if required, a budget adjustment to accelerate funding will be submitted for Board approval.

### ***Easier Access***

The Easier Access and Warden/Islington Stations Development project has incurred a year-to-date expenditure of \$30.7 million, exceeding the planned cash flow funding of \$22.3 million, reflecting a spending rate of 138%. This higher-than-planned spending is primarily attributed to higher construction expenditures and the accelerated procurement of equipment for the Museum Station Easier Access project. By year-end, total spending is projected to reach \$108.8 million, or \$5.1 million above the 2024 approved capital project budget of \$103.7 million and a 105% spending rate. This expected increased spending is being driven by various labour-related costs as the program staff continue 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. If required, a budget adjustment to accelerate funding will be submitted for Board approval through future reporting to address the projected overspending.

## ***Computer Equipment and Software***

As of the end of Period 4, \$10.9 million, or 60% of the planned cash flow funding of \$18.1 million, was spent on Computer Equipment and Software program capital works. The projected year-end spending is anticipated to reach \$73.8 million, which would bring the year-end spending rate to 81% of the 2024 approved capital project budget of \$91.4 million. The results to date and projection to year-end, which is estimating an underspending of \$17.7 million, 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 4, the Toronto-York Spadina Subway Extension project has incurred \$0.4 million against the planned cash flow funding of \$7.4 million, resulting in a spending rate of 5% during this timeframe. The year-to-date underspending reflects both the deferral of property claims and project close-out activity costs. Despite the current low spending rate, it is anticipated that the project's 2024 capital project budget of \$42.3 million will be fully spent by year-end.

## **Major Capital Projects Update**

The TTC's approved 2024-2033 Capital Budget and Plan consists of capital investments to provide customers with safe, seamless and reliable transit that is inclusive as well as accessible, while also building resiliency to meet future demand. 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 61% of the TTC's Capital Plan. These projects and programs are grouped into specific, mode-based portfolios: Subway, Streetcar, Bus and 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 contains the Major Projects Update, portfolio dashboards and individual project profiles (for the period ending April 27, 2024), and includes an update on the capital delivery performance for each major project against the approved budget, planned schedule, and in-scope activities within the TTC's Capital Plan.

## Contact

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## Signature

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Josie La Vita  
Chief Financial Officer

## Attachments

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Appendix 1 – Operating Results by Service for the Period Ended April 27, 2024  
Appendix 2 – 2024 Capital Spending Summary by Program  
Appendix 3 – 2024-2033 Capital Budget and Plan Adjustments for Council Approval  
Attachment 1 – Major Projects Update Report (April 27, 2024)

## **Appendix 1 – Operating Results by Service for the Period Ended April 27, 2024**

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

To the end of Period 4, the TTC Conventional Service net under-expenditures totalled \$33.9 million (8.3%), which was driven by:

- Workforce vacancies.
- Timing of expenditures such as materials, services, and cash payments for settled accident claims.
- Delayed processing of health and dental claims by third-party vendor and lower utilization.
- Lower average diesel fuel prices.
- Higher average fare experienced in Q1.

Projected to year-end is a favourable net expenditure variance of \$21.7 million (2.0%) due to:

- Workforce vacancies.
- Change in project schedules.
- Lower diesel fuel prices.
- Lower health and dental benefit utilization.
- Passenger revenue variance being above budget due to a higher average fare per ride.
- Additional ancillary revenue from operating additional services in York Region.

The year-to-date and projected year-end variances for the TTC Conventional Service are summarized in Table 9 below:



**Table 9 – TTC Conventional Service: 2024 Operating Results by Key Account Grouping**

TTC Conventional Service							
Item (\$Millions)	Year-To-Date			Year-End			Status
	Budget	Actual	Variance	Budget	Forecast	Variance	
<b>Revenues</b>							
Passenger Revenue	313.3	319.0	5.7	998.2	1,001.7	3.5	✓
Ancillary Revenue	21.2	21.4	0.2	89.6	90.1	0.5	✓
Provincial Funding Deal	0.0	0.0	0.0	175.3	175.3	0.0	–
<b>Subtotal Revenues</b>	<b>334.5</b>	<b>340.4</b>	<b>5.9</b>	<b>1,263.1</b>	<b>1,267.1</b>	<b>4.0</b>	✓
TTC Stabilization Reserve Draw	0.0	0.0	0.0	45.7	45.7	0.0	–
Long-Term Liability Reserve Draw	0.0	0.0	0.0	20.0	20.0	0.0	–
<b>Total Revenues</b>	<b>334.5</b>	<b>340.4</b>	<b>5.9</b>	<b>1,328.8</b>	<b>1,332.8</b>	<b>4.0</b>	✓
<b>Expenses</b>							
Departmental Labour	392.9	386.2	(6.7)	1,249.3	1,242.1	(7.2)	✓
Departmental Non-Labour	101.4	91.2	(10.2)	358.8	353.6	(5.2)	✓
Employee Benefits	152.4	148.6	(3.8)	460.3	462.3	2.0	✗
Diesel	32.5	30.6	(1.9)	101.2	96.4	(4.8)	✓
Traction Power & Utilities	26.8	25.7	(1.1)	80.8	80.6	(0.2)	✓
Other Corporate Costs	39.3	35.0	(4.3)	134.3	132.0	(2.3)	✓
<b>Subtotal Expenditures</b>	<b>745.3</b>	<b>717.3</b>	<b>(28.0)</b>	<b>2,384.7</b>	<b>2,367.0</b>	<b>(17.7)</b>	✓
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	–
<b>Total Expenditures</b>	<b>745.3</b>	<b>717.3</b>	<b>(28.0)</b>	<b>2,404.4</b>	<b>2,386.7</b>	<b>(17.7)</b>	✓
<b>Net Expenditure (Funding Required)</b>	<b>410.8</b>	<b>376.9</b>	<b>(33.9)</b>	<b>1,075.7</b>	<b>1,053.9</b>	<b>(21.7)</b>	✓

**TTC Conventional Service: 2024 versus 2023 Results Comparison**

As noted in Table 10 below, TTC Conventional expenses were \$25.8 million (3.7%) higher, mainly due to the higher cost of operating service 2.6% above 2023 levels to meet service demand and additional PRESTO commission costs, resulting from increased passenger revenue.

Year-over-year expenditures are anticipated to be \$201.8 million (9.2%) higher at the end of 2024 than in 2023. Key drivers of this projected increase include:

- \$74 million relating to Line 5 and Line 6, including mobilization costs in preparation of revenue service as well as operating and maintenance costs after anticipated revenue service commencement.
- An additional \$23 million approved to sustain TTC’s Community Safety, Security and Well-Being program.
- Full year impact of ATU Local 113 Collective Bargaining Agreement to March 31, 2024, in addition to the ratified Collective Bargaining Agreement for Local 5089 which settled in early 2024
- \$13 million due to operating an additional 4% in service hours, representing an increase of service to 97% by end of the year compared to 2023.
- \$40 million in inflationary and legislative impacts on materials and employee benefit costs.

- Labour and benefit costs of approximately \$15 million associated with fewer vacancies in 2024 compared to 2023, as a result of ongoing recruitment efforts to fill vacant roles.
- An additional \$11 million to be paid in 2024 for accident claims and PRESTO commission fees, commensurate with the increase in Passenger Revenue.

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

On a year-to-date basis, revenue was \$39.5 million (13.1%) higher, reflecting the impact of an 8.9% increase in ridership over the same time period in 2023, combined with a higher average fare per rider in 2024. Ancillary revenue also benefited from the increased ridership.

At year-end, revenue is expected to be \$296.9 million (24%) higher in 2024, as a result of the following key drivers:

- Passenger revenue is projected to be \$65.9 million (7%) higher in 2024, largely reflecting ridership to be 6% above 2023 levels as a result of continued ridership recovery and population growth, in addition to an increase in the average fare per ride.
- Increase in advertising revenue driven by the impact of increased ridership.
- Additional revenue from the Provincial New Deal Funding Agreement of \$175.3 million.
- Anticipated impact of the budgeted 2024 Stabilization Reserve and Long-Term Liability Reserve funding; forgone in 2023.

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 10 below:

**Table 10 – TTC Conventional Service 2024 versus 2023 Results Comparison**

TTC Conventional Service						
Item (\$Millions)	Year-To-Date			Year-End		
	2024 Actuals	2023 Actuals	Change	2024 Forecast	2023 Actuals	Change
<b>Revenues</b>						
Passenger Revenue	319.0	282.2	36.8	1,001.7	935.8	65.9
Ancillary Revenue	21.4	18.7	2.7	90.1	86.8	3.3
Provincial Funding Deal	0.0	0.0	0.0	175.3	0.0	175.3
<b>Subtotal Revenues</b>	<b>340.4</b>	<b>300.9</b>	<b>39.5</b>	<b>1,267.1</b>	<b>1,022.6</b>	<b>244.5</b>
TTC Stabilization Reserve Draw	0.0	0.0	0.0	45.7	0.0	45.7
Long-Term Liability Reserve Draw	0.0	0.0	0.0	20.0	13.3	6.7
<b>Total Revenues</b>	<b>340.4</b>	<b>300.9</b>	<b>39.5</b>	<b>1,332.8</b>	<b>1,035.9</b>	<b>296.9</b>
<b>Expenditures</b>						
Departmental Labour	386.2	372.8	13.4	1,242.1	1,166.0	76.1
Departmental Non-Labour	91.2	83.2	8.0	353.6	293.1	60.4
Employee Benefits	148.6	143.3	5.3	462.3	413.0	49.3
Diesel	30.6	33.5	(2.9)	96.4	99.5	(3.1)
Traction Power & Utilities	25.7	25.9	(0.2)	80.6	72.0	8.6
Other Corporate Costs	35.0	32.8	2.2	132.0	124.2	7.8
<b>Subtotal Expenditures</b>	<b>717.3</b>	<b>691.5</b>	<b>25.8</b>	<b>2,367.0</b>	<b>2,167.8</b>	<b>199.1</b>
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
<b>Total Expenditures</b>	<b>717.3</b>	<b>691.5</b>	<b>25.9</b>	<b>2,386.7</b>	<b>2,184.8</b>	<b>201.8</b>
<b>Net Expenditure (Funding Required)</b>	<b>376.9</b>	<b>390.6</b>	<b>(13.7)</b>	<b>1,053.8</b>	<b>1,149.0</b>	<b>(95.0)</b>

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

On a year-to-date basis, Wheel-Trans expenses were \$0.3 million (0.6%) above budget mainly due to higher contracted taxi costs and bus service costs driven by higher ridership demand, partially offset by lower fuel pricing and employee benefit costs. Revenue was \$0.2 million (10.1%) above budget due to higher ridership levels as a result of an unanticipated increase in new registrants.

Year-end expenditures are anticipated to be \$2.7 million or 1.6% 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 (6.5%), driven by higher ridership levels resulting from higher-than-anticipated growth in new registrants. With ridership at 8.5% above budget in the first four months of the year, this trend is expected to continue and revenue is projected to exceed the budget by 7.0% by year-end.

Overall, the projected net over-expenditure on Wheel-Trans Service of \$2.2 million (1.4%) is expected to be accommodated through the net under-expenditure on TTC Conventional Service, and is summarized in Table 11 below:

**Table 11 – 2024 Wheel-Trans Service: 2024 Operating Results by Key Account Grouping**

Wheel-Trans Service							
Item (\$Millions)	Year-To-Date			Year-End			Status
	Budget	Actual	Variance	Budget	Actuals	Variance	
<b>Revenues</b>							
Passenger Revenue	2.2	2.4	0.2	7.3	7.8	0.5	✓
Long-Term Liability Reserve Draw	0.0	0.0	0.0	0.6	0.6	0.0	–
<b>Total Revenues</b>	<b>2.2</b>	<b>2.4</b>	<b>0.2</b>	<b>7.9</b>	<b>8.4</b>	<b>0.5</b>	✓
<b>Expenditures</b>							
Bus Service	18.0	18.2	0.2	55.4	56.3	0.9	✗
Vehicle Fuel	1.4	1.2	(0.2)	4.4	3.9	(0.5)	✓
Contracted Taxi	18.1	19.1	1.0	64.6	67.3	2.7	✗
Employee Benefits	6.8	6.2	(0.6)	20.5	19.9	(0.6)	✓
Administration/Management	5.7	5.6	(0.1)	18.1	18.2	0.1	✗
<b>Subtotal Expenditures</b>	<b>50.0</b>	<b>50.3</b>	<b>0.3</b>	<b>163.0</b>	<b>165.7</b>	<b>2.7</b>	✗
Long-Term Liability Reserve Contribution	0.0	0.0	0.0	0.6	0.6	0.0	–
<b>Total Expenditures</b>	<b>50.0</b>	<b>50.3</b>	<b>0.3</b>	<b>163.6</b>	<b>166.3</b>	<b>2.7</b>	✗
<b>Net Expenditure (Funding Required)</b>	<b>47.8</b>	<b>47.9</b>	<b>0.1</b>	<b>155.7</b>	<b>157.9</b>	<b>2.2</b>	✗

**Wheel-Trans Service: 2024 versus 2023 Results Comparison**

As noted in Table 12 below, Wheel-Trans expenses were \$6.0 million (13.5%) higher and revenue was \$0.4 million (18.1%) higher on a year-to-date basis compared to 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-end passenger revenue is projected to be \$1.4 million (19.8%) 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 17.5% higher compared to 2023.

Year-over-year expenditures are estimated to be \$20.6 million (14.1%) higher in 2024 than in 2023. Key drivers of this 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.

**Table 12 – Wheel-Trans Service: 2024 versus 2023 Results Comparison**

Wheel-Trans Service						
Item (\$Millions)	Year-To-Date			Year-End		
	2024 Actuals	2023 Actuals	Change	2024 Forecast	2023 Actuals	Change
<b>Revenues</b>						
Passenger Revenue	2.4	2.0	0.4	7.8	6.7	1.1
Long-Term Liability Reserve Draw	0.0	0.0	0.0	0.6	0.2	0.3
<b>Total Revenues</b>	<b>2.4</b>	<b>2.0</b>	<b>0.4</b>	<b>8.4</b>	<b>7.0</b>	<b>1.4</b>
<b>Expenses</b>						
Bus Service	18.2	15.9	2.3	56.3	52.5	3.8
Vehicle Fuel	1.2	1.2	(0.0)	3.9	3.7	0.2
Contracted Taxi	19.1	16.5	2.6	67.3	54.5	12.8
Employee Benefits	6.2	6.1	(0.0)	19.9	17.9	2.1
Administration/Management	5.6	4.6	1.0	18.2	16.5	1.7
<b>Subtotal Expenditures</b>	<b>50.3</b>	<b>44.3</b>	<b>6.0</b>	<b>165.7</b>	<b>145.1</b>	<b>20.6</b>
Long-Term Liability Reserve Contribution	0.0	0.0	0.0	0.6	0.6	0.0
<b>Total Expenditures</b>	<b>50.3</b>	<b>44.3</b>	<b>6.0</b>	<b>166.3</b>	<b>145.7</b>	<b>20.6</b>
<b>Net Expenditure (Funding Required)</b>	<b>47.9</b>	<b>42.3</b>	<b>5.6</b>	<b>157.9</b>	<b>138.7</b>	<b>19.2</b>

## Appendix 2 – 2024 Capital Spending Summary by Program

### 2024 Capital Budget Variance Reporting for the Period Ended April 27, 2024

EXPENDITURES BY PROGRAM	Year-to-Date				2024			
	Budget	Actuals	Variance	%	Budget	YE Projection	Variance	%
<b>TRACK</b>	<b>15.811</b>	<b>21.821</b>	<b>(6.009)</b>	<b>138%</b>	<b>75.052</b>	<b>76.630</b>	<b>(1.578)</b>	<b>102%</b>
1.1 Subway Track	10.672	12.785	(2.113)	120%	33.000	33.000	(0.000)	100%
1.2 Surface Track	5.139	9.036	(3.897)	176%	42.053	43.630	(1.578)	104%
<b>ELECTRICAL SYSTEMS</b>	<b>20.187</b>	<b>25.849</b>	<b>(5.662)</b>	<b>128%</b>	<b>80.625</b>	<b>82.032</b>	<b>(1.407)</b>	<b>102%</b>
2.1 Traction Power	5.641	7.234	(1.593)	128%	26.750	26.851	(0.100)	100%
2.2 Power Distribution/Electric Systems	1.147	1.728	(0.581)	151%	7.456	7.784	(0.328)	104%
2.3 Communications	2.718	3.992	(1.274)	147%	11.072	11.729	(0.657)	106%
2.4 Signal Systems	4.267	5.399	(1.132)	127%	18.102	18.201	(0.099)	101%
ATC Resignalling	6.414	7.495	(1.082)	117%	17.245	17.469	(0.224)	101%
<b>BUILDINGS &amp; STRUCTURES</b>	<b>79.855</b>	<b>88.366</b>	<b>(8.511)</b>	<b>111%</b>	<b>415.320</b>	<b>431.974</b>	<b>(16.653)</b>	<b>104%</b>
3.1 Finishes	6.247	2.483	3.764	40%	20.883	22.412	(1.530)	107%
3.2 Equipment	7.917	7.569	0.348	96%	85.206	85.351	(0.145)	100%
3.3 Yards & Roads								
Streetcar Network Upgrades & BRT	0.172	0.046	0.126	27%	0.463	0.463	0.000	100%
On-Grade Paving Rehabilitation Program	2.267	2.122	0.144	94%	9.288	10.163	(0.875)	109%
Bicycle parking at stations	0.000	0.000	0.000		0.000	0.000	0.000	
Transit Shelters & Loops	0.000	0.000	(0.000)		0.417	0.417	0.000	100%
3.4 Bridges & Tunnels	11.629	14.689	(3.060)	126%	43.571	44.440	(0.870)	102%
3.9 Buildings and Structures Projects								
Fire Ventilation Upgrades & Second Exits	2.924	3.039	(0.115)	104%	23.267	23.670	(0.403)	102%
Easier Access Phase III	22.262	30.656	(8.393)	138%	103.698	108.825	(5.127)	105%
Leslie Barns	0.050	0.035	0.015	70%	0.151	0.194	(0.043)	128%
Toronto Rocket/T1 Rail Yard Accommodation	0.238	1.441	(1.203)	605%	0.889	0.889	0.000	100%
McNicoll New Bus Garage	0.050	0.218	(0.168)	437%	0.332	0.405	(0.073)	122%
Warehouse Consolidation	0.282	0.245	0.037	87%	0.565	0.406	0.159	72%
Yonge-Bloor Capacity Enhancement	3.260	3.457	(0.197)	106%	30.436	30.436	0.000	100%
Line 1 Capacity Enhancement	4.392	5.205	(0.812)	118%	16.185	16.040	0.145	99%
Line 2 Capacity Enhancement	2.588	3.985	(1.397)	154%	10.627	10.327	0.300	97%
Other Buildings and Structures	15.577	13.177	2.400	85%	69.341	77.535	(8.194)	112%
<b>VEHICLES</b>	<b>202.240</b>	<b>189.909</b>	<b>12.331</b>	<b>94%</b>	<b>584.721</b>	<b>578.139</b>	<b>6.582</b>	<b>99%</b>
REVENUE VEHICLES								
4.11 Purchase of Buses	97.214	97.008	0.207	100%	185.012	184.940	0.072	100%
4.11 Purchase of Buses - Wheel Trans Buses	5.444	5.591	(0.147)	103%	17.604	13.804	3.800	78%
4.12 Purchase of Subway Cars	0.530	0.373	0.157	70%	3.143	3.143	(0.000)	100%
4.13 Bus Overhaul	23.078	17.448	5.630	76%	72.362	70.060	2.302	97%
4.15 Streetcar Overhaul	11.170	9.129	2.040	82%	37.147	37.144	0.003	100%
4.16 Subway Car Overhaul	10.239	11.931	(1.691)	117%	31.904	31.209	0.695	98%
4.18 Purchase of Streetcars	52.258	45.590	6.668	87%	219.035	219.035	0.000	100%
NON-REVENUE VEHICLES								
4.21 Purchase Automotive Non-Revenue Vehicles	1.449	1.965	(0.515)	136%	15.645	15.887	(0.242)	102%
4.22 Rail Non-Revenue Vehicle Overhaul	0.674	0.504	0.170	75%	2.152	2.153	(0.001)	100%
4.23 Purchase Rail Non-Revenue Vehicles	0.183	0.371	(0.188)	202%	0.717	0.764	(0.046)	106%
<b>TOTAL OTHER</b>	<b>28.232</b>	<b>17.020</b>	<b>11.213</b>	<b>60%</b>	<b>148.723</b>	<b>130.578</b>	<b>18.145</b>	<b>88%</b>
TOOLING, MACHINERY & EQUIPMENT								
5.1 Shop Equipment	2.021	1.051	0.970	52%	10.829	10.512	0.317	97%
5.2 Revenue & Fare Handling Equipment	1.225	0.093	1.133	8%	9.378	9.381	(0.003)	100%
5.3 Other Maintenance Equipment	0.064	0.050	0.014	78%	4.120	4.254	(0.134)	103%
5.4 Fare System	0.777	0.333	0.444	43%	2.443	2.443	(0.000)	100%
ENVIRONMENTAL PROGRAMS								
6.1 Environmental Programs	2.278	2.443	(0.164)	107%	9.009	9.725	(0.716)	108%
6.1 Safety and Reliability	0.822	0.295	0.526	36%	2.462	1.432	1.030	58%
COMPUTER EQUIPMENT & SOFTWARE								
7.1 Computer Equipment & Software	18.119	10.875	7.244	60%	91.889	73.784	18.105	80%
OTHER								
9.1 Furniture & Office Equipment	0.000	0.000	0.000		0.127	0.127	(0.000)	100%
9.2 Service Planning	2.926	1.880	1.046	64%	18.467	18.921	(0.454)	102%
<b>Total Base Programs</b>	<b>346.326</b>	<b>342.964</b>	<b>3.362</b>	<b>99%</b>	<b>1,304.442</b>	<b>1,299.354</b>	<b>5.088</b>	<b>100%</b>
Toronto York Spadina Subway Extension	7.400	0.396	7.004	5%	42.348	42.348	0.000	100%
SRT Conversion to Busway	3.880	2.040	1.840	53%	13.716	13.716	(0.000)	100%
Waterfront Transit - Design	0.136	0.040	0.096	29%	0.238	0.259	(0.021)	109%
<b>Total Transit Expansion Projects</b>	<b>11.416</b>	<b>2.476</b>	<b>8.940</b>	<b>22%</b>	<b>56.302</b>	<b>56.323</b>	<b>(0.021)</b>	<b>100%</b>
<b>Total Base &amp; Transit Expansion Projects</b>	<b>357.743</b>	<b>345.440</b>	<b>12.302</b>	<b>97%</b>	<b>1,360.744</b>	<b>1,355.677</b>	<b>5.067</b>	<b>100%</b>

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 3 – 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	(\$89)	(\$200)	Reallocation of budget for the Toronto Public Utilities Construction Coordination (TPUCC) solution project
CTT002	Surface Track	\$2,191	\$979	Acceleration of St. Clair Station construction work, which is ahead of schedule
CTT003	Traction Power	(\$2,456)	(\$1,179)	Return of funding borrowed to accommodate 2023 overspending (project acceleration / cost escalation)
CTT006	Communications	\$341	(\$591)	Acceleration of building fire alarm upgrades and track level occupancy lights
CTT008	Signal Systems	(\$224)	\$0	Reallocation of budget for the Toronto Public Utilities Construction Coordination (TPUCC) solution project
CTT010	Finishes	\$499	\$0	Return of 2023 underspending used as offset for 2023 overspending (project acceleration / cost escalation)
CTT012	Equipment	\$1,737	(\$343)	Scope transfer of Queensway Bus Garage Study (CTT110) to Bus Charging Systems
CTT018	On-Grade Paving Rehabilitation Program	(\$1,492)	\$0	Return of funding borrowed to accommodate 2023 overspending (project acceleration / cost escalation)
CTT020	Bridges & Tunnels	(\$426)	\$0	Return of funding borrowed to accommodate 2023 overspending (project acceleration / cost escalation)
CTT028	Easier Access Phase II & III	(\$2,266)	\$0	Return of funding borrowed to accommodate 2023 overspending (project acceleration / cost escalation)
CTT035	Sheppard Subway - Yonge to Don Mills	\$234	\$0	Return of 2023 underspending used as offset for 2023 overspending (project acceleration / cost escalation)
CTT050	Streetcar Overhaul Program	\$2,170	\$0	Return of 2023 underspending used as offset for 2023 overspending (project acceleration / cost escalation)
CTT051	Subway Car Overhaul Program	(\$6,391)	\$0	Return of funding borrowed to accommodate 2023 overspending (project acceleration / cost escalation)
CTT052	Automotive Non-Revenue Vehicles	(\$835)	\$0	Return of funding borrowed to accommodate 2023 overspending (project acceleration / cost escalation)
CTT055	Tools & Shop Equipment	\$835	\$0	Return of 2023 underspending used as offset for 2023 overspending (project acceleration / cost escalation)
CTT056	Fare Handling Equipment	\$291	\$0	Return of 2023 underspending used as offset for 2023 overspending (project acceleration / cost escalation)
CTT058	Environmental Programs	(\$141)	\$0	Return of funding borrowed to accommodate 2023 overspending (project acceleration / cost escalation)
CTT061	Information Technology Systems-Infrastructure	\$4,671	\$600	Return of 2023 underspending used as offset for 2023 overspending (project acceleration / cost escalation)
CTT063	Other Service Planning	\$781	(\$91)	Return of 2023 underspending used as offset for 2023 overspending (project acceleration / cost escalation)
CTT064	Transit Shelters & Loops	\$0	(\$200)	Reallocation of budget for the Toronto Public Utilities Construction Coordination (TPUCC) solution project
CTT110	Other Buildings & Structures Projects	(\$3,344)	\$226	Return of funding borrowed to accommodate 2023 overspending (project acceleration / cost escalation)
CTT111	Purchase of Buses	\$70	\$0	Scope transfer / Reallocation of funds for bus Geofencing project
CTT112	Bus Overhaul	(\$70)	\$0	Scope transfer / Reallocation of funds for bus Geofencing project
CTT141	Fare System	(\$291)	\$0	Return of funding borrowed to accommodate 2023 overspending (project acceleration / cost escalation)
CTT142	YUS ATC Resignalling	\$1,775	\$209	Return of 2023 underspending used as offset for 2023 overspending (project acceleration / cost escalation)
CTT145	Leslie Barns Maintenance & Storage Facility	(\$22)	\$0	Return of funding borrowed to accommodate 2023 overspending (project acceleration / cost escalation)
CTT146	TR Yard and Tail Track Accommodation	(\$6,093)	\$0	Return of funding borrowed to accommodate 2023 overspending (project acceleration / cost escalation)
CTT147	SRT Conversion to Busway	\$5,985	\$0	Return of 2023 underspending used as offset for 2023 overspending (project acceleration / cost escalation)
CTT152	Safety Program	\$141	\$0	Return of 2023 underspending used as offset for 2023 overspending (project acceleration / cost escalation)
CTT154	Corporate Initiatives-CLA	\$72	\$591	Return of 2023 underspending used as offset for 2023 overspending (project acceleration / cost escalation)
CTT155	Yonge-Bloor Capacity Improvements	(\$663)	\$0	Return of funding borrowed to accommodate 2023 overspending (project acceleration / cost escalation)
CTT156	Line 1 Capacity Enhancement	\$3,014	\$0	Return of 2023 underspending used as offset for 2023 overspending (project acceleration / cost escalation)
<b>Total Adjustments</b>		<b>\$0</b>	<b>\$0</b>	





# MAJOR PROJECTS UPDATE REPORT

## Financial Period Ended April 27, 2024

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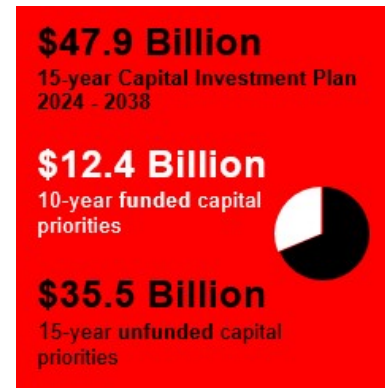
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*This report has been prepared by the Portfolio Management Office in consultation with the Project Teams. Financials are reflected as of April 27, 2024 with project updates as of May 31, 2024.*

## Overview

### Introduction

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, to provide capacity to meet current forecasted demand out to 2041 and to undertake transformation initiatives. For further information on these requirements please see the following report: [TTC's 2024-2038 Capital Investment Plan: A Review](#)



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 TTC 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; and 4) Transform and Modernize for a Changing Environment. Regular reporting against progress to advance major capital projects and close the funding gap within the TTC's 15-Year Capital Investment Plan are key to strategic direction 5) Address the Structural Fiscal Imbalance.

The Major Projects Update report is a quarterly report outlining performance and progress in capital delivery of these key strategic projects and programs.

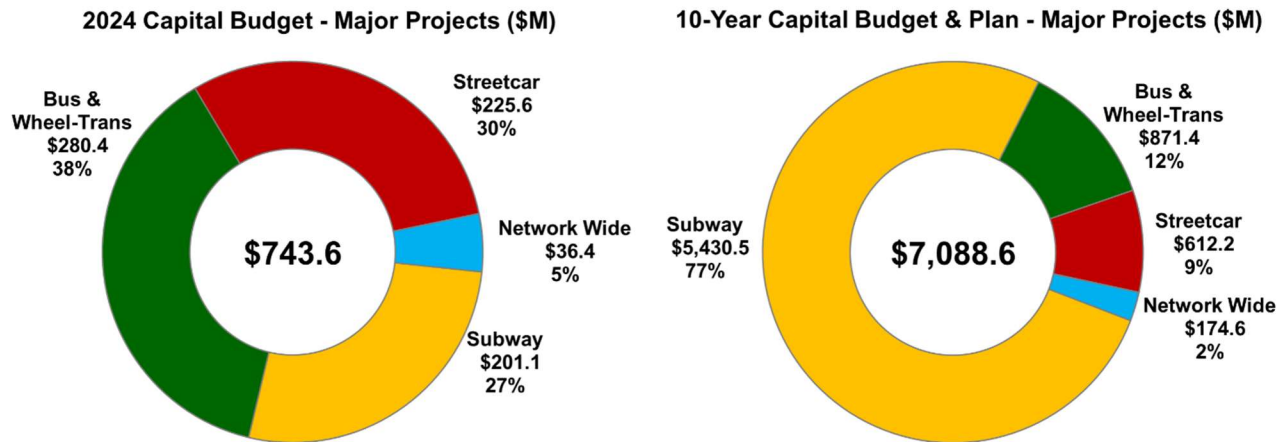
### Major Projects and Programs

The TTC's delivery of 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, based on the magnitude of cost, complexity, risk, interdependency with other major projects, and strategic importance to the organization.

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, employees and to meet service objectives.

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 \$7.089 billion in funding allocated across the following mode-based portfolios identified in Figure 1.

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



# Subway Portfolio

Category 3 / Major Projects & Programs	Corporate Plan Objectives	Project Category	Project/Program		Financial Summary (\$ Millions)								Outlook to Completion			
			Start Year	Forecast Completion Year	Spend-to-Date	2024 YTD		2024 Budget	10-Year Approved Budget & Plan (2024-2033)	Total Approved Budget	Total 15-Year CIP Unfunded	Total Projected EFC	Scope	Cost	Schedule	Overall
						Budget	Actual									
<b>Subway Portfolio</b>																
Easier Access Phase III	2.2.7	Legislative	2007	2027	\$686.6	\$22.3	\$30.7	\$103.7	\$513.8	\$1169.8	-	\$1169.8	G	G	G	G
Station Second Exits Program	2.4.2	H&S	2002	2033	\$36.9	\$2.7	\$2.7	\$18.3	\$144.4	\$178.6	\$27.9	\$206.5	G	Y	G	Y
Fire Ventilation Upgrades	2.4.2	SOGR	1998	Ongoing	\$370.0	\$0.2	\$0.4	\$5.0	\$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	\$7.2	\$0.5	\$0.4	\$3.1	\$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	2036	\$19.3	\$2.8	\$4.3	\$10.2	\$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	\$35.5	\$2.6	\$4.0	\$10.6	\$873.5	\$905.0	\$1,798.3	\$2,703.3	G	Y	Y	Y
Line 1 - Capacity Enhancement Program (Line 1 CEP)	3.1.1	SI	2019	2041	\$67.9	\$4.4	\$5.2	\$16.2	\$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	\$83.5	\$3.3	\$3.5	\$30.4	\$1,181.7	\$1,261.8	\$252.2	\$1,514.0	G	G	G	G
Stations Transformation	2.2.3	SI	2017	2024	\$43.3	\$1.3	\$1.3	\$3.5	\$8.8	\$50.8	-	\$50.8	G	G	Y	Y
<b>Total Subway Portfolio</b>					<b>\$1,350.4</b>	<b>\$40.0</b>	<b>\$52.3</b>	<b>\$201.1</b>	<b>\$5,430.5</b>	<b>\$6,728.6</b>	<b>\$9,927.9</b>	<b>\$16,656.5</b>				
<b>Outlook to Completion</b>					<b>Total Category 3 Portfolio (\$ Millions)</b>											
<b>G</b>	On Track				<b>Spend-to-Date</b>	<b>2024 YTD</b>		<b>2024 Budget</b>	<b>10-Year Approved Budget &amp; Plan (2024-2033)</b>	<b>Total Approved Budget</b>	<b>Total CIP Unfunded</b>	<b>Total Projected EFC</b>	YTD: Year-to-Date EFC: Estimated Final Cost H&S: Health & Safety SI: Service Improvement SOGR: State-of-Good-Repair CIP: Capital Investment Plan			
<b>Y</b>	At Caution /Tracking Behind					<b>Budget</b>	<b>Actual</b>									
<b>R</b>	At Risk / Missed Target					<b>\$2,741.1</b>	<b>\$213.1</b>									
<b>Note:</b> 1) Total Projected EFC = Total Approved Budget + Total 15-Year CIP Unfunded      2) Spent-to-Date = Total Spent to 2023 + 2024 YTD Actuals																

## Easier Access Phase III

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

### Performance Scorecard (Outlook Status)

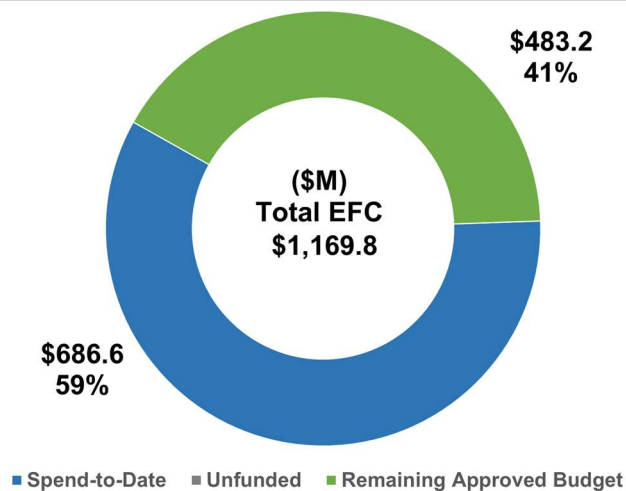
Scope	<span style="color: green;">G</span>	Cost	<span style="color: green;">G</span>	Schedule	<span style="color: green;">G</span>	Overall	<span style="color: green;">G</span>
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### Scope Description

The Easier Access Phase III (EAIII) 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
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	\$103.7M
2024 YTD Budget	\$22.3M
2024 YTD Actuals	\$30.7M



### Schedule and Progress Update

A full update on all program activities and schedule was included in a detailed report to the TTC Board at April 11, 2024 meeting ([Report Link](#)). The report outlines completion dates for the remaining stations to reflect the status and outlook by station based on a comprehensive risk analysis performed. As a result, Elevators-in-Service (EIS) will not be achieved at some of the remaining stations by January 1, 2025.

To date, 54 out of 70 subway stations have been made accessible. The following summarizes the remaining 16 stations in the program:

- One station (Old Mill) is still in the pre-construction phase, and 15 stations are under construction.
- Yorkdale Station is accessible and construction continues in order to reach Substantial Performance (SP).

Several strategies are being implemented to accelerate work in 2024, including temporary closures of station entrances, weekend subway closures, and combining construction stages where feasible. Notwithstanding these efforts, a number of challenges remain to complete the work at the remaining stations.

For stations that will not be accessible by January 1, 2025, an alternative plan has been developed to provide accessible bus or streetcar service as part of the 2025 Annual Service Plan. Alternatives include potential new routes or an extension of an existing route to nearby accessible stations. For some stations, alternative service is not required and customers can use existing services operating from that station. The Table below provides the current status by station as well as the anticipated EIS dates. The program schedule status is green based performance against the re-baselined program schedule reported to the Board in April 2024.

<b>Program Schedule (As of April 30, 2024)</b>			
<b>Station</b>	<b>Current Status</b>	<b>Construction % Complete</b>	<b>Elevators in Service</b>
Donlands	Construction	97%	Q2 2024
Castle Frank	Construction	76%	Q3 2024
Glencairn	Construction	73%	Q3 2024
Summerhill	Construction	54%	Q1 2025
High Park	Construction	70%	Q2 2025
Rosedale	Construction	70%	Q2 2025
Greenwood	Construction	66%	Q2 2025
Lawrence	Construction	57%	Q3 2025
College	Construction	68%	Q3 2025
Warden EA	Construction	43%	Q3 2025
Christie	Construction	38%	Q3 2025
Museum	Construction	62%	Q4 2025
Islington (EA/Re-dev)	Construction	11%	Q1 2026
Warden (Re-dev)	Construction	9%	Q2 2026
Spadina	Construction	53%	Q3 2026
King	Construction	27%	Q4 2026
Old Mill	Pre-tender	N/A	TBD



## Key Risks and Issues

### Key Issues and Action Plan:

- Construction at Old Mill Station is delayed as property acquisitions required are still to be secured through negotiated agreements. The TTC is working with the City on the required property acquisitions/easements. Hearing of Necessity proceedings were held in September 2023, and a ruling from the Tribunal was received in February 2024 with a favourable outcome. The City provided a Stage 2 Expropriation report to City Council in May 2024, which will allow for the completion of the expropriation plans in order to obtain the properties and re-tender the contract.
- The overall program schedule has been impacted due to COVID-19, labour strikes, third-party conflicts, labour shortages, unforeseen site conditions, utility conflicts, permits/approvals and property acquisitions/easements. The TTC continues 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 to facilitate the work and mitigate encountered delays.

### Key Risks and Mitigation Activities:

- Construction complexities continue to pose significant challenges due to the configuration of the remaining stations, adjacent properties and utility or structural conflicts. The project team continues to look for opportunities to mitigate the risks by obtaining support from the operations group during construction, such as track-level access and closures to facilitate the work.
- The program is experiencing cost pressures due to current market conditions, escalations, as well as labour shortages. The TTC is continuing to monitor costs and look for opportunities to reduce costs, where possible.
- The project team also continues to monitor and update the progress of the program and will continue to provide updates to the TTC Board. A report on the Easier Access program was provided to the TTC Board in April 2024.

## Next Steps

Elevators are forecasted to be in service at Donlands, Castle Frank and Glencairn stations in 2024, as noted in the above table. The following pre-construction activities are underway for the Old Mill Station:

- Continue negotiations with affected property owners, including expropriation proceedings and securing outstanding property requirements, permits and approvals.
- Re-tender the contract in 2024 once the property has been secured.

### Note:

- In addition to station accessibility, this program will deliver the redevelopment of Warden and Islington stations, which will not be complete until 2027.
- Warden EA Contract will provide accessibility from drop-off PPUDO to concourse (first elevator) and concourse to subway (second elevator).
- Islington (EA/Re-dev) work will provide accessibility from new street entrance (ramp) to concourse and from concourse to subway platform (elevator). Accessibility from the new bus terminal to concourse will be provided with an elevator as part of the Re-development.
- Warden Station will become accessible once construction of the temporary bus terminal is completed under the Re-development contract.



## Station Second Exits Program

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

### Performance Scorecard (Outlook Status)

<b>Scope</b>	<b>G</b>	<b>Cost</b>	<b>Y</b>	<b>Schedule</b>	<b>G</b>	<b>Overall</b>	<b>Y</b>
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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 to provide a second means of egress.

### 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	\$2.7M	
2024 YTD Actuals	\$2.7M	

### Schedule and Progress Update

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

- Eight stations have completed second exits/entrances and are in service: Broadview, Castle Frank, Pape, Dufferin, Woodbine, Wellesley, Chester and Museum.
  - The Second Exit/Entrance at Museum Station opened on May 31, 2024.
  - The Donlands Station Second Exit/Entrance is planned to open by the end of June 2024.
- Construction has commenced for Dundas West and Metrolinx Bloor GO/UP Express Interchange connection, which is being managed by Metrolinx.
- The status of the Second Exits at the remaining six stations is outlined below.

### Station Second Exits (As of May 31, 2024)

Station	Current Status	Construction % Complete	Second Exits/Entrances In-Service
Donlands	Construction	97%	Q2 2024
College	Construction	68%	Q3 2025
Dundas West	Construction	7%	Q2 2026
Summerhill	Detailed Design	N/A	Q3 2027
Greenwood	Planning	N/A	TBD
Dundas	Planning	N/A	TBD

### Key Risks and Issues

#### Key Risks and Mitigation Activities:

- In order 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.
- The TTC continues to conduct early consultations and negotiations with property owners for the required properties, and advance design where possible to avoid potential delays and additional costs during construction.
- To mitigate concerns resulting from construction complexities at Greenwood, Summerhill and Dundas Stations, that may impact the community, the TTC is consulting with local Councillors in the early design stage to support the permit approval process for partial or full station closures.

### Next Steps

- Second Exit/Entrance at Donlands station is planned to open by the end of June 2024.

#### Notes:

- \$27.9M is unfunded 2024-2033.

## Fire Ventilation Upgrades

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

### Performance Scorecard (Outlook Status)

<b>Scope</b>	<b>G</b>	<b>Cost</b>	<b>G</b>	<b>Schedule</b>	<b>G</b>	<b>Overall</b>	<b>G</b>
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### Scope Description

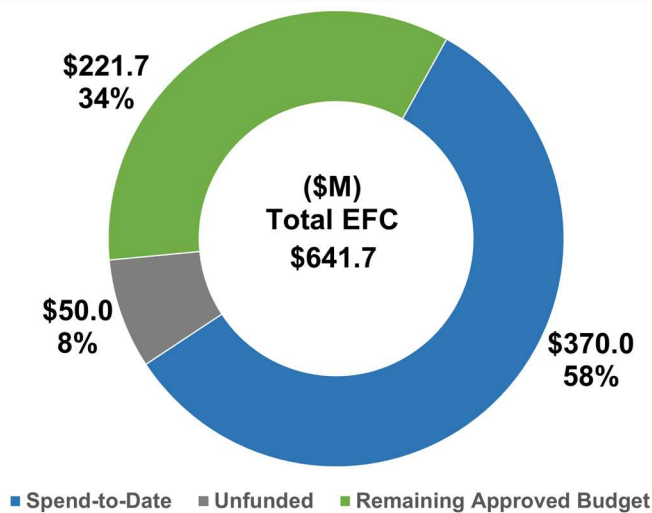
Initiated in 1998 as a fire and life safety initiative to provide a tenable environment to evacuate TTC customers and employees safely from subway tunnel as well as stations in the event of fire or smoke, and provide adequate ventilation in the tunnels for crews conducting maintenance.

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 for this program is informed by the regular asset condition assessments and work is prioritized accordingly. Key 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	\$5.0M
2024 YTD Budget	\$0.2M
2024 YTD Actuals	\$0.4M



## Schedule and Progress Update

To date, the following works have been completed:

- Major upgrades at five stations – York Mills, Sheppard, Finch, Union and Lawrence.
- Subway Ventilation Equipment Replacement at Bloor (Fan #2), Sheppard West, Dundas West and Clanton Park Emergency Service Building (ESB) and Sherbourne stations.

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

- The Fire Ventilation Upgrades at Eglinton Station are being completed as part of the Eglinton Crosstown LRT project. Testing and commissioning of the subway ventilation system is ongoing. Metrolinx plans to complete the testing and commissioning by Q3 2024.
- Scope Review design for State of Good Repair – Subway Ventilation Equipment Replacement at Russell Hill ESB and Dupont Station and Spadina Station Line 1 and Line 2 is ongoing. Scope review design is in progress for both contracts and is planned to be completed in Q4 2024.

## Key Risks and Issues

Key Risks and Mitigation Activities:

- To mitigate concerns resulting from construction complexities at Russell Hill ESB and Dupont Station and Spadina Station Lines 1 and 2 that may impact the community, the TTC is consulting with local Councillors and City staff in the early design stage to support the permit approval process for partial or full station closures.
- 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 the scope review design of two locations for Subway Ventilation Equipment Replacement at Russell Hill ESB, Dupont Station and Spadina Station by Q4 2024.
- New Fire Ventilation equipment at Eglinton Station (by Metrolinx) is planned to be in-service by Q3 2024.

## Notes:

- \$50.0M is unfunded post-2033.

## Purchase of New Subway Trains (T1 Replacement + Growth)

Strategic Alignment to Corporate Plan	Project Type
<b>Objective 2.4:</b> Prioritize Asset State of Good Repair to Keep the System Moving Reliably <b>Action 2.4.3:</b> Preserve Line 2 Subway Reliability by Modernizing with New Trains and Automatic Train Control  <b>Objective 3.1:</b> Build Network Capacity to Support Growth to 2041 <b>Action 3.1.1:</b> Advance the Line 1 Capacity Enhancement Program	SOGR and Growth
	Asset Class
	Fleet

### Performance Scorecard (Outlook Status)

Scope	<span style="color: green;">G</span>	Cost	<span style="color: red;">R</span>	Schedule	<span style="color: red;">R</span>	Overall	<span style="color: red;">R</span>
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### Scope Description

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:

- 55 subway trains to replace the 30-year-old T1 fleet on Line 2.
- 25 subway trains to accommodate growth on Line 1 by 2032 to increase capacity.

Out of scope of the below project cost are additional contract options:

- 15 expansion trains - eight for YNSE and seven for SSE for opening expansion service early 2030s. Option to be included in base order procurement (full funding from Province).
- Options for 17 additional trains to meet future growth requirements (post-2032) for both Line 1 and Line 2 out to 2041.

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, Line 2 CEP. Metrolinx's YNSE and SSE projects also rely on leveraging an active TTC train procurement.

### Financials: Cost and Budget

Project/Program Start	2020	<p>(\$M) Total EFC \$3,231.5</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>
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	\$3.1M	
2024 YTD Budget	\$0.5M	
2024 YTD Actuals	\$0.4M	

## 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 towards 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 towards the current estimated \$2.27B cost of the 55 trains.
- The TTC continues to engage with the Federal government to seek the remaining one-third funding (\$758 million) for the 55 Line 2 trains. Advocacy efforts have been underway with transit industry peers to seek the advancement of the federal permanent transit fund. This is a potential source of federal funding for trains.

In parallel, staff continue to finalize RFP readiness for a new train procurement to be restarted. A comprehensive update, with next-step recommendations will be brought to the Board in September 2024. Please note the November 22, 2023 report outlined scenarios for train procurement, including costs, risks and impacts associated with each scenario. See November 2023 report. Link: [New Subway Train Procurement and Implications for Line 2 Modernization and Future Growth \(ttc.ca\)](https://www.ttc.ca/News/2023/11/22/new-subway-train-procurement-and-implications-for-line-2-modernization-and-future-growth)

As reported in November 2023, a final decision on advancing with a new train procurement versus proceeding to undertake temporary life extension measures on Line 2 trains and signal infrastructure is Q1 2025 at the latest. An earlier decision de-risks capital plans, and minimizes sunk costs incurred from continuing parallel capital planning scenarios for Line 2.

## Key Risks and Issues

Key Risks and Mitigation Activities:

- The remaining one-third federal funding (\$758 million) is needed to proceed and unlock the provincial funding commitment for the 55 Line 2 replacement trains per the New Deal Agreement. The TTC has until Q1 2025 at the latest 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, plus undertake a program of state-of good repair for the aging fix block signal infrastructure. As reported, extending the life of existing assets will impact Line 2 service reliability. Line 2 modernization and future growth cannot be accommodated without new trains.
- The new trains will unlock the TTC's funded Automatic Train Control project, bringing advantages to Line 2 in terms of safety, reliability, customer experience and operational flexibility (see updates on ATC Line 2 below).
- Further, Metrolinx is reliant on the TTC managed procurement to provide seven new trains for the Scarborough Subway Extension and eight new trains for Yonge North Subway Extension. The Metrolinx 15 train requirement on it's own would not be a sufficient quantity to produce a viable and successful procurement. Without the TTC managed procurement, the SSE may need to open with the existing Line 2 fleet and the YNSE may need to open with degraded service as the existing Line 1 fleet is not sufficient to meet the service requirements.

- Mitigation –
  - Continue intergovernmental discussions to seek funding commitment as soon as possible to launch the train RFP, thereby de-risking Line 2 modernization plans and interdependent capital programs (ATC Line 2, L1CEP, L2CEP, Yonge North Subway Extension, Scarborough Subway Extension).
  - The TTC continues to plan for temporary measures to extend the life of Line 2 trains, and existing signal infrastructure as a contingency plan.
  - TTC staff to report to Board in September on next step recommendations, including status of funding discussions, and procurement plans.

### **Next Steps**

- Continue intergovernmental funding discussions to secure necessary full funding for 55 trains for Line 2 as soon as possible.
- Continue to plan for mitigation activities as reported to the Board in November 2023.

### **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

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

### Performance Scorecard (Outlook Status)

<b>Scope</b>	<span style="color: green;">G</span>	<b>Cost</b>	<span style="color: orange;">Y</span>	<b>Schedule</b>	<span style="color: orange;">Y</span>	<b>Overall</b>	<span style="color: orange;">Y</span>
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### Scope Description

This program includes the resignalling of Line 2 (Kipling to Kennedy) in order 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:

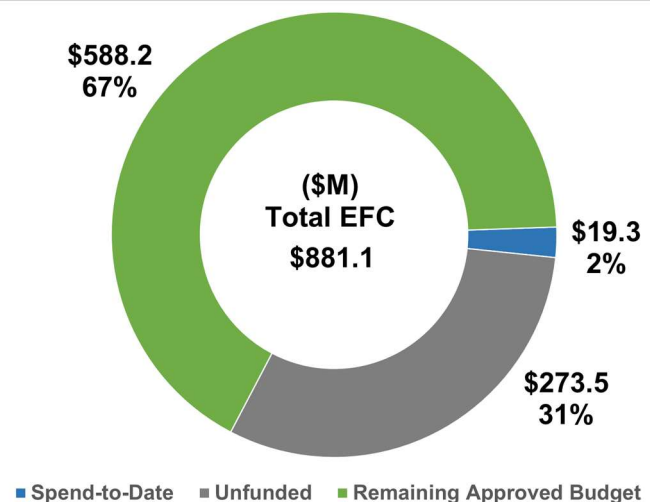
- Installation of ATC between Kipling to Kennedy.
- Modifications to the Centralized Signalling System (CSS).
- Automatic Train Protection (ATP) system for work cars.

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 equipped with the required systems to operate with ATC.

### Financials: Cost and Budget

Project/Program Start	2021
Forecast Completion Year	2035/6
Estimated Final Cost (EFC)	\$881.1M*
Total Approved Budget	\$607.6M
10-Year Approved Budget (2024-2033)	\$592.5M
2024 Budget	\$10.2M
2024 YTD Budget	\$2.8M
2024 YTD Actuals	\$4.3M





## Schedule and Progress Update

- Stage Gate 1 (Approved for Planning) has been completed and the development of Technical Specifications and Request for Proposal (RFP) documents is in progress and on schedule for completion in Q3 2024 with release contingent on the full funding commitment for the 55 New Subway Trains (NSTs).
- The enabling works for the Cable Route installation for Phase 1 (Kennedy to Main) is ongoing, and the design for Phase 2 (Main to Donlands) and Phase 3 (Donlands to Yonge) has been completed.

## Key Risks and Issues

### Key Issues and Action Plan:

- The current 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 new subway trains 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. Link: [New Subway Train Procurement and Implications for Line 2 Modernization and Future Growth \(ttc.ca\)](https://www.ttc.ca/en/2023/11/22/new-subway-train-procurement-and-implications-for-line-2-modernization-and-future-growth)
- The 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). The schedule for ATC on Line 2 can be confirmed once it is confirmed the procurement of new trains for Line 2 will proceed.
- The TTC will continue advocating to secure the required funding for trains to enable the full Line 2 modernization program to advance, including the implementation of ATC.
- The risks associated with not proceeding with ATC on Line 2 were reported to the Board in November 2023. 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. See November 2023 report for details.

## Next Steps

- Complete the final version of the ATC Line 2 technical specifications and RFP documents by Q3 2024.
- Continue ATC Line 2 enabling works to prepare required ATC infrastructure, which includes the cable route installation for Phase 1 (Kennedy to Main) and cable route design for Phase 4 (Yonge to Bathurst).
- Staff will report to the Board in September on the status of the Line 2 modernization program which includes ATC and new train procurement.

### Notes:

- 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			
<b>Objective 3.1:</b> Build Network Capacity to Support Growth to 2041 <b>Action 3.1.3:</b> Leverage Line 2 Modernization to Enhance Line 2 Capacity Long Term				Service Improvements			
				Asset Class			
				Various			
Performance Scorecard (Outlook Status)							
Scope	<span style="color: green;">G</span>	Cost	<span style="color: orange;">Y</span>	Schedule	<span style="color: orange;">Y</span>	Overall	<span style="color: orange;">Y</span>
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 before 2041 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 the customer experience.</p> <p>The current scope includes:</p> <ol style="list-style-type: none"> <li><b>Station Capacities:</b> Stations Modifications to improve station capacities and increase service.</li> <li><b>Systems and Infrastructure:</b> Electrical Traction Power Upgrades; Guideway Enhancement.</li> <li><b>Facilities and Yards – Greenwood Yard:</b> Facility Carhouse Modification; Overhaul Shop Modifications; and Signalling System Upgrades.</li> </ol> <p>Out of scope, but interdependent: The full benefits of the Line 2 CEP program 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 style="text-align: center;">(\$M) Total EFC \$2,703.3</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>				
Forecast Completion Year	2041						
Estimated Final Cost (EFC)	\$2,703.3M						
Total Approved Budget	\$905.0M						
10-Year Approved Budget (2024-2033)	\$873.5M						
2024 Budget	\$10.6M						
2024 YTD Budget	\$2.6M						
2024 YTD Actuals	\$4.0M						

## 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 Q4 2024. The Developer portion of the work was completed in May 2024.
- Jane Station New Fareline and Staircase Modification: Scope Design (30%) is in progress and is expected to be completed by Q3 2024.

### 2. Systems and Infrastructure

#### Traction Power:

- Lansdowne Substation Upgrade: Preliminary Design (30%) is expected to be complete by Q3 2024.
- Positive and Negative Feeders in multiple substations (Broadview, Delaware, and Indian Grove): Detailed Design (100%) is expected to be completed by Q1 2025.
- Duct Bank Installation in multiple stations (Warden, Victoria Park, Bedford, and Asquith): Scope Design (30%) is expected to be completed by Q3 2024.

#### Guideway Enhancement:

- Extension Storage Track at Warden Station: Feasibility and Concept Design (10%) is under review and completion has been extended to Q3 2024 to allow for an additional options analysis.

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

- Yard Signalling: The Hazard Assessment and Train Stop studies were completed in November 2023.
- Yard Signalling: Endorsement for Signalling Solution (Computer-Based Interlocking (CBI) with Train Stops) obtained from the Steering Committee in May 2024.
- Yard Signalling Equipment Room: Scope Design (30%) is in progress and expected to be completed by Q2 2024.
- Facility Carhouse Modifications: Stage Gate 3 was approved in April 2024. Detailed Design (100%) is in progress and expected to be completed by Q3 2024.
- Overhaul Shop Modifications: Stage Gate 2 deliverables are in progress and expected to be completed by Q2 2024.

## Key Risks and Issues

#### Key Risks and Mitigation Activities:

- New Subway Train (NST) Program: Changes to 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.

## Next Steps

### Station Capacity – Modifications and Upgrade:

- Spadina Station Streetcar Platform Extension: Award Contract by Q4 2024.
- Jane Station New Fareline and Staircase Modification: Complete Scope Design (30%) by Q3 2024.

### Traction Power:

- Lansdowne Substation Upgrade: Obtain Stage Gate 3 approval by Q3 2024.
- Positive and Negative Feeders in multiple substations (Broadview, Delaware, and Indian Grove): Complete Detailed Design (100%) by Q1 2025.
- Duct Bank Installation in multiple stations (Warden, Victoria Park, Bedford, and Asquith): Complete Scope Design (30%) by Q3 2024.

### Greenwood Yard, Carhouse, Shop Modifications and Signalling:

- Yard Signalling: Commence development of Specifications by Q1 2025.
- Yard Signalling Equipment Room: Complete Scope Design (30%) by Q2 2024.
- Facility Carhouse Modifications: Complete Detailed Design (100%) by Q4 2024.
- Overhaul Shop Modifications: Obtain Stage Gate 2 approval by Q3 2024.

### Notes:

- 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 & Plan (2024-2033), and \$1,647.7M is unfunded post-2033.

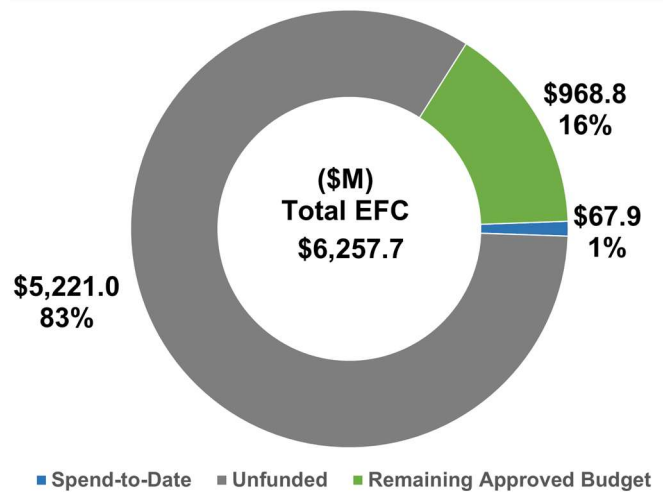
## Line 1 – Capacity Enhancement Program (Line 1 CEP)

Strategic Alignment to Corporate Plan				Project Type			
<b>Objective 3.1:</b> Build Network Capacity to Support Growth to 2041 <b>Action 3.1.1:</b> Advance the Line 1 Capacity Enhancement Program				Service Improvements			
				Asset Class			
				Various			
Performance Scorecard (Outlook Status)							
Scope	<span style="color: green;">G</span>	Cost	<span style="color: orange;">Y</span>	Schedule	<span style="color: orange;">Y</span>	Overall	<span style="color: orange;">Y</span>
Scope Description							
<p>By 2041, Line 1 is projected under current forecasts to have 1.328 million daily boardings<sup>1</sup>. 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 this level of capacity, investment is required in existing infrastructure assets to enhance capacity, and a new facility.</p> <p>The current scope of the L1CEP includes:</p> <ol style="list-style-type: none"> <li><b>Station Capacities (Structures):</b> Stations Modifications to improve station capacities and increase service at 11 stations, including three pilot stations: St Andrew, St George and Dundas.</li> <li><b>Systems and Linear Infrastructure:</b> Electrical Traction Power Upgrades; additional Fire Ventilation requirements to achieve target headways and Guideway Enhancement.</li> <li><b>Facilities and Yards:</b> A new Train Maintenance and Storage Facility (TMSF) to meet the following requirements:             <ul style="list-style-type: none"> <li>Storage for 34 trains, including a test track, and access track to the site;</li> <li>Carhouse with seven Bays for preventative and corrective maintenance to support daily service;</li> <li>Operations and Infrastructure (O&amp;I) facility to support maintenance activities (small shop building, outdoor and indoor storage tracks for work cars, material storage and staging area); and</li> <li>Ancillary facilities (Traction Power Substation (TPSS), Hostler platform).</li> </ul> </li> </ol> <p>Out of scope, but interdependent with the program:</p> <ul style="list-style-type: none"> <li>Achieving increased headways is also dependent the procurement of New Subway Trains for Line 1 to accommodate growth. A total Line 1 fleet of 122 trains are required by 2041 based on current forecast and program design (see above).</li> <li>Achievement of the benefits of investment by Province and Federal Government in the Yonge North Subway Extension are dependent on investments to increase capacity across Line 1 to meet demand, reduce crowding, provide positive customer experience.</li> </ul>							

<sup>1</sup> Current planning assumptions for capital projects for horizon year 2041 based on pre-pandemic. Forecast 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	\$16.2M
2024 YTD Budget	\$4.4M
2024 YTD Actuals	\$5.2M



### 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 L1 CEP are in various stages of the project life cycle and estimates to be matured as advance through the stage gate process.
- The **overall program status is “caution”** due to the achievement of the target outcome of the program to increase headways before 2041 are dependent on the full scope of the program advancing, including new growth trains. These are not fully funded in the TTC’s 10-Year Plan at present resulting in a caution status.

## Schedule and Progress Update

### 1. Station Capacity – Modifications and Upgrades:

- King Station – Concourse Expansion and Additional Exit: Considerations for space-proofing of future elevator shafts are being assessed through an additional Feasibility Study, which is expected to be completed by Q2 2024.
- Tactics Implementation: Updated station signage, installed additional floor markings/posters and enhanced public announcements on the platform to help relieve congestion at three pilot stations – St. Andrew, St. George and Dundas. The design for the tactics modification at the remaining eight stations and St. George expanded scope is scheduled to commence in Q3 2024.

### 2. Systems and Linear Infrastructure

- New Traction Power Substation at Highway 407 Station: Stage Gate 2 approval was obtained in April 2024. Preliminary Design (30%) is in progress and expected to be completed by Q1 2025.
- Positive and Negative Feeders and Duct Bank Replacement in multiple substations (Orde, Yonge Street, Granby, and Davisville): Detailed Design (100%) is in progress and expected to be completed by Q4 2026.
- Negative Reinforcing Cables (NRC) – Vaughan Metropolitan Centre to Sheppard West: Detailed Design (100%) review was completed in February 2024. Construction is expected to commence in Q4 2024.

- Negative Reinforcing Cables (NRC) – Sheppard West to Wilson: Detailed Design (100%) is in progress and expected to be completed in Q1 2025.
- New Traction Power Substation at Highway 407 Station: Stage Gate 2 approval was obtained in April 2024.

#### Fire Ventilation Requirements:

- St Clair West Station Fire Ventilation System: Stage Gate 3 approval was obtained in December 2023. Detailed Design (100%) is in progress.
- Markdale Emergency Service Building (ESB): Preliminary Design (30%) review was completed in January 2024 and Stage Gate 3 deliverables are in progress.
- Lytton Emergency Service Building (ESB): Feasibility and Concept Design (10%) were completed in June 2023, and Stage Gate 2 approval was obtained in April 2024.

### 3. Train Maintenance and Storage Facility (TMSF):

- Updating the 15% design package and Class 4 cost estimate.
- The TTC is undertaking the necessary due diligence for potential site locations for a Line 1 TMSF, which is in the planning phase.

## Key Risks and Issues

#### Key Issues and Action Plan:

- A new TMSF is essential to store and maintain the new subway trains required for Line 1. Both the TMSF and the New Subway Trains for Line 1 are not fully funded. Funding for the New Subway Trains and TMSF is part of 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 schedule for achieving Line 1 capacity and service requirements to accommodate growth in ridership demand to 2041.
- Delay in the site selection process for the new TMSF may impact project timelines and service requirements. The TTC will continue stakeholder consultations on site selection.

## Next Steps

#### Station Capacity – Modifications and Upgrades:

- King Station – Concourse Expansion and Additional Exit: Complete Feasibility Study review for the space-proofing for elevators at King Station by Q2 2024.

#### Traction Power:

- New Traction Power Substation at Highway 407 Station: Complete Preliminary Design (30%) by Q1 2025.
- Positive and Negative Feeders and Duct Bank Replacement in multiple substations (Orde, Yonge Street, Granby, and Davisville): Continue Detailed Design (100%) expected to be completed by Q4 2026.
- Negative Reinforcing Cables (NRC) – Vaughan Metropolitan Centre to Sheppard West: Commence construction by Q4 2024.



- Negative Reinforcing Cables (NRC) – Sheppard West to Wilson: Detailed Design (100%) is in progress and expected to be completed in Q1 2025.

Fire Ventilation Requirements:

- St Clair West Station Fire Ventilation System: Complete Detailed Design (100%) by Q4 2024.
- Markdale Emergency Service Building (ESB): Obtain Stage Gate 3 approval by Q3 2024.

Train Maintenance and Storage Facility (TMSF):

- Continue to advance due diligence, including EA/TRPAP process, and consultation with stakeholders on site selection process.

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

## Bloor-Yonge Capacity Improvements

Strategic Alignment to Corporate Plan	Project Type
<b>Objective 3.1:</b> Build Network Capacity to Support Long Term Growth	Service Improvements
<b>Action 3.1.2:</b> Construct Capacity Improvements at Bloor-Yonge Station	Asset Class
	Facilities

### Performance Scorecard (Outlook Status)

Scope	<span style="color: green;">G</span>	Cost	<span style="color: green;">G</span>	Schedule	<span style="color: green;">G</span>	Overall	<span style="color: green;">G</span>
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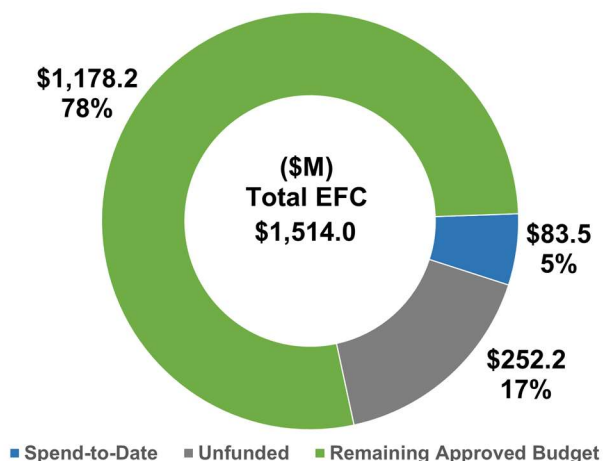
### Scope Description

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.

- 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.
- Modified main entrance.
- A new accessible entrance on Bloor Street.
- New escalators, elevators and stairs.
- New public art and station finishes.
- One new electrical substation to power new and existing areas of the station and ventilation systems.
- Platform Edge Doors (PEDs) on Line 1 platforms and enabling PED infrastructure for Line 2 platforms.
- New fan plants to improve ventilation and utility upgrades.

### Financials: Cost and Budget

Project/Program Start	2015
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	\$30.4M
2024 YTD Budget	\$3.3M
2024 YTD Actuals	\$3.5M



## Schedule and Progress Update

- Award of the early works construction package for the relocation of existing utilities was approved at the July 12, 2023 Board meeting and construction is ongoing with completion expected in Q4 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. The TTC continues to keep affected stakeholders informed of the progress of the work and any potential impacts.
- Negotiations were completed with the developer at 2 Bloor Street East for property acquisition and chiller plant replacement agreements, which were executed by all parties on May 1, 2024 with registration of expropriation plans completed on May 2, 2024.
- Following the release of the Request for Proposal (RFP) to the three pre-qualified proponents in February 2024. Bloor-Yonge Crossline Partners (Team Lead – Aecon Infrastructure Management Inc.) withdrew from the RFP process in April 2024. The two remaining proponents are:
  - 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.).
- The RFP is scheduled to close in Q3 2024.

## Key Risks and Issues

### Key Issues and Action Plan:

- The TTC will continue to monitor the progress and completion of the chiller plant replacement design and construction 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 impacting the property requirements of the project. The TTC, City of Toronto and CreateTO will continue to minimize impacts to project timelines.
- The addition of PEDs to the project scope. The concept design is underway to determine the cost and schedule impacts, which will be incorporated into Development Phase work.

## Next Steps

- The RFP is scheduled to close in Q3 2024 and the PDB contract for the Development Phase Agreement is scheduled to be awarded in Q4 2024/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

<b>Strategic Alignment to Corporate Plan</b>	<b>Project Type</b>
<b>Objective 2.2:</b> Improve the Customer Experience by Providing a Safe, Accessible and Comfortable Journey	Service Improvement
<b>Action 2.2.3:</b> Complete the Station Transformation Capital Program	<b>Asset Class</b>
	Various

### Performance Scorecard (Outlook Status)

<b>Scope</b>	<span style="color: green;">G</span>	<b>Cost</b>	<span style="color: green;">G</span>	<b>Schedule</b>	<span style="color: orange;">Y</span>	<b>Overall</b>	<span style="color: orange;">Y</span>
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### Scope Description

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.

The Stations Transformation Program includes the following capital investments:

- Upgrading the Public Announcement System (PA).
- 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 style="text-align: center;">(\$M) <b>Total EFC</b> <b>\$50.8</b></p> <p style="font-size: small;">■ Spend-to-Date   ■ Unfunded   ■ Remaining Approved Budget</p>
Forecast Completion Year	2024	
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	\$1.3M	
2024 YTD Actuals	\$1.3M	

## Schedule and Progress Update

### Passenger Assistance Intercoms (PAI) (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 Cameras (In Progress):

- 59 out of 70 stations have at least 90% camera coverage. 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 11 remaining stations in 2024. Note: at present, all stations have at least 75% camera coverage as of Q1 2022.
- CCTV fare gate monitors have been installed at all secondary entrances. This provides visual deterrence for fare evasion, visibility of service conditions to TTC customers prior to crossing the farelines, and the ability for Collectors/CSAs to monitor the stations.

### Public Announcement (PA) System (In Progress):

- Following the successful four-station pilot, an additional 14 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.

### Other Improvements:

- The stations' interface for the Real-Time Monitoring System (RTMS) for Escalator and Elevator status was completed in Q4 2022. A soft launch was completed at the Downtown, Central, and Yonge-North Zones, in Q4 2023, and was further expanded to the remaining zones by the end of 2023. The RTMS minimizes escalator downtime and allows Stations staff to respond to emergencies in an efficient manner to improve customer service.

## Key Risks and Issues

### Key Risks and Mitigation Activities:

- The PA system upgrade is tracking behind schedule and is projected to complete by Q2 2025. The TTC is working to accelerate the installation to meet the original completion date of Q4 2024.

## Next Steps

CCTV Cameras: Complete 90% Camera coverage at 11 remaining stations in 2024.

# Bus and Wheel Trans Portfolio

Category 3 / Major Projects & Programs	Corporate Plan Objectives	Project Category	Project/Program		Financial Summary (\$ Millions)								Outlook to Completion			
			Start Year	Forecast Completion Year	Spend-to-Date	2024 YTD		2024 Budget	10-Year Approved Budget & Plan (2024-2033)	Total Approved Budget	Total 15-Year CIP Unfunded	Total Projected EFC	Scope	Cost	Schedule	Overall
						Budget	Actual									
<b>Bus &amp; Wheel-Trans Portfolio</b>																
SRT Right-of-Way (ROW) Conversion to Busway	2.3.3	SOGR	2015	2027	\$20.3	\$3.8	\$2.0	\$13.7	\$75.5	\$93.9	-	\$93.9	G	G	G	G
Wheel-Trans 10-Year Transformation	2.2.7	Legislative	2017	2026	\$34.3	\$1.1	\$0.4	\$3.3	\$15.9	\$49.8	-	\$49.8	G	G	G	G
Purchase of Wheel-Trans Buses (Gasoline & Electric)	2.2.7	SOGR	2016	2025	\$68.6	\$5.4	\$5.6	\$17.6	\$29.3	\$92.3	\$351.5	\$443.7	G	G	Y	Y
Purchase of Buses (Hybrid & Electric)	3.3.1	SOGR	2018	2025	\$549.5	\$97.2	\$96.9	\$184.8	\$666.3	\$1,118.9	\$4,019.2	\$5,138.1	G	G	G	G
eBus Charging Systems	3.3.1	SOGR	2016	2025	\$153.1	\$3.8	\$2.8	\$61.0	\$84.4	\$234.7	\$949.8	\$1,184.5	G	G	Y	Y
<b>Total Bus &amp; Wheel-Trans Portfolio</b>					<b>\$825.8</b>	<b>\$111.4</b>	<b>\$107.7</b>	<b>\$280.4</b>	<b>\$871.4</b>	<b>\$1,589.5</b>	<b>\$5,320.5</b>	<b>\$6,909.9</b>				
<b>Outlook to Completion</b>					<b>Total Category 3 Portfolio (\$ Millions)</b>											
G	On Track				Spend-to-Date	2024 YTD		2024 Budget	10-Year Approved Budget & Plan (2024-2033)	Total Approved Budget	Total CIP Unfunded	Total Projected EFC	YTD: Year-to-Date EFC: Estimated Final Cost H&S: Health & Safety SI: Service Improvement SOGR: State-of-Good-Repair CIP: Capital Investment Plan			
Y	At Caution /Tracking Behind					Budget	Actual									
R	At Risk / Missed Target				\$2,741.1	\$213.1	\$216.1	\$743.6	\$7,088.6	\$9,613.7	\$15,248.4	\$24,862.1				
<b>Note: 1) Total Projected EFC = Total Approved Budget + Total 15-Year CIP Unfunded</b>					<b>2) Spent-to-Date = Total Spent to 2023 + 2024 YTD Actuals</b>											

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

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

### Performance Scorecard (Outlook Status)

Scope	<span style="color: green;">G</span>	Cost	<span style="color: green;">G</span>	Schedule	<span style="color: green;">G</span>	Overall	<span style="color: green;">G</span>
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### Scope Description

The following was implemented as part of Phase 1:

- Express bus service via the 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 in the south commuter parking lot 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 Right-of-Way (ROW) will be converted into a Busway between Kennedy and Ellesmere stations with bus stops at Tara Avenue, Lawrence Avenue East and at Ellesmere Road.

### Financials: Cost and Budget

Project/Program Start	2015	<p style="text-align: center;">(\$M) Total EFC \$93.9</p> <p style="text-align: center;">■ 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	\$13.7M	
2024 YTD Budget	\$3.8M	
2024 YTD Actuals	\$2.0M	



## Schedule and Progress Update

Since the Line 3 closure in July 2023, and the subsequent implementation of an emergency bus replacement service, Phase 1 work was accelerated to deliver the major components related to bus terminal improvements and transit priority measures ahead of the original planned date for the commencement of the bus replacement service on November 19, 2023.

The following has been completed in Phase 1:

- Bus platform modifications at the Scarborough Centre Station Bus Terminal, with minor signage upgrades remaining.
- Bus platform modifications and a newly built temporary bus terminal at Kennedy Station is in service, with signage upgrades remaining.
- Transit Priority Measures, including express corridors between Scarborough Centre and Kennedy stations to provide reliable and seamless, transfer-free service to the new terminal at Kennedy Station.

The following is the status of the Busway:

- A status report on the Busway, including the design, cost estimate, funding and related property matters, was approved by the TTC Board on January 25, 2024 ([Report Link](#)).
- City Council approved full funding for the project in February 2024 based on the 60% design for the Busway. The design of the Busway is progressing, with 100% design targeted to be completed by the end of Q4 2024. Note: City Council has directed City staff to continue negotiations with the Province as part of the Subway Agreement in Principle (AIP) to fully recover the cost of the SRT Busway project.
- The Transit Project Assessment Process (TPAP) consultant was retained in April 2024 and the preliminary work has commenced. The TPAP will be 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), which is forecasted by Q4 2024.
- The assessment on barrier types that separate the GO track from the planned busway has been completed, and discussions with Metrolinx to finalize the barrier type is ongoing.
- Initiated property acquisition from HONI and private third parties for a bus stop and a pedestrian walkway ramp at Tara Avenue, bus stop at Lawrence Avenue East, and bus ramp at Ellesmere Road.
- Early Works package for removing wayside systems including track and signals from the SRT ROW between Kennedy and Ellesmere stations was issued for tender in May 2024.

Note: Modifications to the bus terminals at Scarborough Centre and Kennedy stations to accommodate additional buses required for the SRT replacement bus service are scheduled to be completed in June 2024. For details, see Q4 2023 Major Projects Update Report ([Link](#)).

## Key Risks and Issues

### Key Issues and Action Plan:

- The current project schedule is based on the 60% Design. The project is forecasted to be completed in 2027. The TTC is proactively making efforts, where possible, to minimize impacts to the project schedule.
- Property-related matters continue to be the longest lead items to finalize before construction can commence. The TTC has commenced the property acquisitions through the City of Toronto Real Estate Management for private properties required at Lawrence Ave East bus stop and at Ellesmere Road busway.
- Review package for the property required at Tara Avenue bus stop and walkway was submitted to HONI.
- In an effort expedite the property acquisitions, the TTC is acquiring short-term temporary construction licenses and easements to allow construction to proceed. Additionally, the TTC has requested that the expropriation of the private properties commence in parallel with negotiations in order to expedite the property acquisition process.
- A decision on the Busway barrier is required to separate the GO Trainway from the planned Busway in order to mitigate safety risks. Discussions are in progress with Metrolinx to finalize the barrier type by Q2 2024.

### Key Risks and Mitigation Activities:

- In order to improve travel times and service reliability for customers, full funding for the conversion of the SRT ROW for buses is critical. The TTC will collaborate with City staff to identify any incremental funding that may be required once the 100% Design of the Busway has been completed.

## Next Steps

- Complete and closeout Phase 1 of the project by June 2024.
- Advance the decommissioning and removal of wayside systems in 2024, ahead of the Busway conversion work.
- Complete 100% Design Submission of the SRT ROW Conversion into a Busway by the end of Q4 2024.

## Wheel-Trans 10-Year Transformation Program

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

### Performance Scorecard (Outlook Status)

Scope	<span style="color: green;">G</span>	Cost	<span style="color: green;">G</span>	Schedule	<span style="color: green;">G</span>	Overall	<span style="color: green;">G</span>
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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):

- Family of Services (FOS), Re-Registration and Conditional Trip Matching.
- Construction of 16 Access Hubs.
- Upgrading RSD to enhance FOS capabilities and introducing the Mobile App pilot.
- Implementation of the Customer Relationship Management technology.

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

- Implement additional system upgrades.
- Expand the Mobile Application pilot.
- Launch the Wheel-Trans Mobile Application.
- Continue the process of FOS expansion.
- Complete the Re-registration process.

### Financials: Cost and Budget

Project/Program Start	2017	<p style="text-align: center;">(\$M) Total EFC \$49.8</p> <p>\$34.3 69%</p> <p>\$15.4 31%</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>
Forecast Completion Year	2026	
Estimated Final Cost (EFC)	\$49.8M	
Total Approved Budget	\$49.8M	
10-Year Approved Budget (2024-2033)	\$15.9M	
2024 Budget	\$3.3M	
2024 YTD Budget	\$1.1M	
2024 YTD Actuals	\$0.4M	

## Schedule and Progress Update

### **Phase 1-4 (Completed):**

#### Family of Services (FOS):

- The FOS approach provides Wheel-Trans customers with options for a multi-modal trip that is faster, flexible and efficient, and was operationalized in 2018. The FOS expansion includes connections with 82 bus and streetcar routes with approximately 500 strategically located transfer/connections 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 all accessible subway stations. Twenty test cases and analyses involving parameter changes have been completed since April 2022 to optimize customer experience, maximize travel on the accessible-conventional system and reduce travel on Wheel-Trans. The most recent parameters change testing was completed in December 2023. FOS remains optional at this time. Additional routes for FOS will be operationalized in Q3 2024.
- 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.

#### Re-Registration:

- Wheel-Trans introduced new eligibility criteria and an application process in January 2017, in accordance with Provincial legislative requirements (AODA). There were 19,000 customers that registered prior to this date required to re-register by submitting a new eligibility application. Currently, 14,000 legacy customers (an increase of 1,000 customers since last reporting) have already re-registered with another 4,500, pending re-registration.
- 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.

#### Conditional Trip Matching:

- Customers with conditional eligibility will be provided with a one-trip solution that matches their conditions and abilities. If none of the registered conditions are present, they will be offered an FOS trip (i.e. connection to accessible-conventional TTC 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 25, 2023. To date, there have been 6,511 application downloads, and about 32,964 trips booked using the Mobile Application. A rolling average indicates 5.3% of all trips are booked with the Mobile App, and 1,774 unique customers that have booked using the Mobile App.

#### Customer Relationship Management (CRM):

- Completed automation of the customer applications tracking and customer 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:**

- A third-party consultant was selected to complete an assessment and provide recommendations to continue the modernization of the Reservations, Scheduling and Dispatch software. Based on those recommendations, 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 Wheel-Trans ITS Solution for Phases 5-8 was approved in May 2023. The third-party vendor to help Wheel-Trans in the tender preparation to replace the Integrated Voice Recognition (IVR) and the Automatic Vehicle Location (AVL) systems was onboarded in July 2023. Planning sessions for the Request for Information (RFI) were completed in September 2023 and the RFI was posted in March 2024. An RFP is expected to follow later this year.

### **Next Steps**

- Finalize the contract with the vendor for the Wheel-Trans reservations, scheduling, and dispatch software upgrade by the end of Q2 2024.
- Continue with the re-registration campaign for legacy Wheel-Trans customers.
- Close the RFI for the Wheel-Trans ITS Solution (IVR/AVL) in Q2 2024.

## Purchase of Wheel-Trans Buses

<b>Strategic Alignment to Corporate Plan</b>	<b>Project Type</b>
<b>Objective 2.2:</b> Improve the Customer Experience by Providing a Safe, Accessible and Comfortable Journey <b>Action 2.2.7:</b> Advance the Wheel-Trans Transformation Program (which includes purchase of Wheel-Trans Buses)	SOGR
	<b>Asset Class</b>
	Fleet

### Performance Scorecard (Outlook Status)

<b>Scope</b>	<b>G</b>	<b>Cost</b>	<b>G</b>	<b>Schedule</b>	<b>Y</b>	<b>Overall</b>	<b>Y</b>
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### Scope Description

Improved accessibility, customer experience, vehicle reliability and safety by replacing existing Wheel-Trans buses at end-of-life with the procurement and deployment of:

- 138, 7m ProMaster buses between 2021 and 2024.
- 75, 6m ProMaster buses between 2023 and 2025.
- 10 Zero Emission Wheel-Trans buses for delivery in 2025 (pilot).

Note: Current funding allows for the procurement of up to 222 Wheel-Trans buses for delivery between 2023 and 2025. This includes up to 10 zero emissions 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 to 2035. This scope is currently unfunded.

### Financials: Cost and Budget

Project/Program Start	2016	<p><b>(\$M)</b> <b>Total EFC</b> <b>\$443.7</b></p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>
Forecast Completion Year	2025	
Estimated Final Cost (EFC)	\$443.7M	
Total Approved Budget	\$92.3M	
10-Year Approved Budget (2024-2033)	\$29.3M	
2024 Budget	\$17.6M	
2024 YTD Budget	\$5.4M	
2024 YTD Actuals	\$5.6M	
Outlook to Completion	<b>Y</b>	

## Schedule and Progress Update

### 138, 7m ProMaster Buses:

- The TTC has received 134 of 138 buses, of which 130 are in-service, including all 15 Community Buses, which connect customers to a variety of popular destinations along a unique neighbourhood route.

### 75, 6m ProMaster Buses:

- The 23 buses scheduled for delivery in 2023 were received as of December 31, 2023.
- In July 2023, a contract amendment was issued to Creative Carriage for the supply and delivery of an additional 52, 6m ProMaster buses for delivery in 2024 and 2025, with the first bus expected in Q3 2024.

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

- The Request for Information (RFI) for the Zero Emissions Wheel-Trans buses was issued to the market in February 2023 and closed in March 2023. The project team has completed engagement with internal stakeholders as well as ACAT in June 2023.
- The Request for Proposal (RFP) documents were issued to the market in April 2024 with final tender submission scheduled for June 2024.

Wheel-Trans Buses	Total	Start Date	# Delivered	# In-Service	Forecasted End Date
7m ProMaster	138	2021	134	130	Q2 2024
6m ProMaster	75	2023	23	23	Q3 2025
Zero Emission	10	2025	N/A	N/A	Q4 2025

## Key Risks and Issues

### Key Risks and Mitigation Activities:

#### 75, 6m ProMaster Buses:

- The vendor has indicated that there are limited chassis allocation for the Canadian market for 2024. This will potentially result in lower-than-expected bus deliveries in 2024. As of April 29, 2024, chassis for 24 of 42 vehicles scheduled for delivery in 2024 have been allocated. The remaining 18 chassis are scheduled to be built in Q3 2024. These chassis will require upfitting by Creative Carriage with deliveries expected to be completed by Q2 2025. The TTC will continue to meet with the vendor on a regular basis in order to obtain chassis allocation updates. These updates will be communicated to the stakeholders and contingency plans are being developed.

#### Zero Emission Wheel-Trans Buses (Post-2025):

- The program is currently funded for Wheel-Trans bus procurements to the end of 2025. Zero Emissions Wheel-Trans buses and charging infrastructure beyond 2025 will be required by Q4 2024 in order to transition the fleet to achieve the zero-emissions target by 2040 as part of the TTC's Green Bus Program, which was approved by the Board in November 2017. This plan is in alignment with the City of Toronto's TransformTO Action Plan and the C40 Fossil-Fuel-Free Streets Declaration. The lead time for electric buses and required infrastructure is approximately two years. This scope is currently unfunded.



## Next Steps

### 138, 7m ProMaster Buses:

- Continue to receive production buses and complete the commissioning process.
- Receive the remaining buses by the end of Q2 2024.

### 75, 6m ProMaster Buses:

- Continue pre-production meetings, complete first article inspection and commence receipt of 42 units scheduled for 2024.

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

- Progress the Request for Proposal (RFP) and tender activities, and receive final submission in June 2024. Award contract in Q3 2024, with bus deliveries to commence in 2025.

### **Note:**

- The forecast completion year of 2025 reflects the funded scope of the program.
- \$168.2M is currently unfunded in the 10-Year Capital Budget & Plan (2024-2033), and \$183.2M is unfunded post-2033.

## Purchase of Buses (Hybrid and Electric)

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

### Performance Scorecard (Outlook Status)

Scope	<span style="color: green;">G</span>	Cost	<span style="color: green;">G</span>	Schedule	<span style="color: green;">G</span>	Overall	<span style="color: green;">G</span>
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### Scope Description

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.

Current funding allows for the procurement of 336 hybrid-electric buses between 2023 and 2024, and 340 zero emissions, battery-electric buses (or eBuses) between 2024 and 2025. The program status of "green" pertains only to the current scope of the program that is funded.

Note: Post 2025, the Green Bus Program outlines a plan for approximately 1,840 zero emissions 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.

### Financials: Cost and Budget

Project/Program Start	2018	<p>(\$M) Total EFC \$5,138.1</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>
Forecast Completion Year	2025	
Estimated Final Cost (EFC)	\$5,138.1M	
Total Approved Budget	\$1,118.9M	
10-Year Approved Budget (2024-2033)	\$666.3M	
2024 Budget	\$184.8M	
2024 YTD Budget	\$97.2M	
2024 YTD Actuals	\$96.9M	

Buses	Total	Start Date	# Delivered	Forecasted End Date
<b>Hybrid-Electric</b>				
New Flyer	202	Q2 2023	199	Q2 2024
NOVA	134	Q2 2023	129	Q2 2024
<b>eBuses</b>				
New Flyer	204	Q2 2024	0	Q4 2025
NOVA	136	Q3 2024	0	Q4 2025

### Key Risks and Issues

#### Key Risks and Mitigation Activities:

##### 336 Hybrid-Electric Buses:

- Both vendors have experienced supply chain challenges and the TTC, along with the vendors, continue to monitor market conditions on a regular basis. Note: The first bus was delivered in April 2023 and all remaining buses are projected to be delivered on schedule by Q2 2024.

##### 340 Zero Emission Buses (eBuses):

- Global supply chain issues are affecting both vendors. The TTC will monitor the supply chain issues closely with the vendors and determine a recovery plan, as required.
- Cost Escalation: 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. This also applies to any contract options for additional buses procured, subject to funding, for 2026 and beyond. The TTC will continue to evaluate and identify potential offsets to the greatest extent possible.

### Next Steps

##### 336 Hybrid-Electric Buses:

- Continue to receive delivery of vehicles from the vendors and ensure an effective commissioning process is in place for the new vehicles to enter revenue service.

##### 340 Zero Emission Buses (eBuses):

- Complete the First Article Inspection of the batteries for the NOVA pilot bus in Q3 2024.
- Commence New Flyer vehicle deliveries in Q2 2024 and NOVA vehicle deliveries in 2025.

### Note:

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

## eBus Charging Systems

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

### Performance Scorecard (Outlook Status)

<b>Scope</b>	<b>G</b>	<b>Cost</b>	<b>G</b>	<b>Schedule</b>	<b>Y</b>	<b>Overall</b>	<b>Y</b>
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### Scope Description

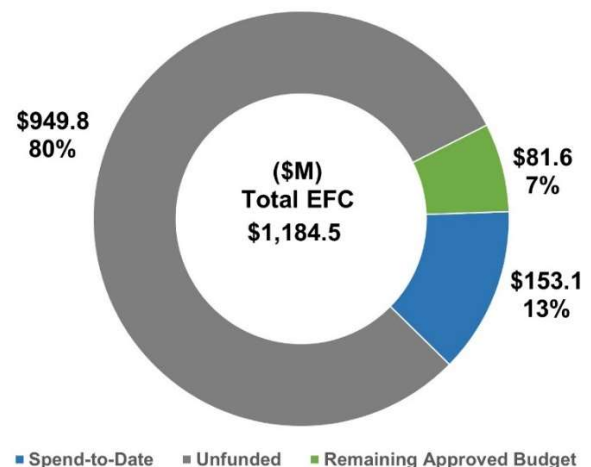
This Program includes the installation of charge points for electric buses, an upgrade of power at each facility, installation of substation, battery energy storage system, natural gas emergency backup generators, and solar panels to advance the TTC's transition toward a zero-emissions fleet. This supports 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 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
Forecast Completion Year	2025
Estimated Final Cost (EFC)	\$1,184.5M
Total Approved Budget	\$234.7M
10-Year Approved Budget (2024-2033)	\$84.8M
2024 Budget	\$61.0M
2024 YTD Budget	\$3.8M
2024 YTD Actuals	\$2.8M



## 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 towards 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. Note: The existing 70 charge points are available to support bus deliveries until Q3 2024.

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

As of April 30, 2024:

- Three of the eight projects within the program (Birchmount, Arrow Road and Eglinton Phase 1) were baselined at Stage Gate 3. Planning and detailed engineering are currently in progress for the remaining five projects, scheduled to be baselined by October 2024.
- 10 charge points are operational at Arrow Road Garage.
- Commenced construction for 21 charge points at Eglinton Garage.
- 10 charge points (pantographs) at Birchmount have been installed and are pending final connections, testing and commissioning.

See table below for status update

### Phase 1 and 2a (Funded)

Garage (Projects)	# of Charge Points	Current Status	Forecasted End Date <sup>1</sup>
Arrow Road	10	In-service	February 2024
Eglinton	21	Construction	December 2024
Wilson	26	Design	June 2025
Birchmount	10	Construction	March 2025
Malvern	30	Design	June 2025
McNicoll	27	Design	March 2025
<b>Phase 2a</b>			
Eglinton	56	Design	October 2025
Mount Dennis	68	Design	December 2025
<b>Total</b>	<b>248</b>		

<sup>1</sup>The forecasted end date represents the substantial completion, with all deficiencies resolved. Installation and commissioning (available for commercial operations) will be completed prior to substantial completion.

## Key Risks and Issues

### Key Risks and Mitigation Activities:

- There is a risk of insufficient availability of charge points in time for the eBus deliveries. The program team will continue to monitor and mitigate appropriately.
  - The program schedule is at risk of being delayed due to the long lead-time for critical equipment. To mitigate this risk, PowerON has initiated the early procurement of the long lead-time equipment. All electrification infrastructure equipment for Zero Emissions Transit Fund (ZETF) commitments have been ordered.
- Any delays to the interdependent Parking Lot Rehabilitation project would impact the installation of the outdoor charge points at the Mount Dennis Garage. As of April 2024, risk mitigation strategies have been implemented to ensure the project is on schedule and aligned with the delivery of eBuses.
- 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 Wheel-Trans buses.

## Next Steps

The following works are scheduled to be completed in 2024:

### Phase 1:

- Complete civil works and installation of 21 charge points at Eglinton.
- Complete 100% design for Phase 1 of Malvern 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.
- \$729.1M is currently unfunded in the 10-Year Capital Budget & Plan (2024-2033), and \$220.7M is unfunded post-2033.

# Streetcar Portfolio

Category 3 / Major Projects & Programs	Corporate Plan Objectives	Project Category	Project/Program		Financial Summary (\$ Millions)								Outlook to Completion			
			Start Year	Forecast Completion Year	Spend-to-Date	2024 YTD		2024 Budget	10-Year Approved Budget & Plan (2024-2033)	Total Approved Budget	Total 15-Year CIP Unfunded	Total Projected EFC	Scope	Cost	Schedule	Overall
						Budget	Actual									
<b>Streetcar Portfolio</b>																
Purchase of 60 Streetcars	3.1.5	Growth	2019	2026	\$235.7	\$52.2	\$45.4	\$218.6	\$325.9	\$516.1	-	\$516.1	G	G	G	G
Hillcrest Facility	3.1.5	SI	2021	2029	\$9.1	\$0.1	\$1.1	\$0.6	\$139.7	\$147.7	-	\$147.7	G	G	Y	Y
Russell Carhouse	3.1.5	SOGR	2018	2029	\$25.1	\$1.8	\$3.7	\$6.4	\$146.6	\$168.0	-	\$168.0	G	G	Y	Y
<b>Total Streetcar Portfolio</b>					<b>\$269.9</b>	<b>\$54.0</b>	<b>\$50.2</b>	<b>\$225.6</b>	<b>\$612.2</b>	<b>\$831.9</b>	<b>-</b>	<b>\$831.9</b>				
<b>Outlook to Completion</b>					<b>Total Category 3 Portfolio (\$ Millions)</b>											
G	On Track				Spend-to-Date	2024 YTD		2024 Budget	10-Year Approved Budget & Plan (2024-2033)	Total Approved Budget	Total CIP Unfunded	Total Projected EFC	YTD: Year-to-Date EFC: Estimated Final Cost H&S: Health & Safety SI: Service Improvement SOGR: State-of-Good-Repair CIP: Capital Investment Plan			
Y	At Caution /Tracking Behind					Budget	Actual									
R	At Risk / Missed Target					\$2,741.1	\$213.1									
<b>Note:</b> 1) Total Projected EFC = Total Approved Budget + Total 15-Year CIP Unfunded					2) Spent-to-Date = Total Spent to 2023 + 2024 YTD Actuals											

## Purchase of 60 Streetcars

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

### Performance Scorecard (Outlook Status)

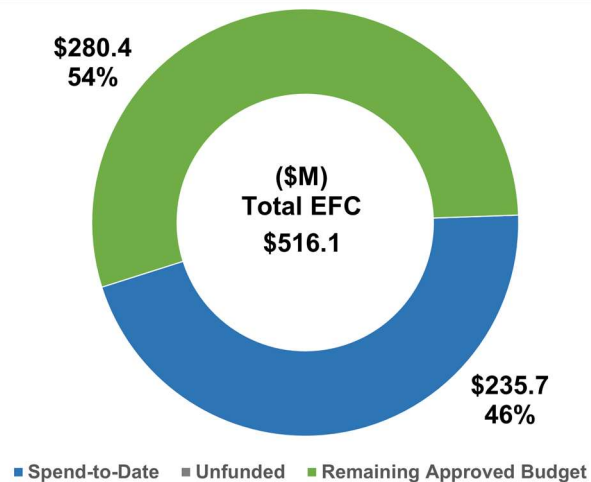
Scope	<span style="color: green;">G</span>	Cost	<span style="color: green;">G</span>	Schedule	<span style="color: green;">G</span>	Overall	<span style="color: green;">G</span>
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### Scope Description

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
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	\$52.2M
2024 YTD Actuals	\$45.4M



### Schedule and Progress Update

- The Transfer Payment Agreement (TPA) with the Ministry of Transportation (MTO) was executed in March 2023. The Contribution Agreement (CA) with Infrastructure Canada (INFC) is in progress, with completion targeted by Q2 2024. The TTC is receiving \$360 million in funding toward the TTC Streetcar Program (60 Streetcars and Hillcrest Facility) from the Provincial and Federal governments.
- Production work for major sub-assemblies continues at all three of Alstom's locations: Thunder Bay, Ontario, La Pocatière, Quebec and Sahagun, Mexico.
- The first streetcar was delivered on schedule in August 2023, and routine tests have been completed and passed successfully. As of April 2024, 12 streetcars have been accepted by the TTC. The program continues to track on schedule and on budget.

Total Streetcars	Start Date	# Delivered	Forecasted End Date
60	Q4 2021	12	Q4 2026



## **Key Risks and Issues**

### Key Risks and Mitigation Activities:

- There is a risk that certain parts may be delayed due to ongoing supply chain issues. The TTC attends regular meetings with Alstom to monitor parts status and assess potential impacts to the project schedule.

## **Next Steps**

- Continue to receive production vehicles and complete the commissioning process.
- Complete Contribution Agreement with Infrastructure Canada by Q3 2024.
- Complete the third (of four) Canadian Content audit in Q3 2024.

## Hillcrest Facility

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

### Performance Scorecard (Outlook Status)

<b>Scope</b>	<b>G</b>	<b>Cost</b>	<b>G</b>	<b>Schedule</b>	<b>Y</b>	<b>Overall</b>	<b>Y</b>
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### Scope Description

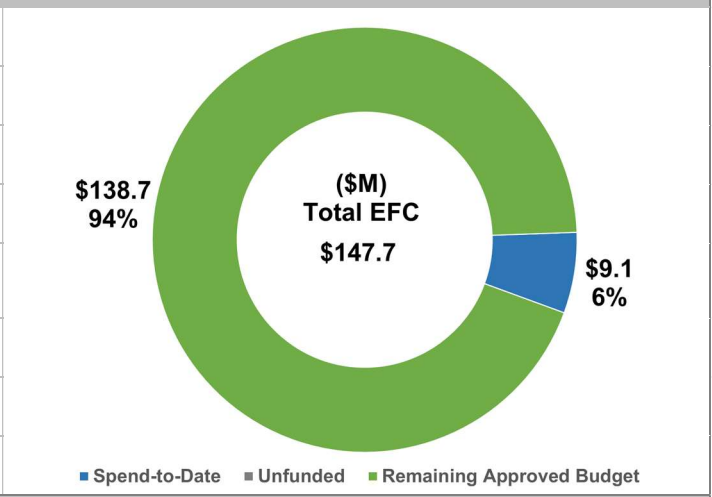
The Hillcrest Facility is a component of the larger Streetcar Program. This project involves the modification of the Hillcrest facility in order to accommodate the storage, pre-service, testing and maintenance of 25 new accessible streetcars.

- Phase 1 (Storage for 25 streetcars and temporary pre-servicing).
- Phase 2 (Permanent pre-servicing, including Sand Silo).

In addition, 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).

### Financials: Cost and Budget

Project/Program Start	2021
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	\$0.6M
2024 YTD Budget	\$0.1M
2024 YTD Actuals	\$1.1M



### Schedule and Progress Update

#### Hillcrest Maintenance and Storage Facility (MSF):

- As a result of the development of the baseline project scope, additional requirements were included: a) Transfer Table Fill-in, b) 33-Track connection to run-around, c) replacement of tracks inside Harvey Shop, d) reinforcement of concrete slab on Track 34 to support the use of portable hoists, and e) Electric Switch at Hillcrest Complex entrance. Funding of (\$47.0M) required to complete the additional scope was approved in the 2024 Budget.

- The schedule has been revised, based on the Quantitative Risk Analysis, and to reflect the additional scope with scheduled completion of Phase 1 by Q4 2028 and Phase 2 by Q3 2029.
- The Detailed Design was completed in Q1 2024 and tender preparation is in progress.

## Key Risks and Issues

### Key Issues and Action Plan:

- As 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). The TTC continues to evaluate opportunities to increase overnight service that support the City's Night Time Economy Strategy and provide additional service to various customer segments (such as shift workers), while also exploring opportunities to lessen the temporary streetcar storage deficit.

### Key Risks and Mitigation Activities:

- The overall project EFC will potentially increase based on the recently completed Detailed Design, and procurement process underway. The TTC will update cost projections and identify potential offsets to the greatest extent possible.
- In order to address potential schedule impacts, the TTC has proactively taken the following steps:
  - Outreach with the community will continue, including community meetings.
  - Continued co-ordination with the City for related permits and approvals.
  - Continued monitoring and co-ordination 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

### Hillcrest MSF:

- Issue Request for Bids (RFB) by Q2 2024 and award contract by the end of Q3/Q4 2024.

## Russell Carhouse

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

### Performance Scorecard (Outlook Status)

Scope	<span style="color: green;">G</span>	Cost	<span style="color: green;">G</span>	Schedule	<span style="color: orange;">Y</span>	Overall	<span style="color: orange;">Y</span>
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### Scope Description

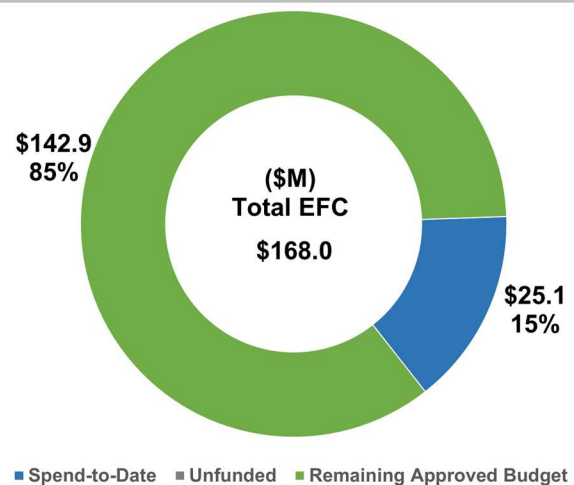
Operating since pre-1921, the Russell Carhouse supports the TTC's streetcar operations. The Russell Carhouse program is comprised of State of Good Repair and modernization investments to enable the facility to support the new low-floor streetcars.

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; 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; maintenance access for rooftop equipment, and additional ancillary facility requirements (i.e. hoist, pit access, lift tables).

### Financials: Cost and Budget

Project/Program Start	2018
Forecast Completion Year	2029
Estimated Final Cost (EFC)	\$168.0M
Total Approved Budget	\$168.0M
10-Year Approved Budget (2024-2033)	\$146.6M
2024 Budget	\$6.4M
2024 YTD Budget	\$1.8M
2024 YTD Actuals	\$3.7M



Project/Phase	Start Date	Construction % Complete	Forecasted End Date
1. Track Replacement and Yard Overhaul			
Stage 1: Track 1-12	Q3 2022	90%	Q3 2024
Stage 2: Track 13-18	Q3 2024	4%	Q2 2025
Stage 3: Track 19-22	Q2 2025	N/A	Q3 2025
2. Interior Modifications and Carhouse Extension	Q4 2025	N/A	Q1 2029
<b>Key Risks and Issues</b>			
<p>Key Issue and Action Plan:</p> <ul style="list-style-type: none"> <li>A budget shortfall of \$1.7M has been identified based on 30% scope review estimate for Contract D6-29: Russell Carhouse Extension. Shortfall to be included as part of the 2025 budget submission.</li> </ul> <p>Key Risks and Mitigation Activities:</p> <ul style="list-style-type: none"> <li>Recent market trends may impact the overall EFC. The TTC will continue to evaluate and identify potential offsets to the greatest extent possible.</li> <li>In order to address storage impacts, the TTC will proactively continue to review efficiencies regarding infrastructure installation timelines at Russell Carhouse.</li> </ul>			
<b>Next Steps</b>			
<ol style="list-style-type: none"> <li>Russell Carhouse Track and Yard Overhaul: <ul style="list-style-type: none"> <li>Continue with Stage 1 construction of Tracks 1-12.</li> <li>Continue with Stage 2 partial construction of infrastructure within Tracks 16, 17 and 18.</li> </ul> </li> <li>Russell Carhouse Extension and Interior Modifications: <ul style="list-style-type: none"> <li>Complete Bid documents by Q3 2024.</li> <li>Complete QRA by Q3/Q4 2024 to confirm the 30% risk allocation.</li> </ul> </li> </ol>			

# Network Wide Portfolio

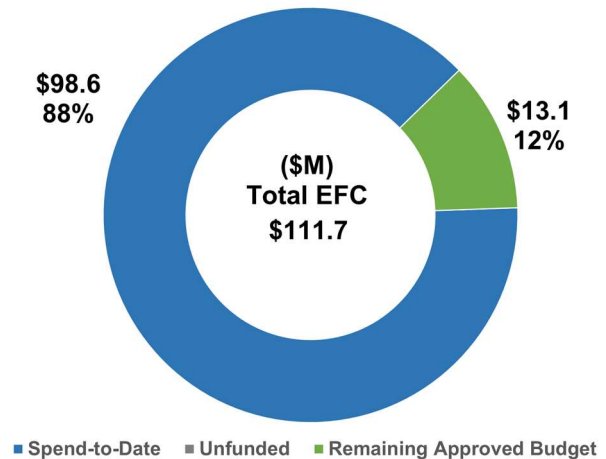
Category 3 / Major Projects & Programs	Corporate Plan Objectives	Project Category	Project/Program		Financial Summary (\$ Millions)								Outlook to Completion			
			Start Year	Forecast Completion Year	Spend-to-Date	2024 YTD		2024 Budget	10-Year Approved Budget & Plan (2024-2033)	Total Approved Budget	Total 15-Year CIP Unfunded	Total Projected EFC	Scope	Cost	Schedule	Overall
						Budget	Actual									
<b>Network Wide Portfolio</b>																
VISION - CAD/AVL	2.1.2	SOGR	2016	2025	\$98.6	\$1.6	\$0.9	\$9.9	\$14.0	\$111.7	-	\$111.7	G	G	G	G
SAP ERP Implementation	4.3.2	SOGR	2014	2027	\$124.3	\$5.3	\$4.7	\$24.1	\$153.2	\$272.8	-	\$272.8	G	G	G	G
PRESTO	2.2.6	Growth	2012	2024	\$72.2	\$0.8	\$0.3	\$2.4	\$7.4	\$79.2	-	\$79.2	Y	G	R	R
<b>Total Network Wide Portfolio</b>					<b>\$295.0</b>	<b>\$7.7</b>	<b>\$5.9</b>	<b>\$36.4</b>	<b>\$174.6</b>	<b>\$463.7</b>	<b>-</b>	<b>\$463.7</b>				
<b>Outlook to Completion</b>					<b>Total Category 3 Portfolio (\$ Millions)</b>											
G	On Track				Spend-to-Date	2024 YTD		2024 Budget	10-Year Approved Budget & Plan (2024-2033)	Total Approved Budget	Total CIP Unfunded	Total Projected EFC	YTD: Year-to-Date EFC: Estimated Final Cost H&S: Health & Safety SI: Service Improvement SOGR: State-of-Good-Repair CIP: Capital Investment Plan			
Y	At Caution /Tracking Behind					Budget	Actual									
R	At Risk / Missed Target				\$2,741.1	\$213.1	\$216.1	\$743.6	\$7,088.6	\$9,613.7	\$15,248.4	\$24,862.1				
<b>Note:</b> 1) Total Projected EFC = Total Approved Budget + Total 15-Year CIP Unfunded      2) Spent-to-Date = Total Spent to 2023 + 2024 YTD Actuals																

## VISION – CAD/AVL

Strategic Alignment to Corporate Plan				Project Type			
<b>Objective 2.1:</b> Better Serve Customer Demand in an Evolving Operating Environment  <b>Action 2.1.2:</b> Enhance the TTC’s Customer Research and Data Analytics Capacity, Improve Tracking and Communications of the Bus and Streetcar Fleet.				SOGR			
				<b>Asset Class</b>			
				Systems			
Performance Scorecard (Outlook Status)							
Scope	<b>G</b>	Cost	<b>G</b>	Schedule	<b>G</b>	Overall	<b>G</b>
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"> <li>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).</li> <li>Integrate central CAD/AVL solution with existing onboard camera on buses.</li> </ul> <p>Phase 2 (Completed):</p> <ul style="list-style-type: none"> <li>Install CAD/AVL on the 204 streetcars.</li> <li>Integrate central CAD/AVL solution with automatic passenger counting systems on buses and streetcars in scope.</li> </ul> <p>Phase 3 (In progress):</p> <ul style="list-style-type: none"> <li>Implement the Operator Performance module.</li> <li>Implement Yard Management System at all streetcar carhouses and bus garages.</li> <li>Implement Bustime and upgrades to SMS text messaging.</li> </ul>							

## 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	\$9.9M
2024 YTD Budget	\$1.6M
2024 YTD Actuals	\$0.9M



## Schedule and Progress Update

### Phases 1 and 2 of the program were 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:

- Includes the deployment of the Smart Yard Management System at the 11 vehicle garages and streetcar carhouses. 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.
- The implementation of the Smart Yard system at all streetcar carhouses and bus garages is currently in progress. 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. Full implementation at all carhouses and garages is scheduled to be completed by Q4 2025.
- Recent improvements to CAD/AVL system include the deployment of the new early departure from the end events functionality onboard the vehicles and in Transit Control.
- Operator Performance Module: Completed latest Speed Layer Testing, vendor provided final Speed Layer for implementation and has been accepted by Operations.
- Upgraded SMS Text Messaging using real-time data from Bustime has been deployed, and the Bustime website was launched, as scheduled, in November 2023. The website will provide 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) launched with app provider Transitapp, which provides customers with information in real time of the next vehicle arrivals.



## Key Risks and Issues

### 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 that there are problems with vehicle location accuracy, which has had a significant impact on the ability to operationalize the solution. The vendor continues to make progress and the operationalization of the system at Leslie Barns that was completed in April 2024. The revised completion of full implementation at all carhouses and garages is Q4 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

- Operationalization of the Yard Management System at Arrow Garage is in progress, and scheduled to be implemented by August 2024.
- Continue working with the vendor on vehicle location accuracy, as this is required to enable the integration of the Vision system with the Transit Signal Priority (TSP) system.

## SAP ERP Implementation

Strategic Alignment to Corporate Plan	Project Type
<b>Objective 4.3:</b> Embrace Technology to Drive Efficiency and Improve Employee and Customer Experience  <b>Action 4.3.2:</b> Complete the Upgrade of Back Office and other Processes with Enterprise SAP	SOGR
	Asset Class
	Systems

### Performance Scorecard (Outlook Status)

Scope	<span style="color: green;">G</span>	Cost	<span style="color: green;">G</span>	Schedule	<span style="color: green;">G</span>	Overall	<span style="color: green;">G</span>
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### Scope Description

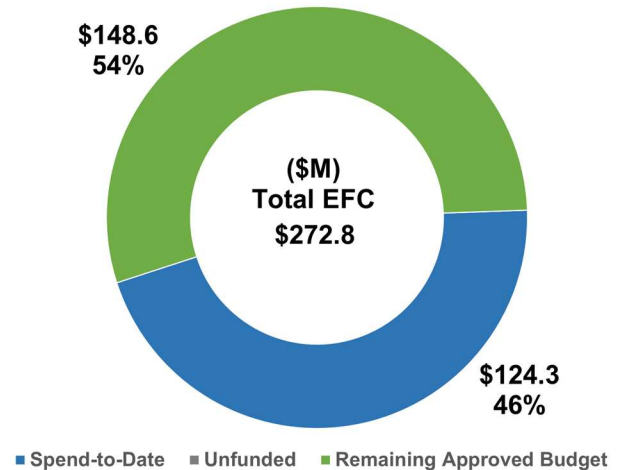
Implementing an industry-standard enterprise software solution that modernizes the TTC's core systems that aligns with the City of Toronto's SAP Roadmap by integrating business processes through the replacement of legacy systems.

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	\$24.1M
2024 YTD Budget	\$5.3M
2024 YTD Actuals	\$4.7M



### Schedule and Progress Update

#### Phase 1:

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

### Phase 2:

- 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. Additionally, this 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 2025. The project is being delivered in three releases (Release 1: Staff; Release 2: Union-Non Operators; and Release 3: Union-Operators).
  - Release 1: Completed Solution Workshops to finalize design. Release 1 is in progress, targeting a scheduled go-live on Jul 28 2024.
  - Release 2: Scheduled to be kicked off in Q2 2024.
  - Release 3: The Transit Operator Workforce Management Solution RFP evaluation was completed and the contract was awarded in August 17, 2023. Design workshops are currently in progress and the first phase is planned for a Q1 2025 GoLive.

### Phase 3:

- 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 Q3 2024.

Phase	Start Date	% Complete	Forecasted End Date
<b>Phase 1</b>			
Recruiting, Onboarding, Organization Management and Employee Central Service Centre	Jun 2014	100%	Sep 2018
Payroll and Benefits Administration	Jun 2014	100%	Sep 2018
Budget Planning, Capital Accounting, Cost Centre Accounting and General Ledger	Jun 2014	100%	Sep 2018
<b>Phase 2</b>			
Accounts Payable I	May 2015	100%	Dec 2019
Corporate Communications Employee Mobile App	Nov 2019	100%	Nov 2020
Learning Management System	Feb 2021	100%	Oct 2021
Capital and Operating Job Costing	Apr 2020	100%	Mar 2024
Time and Attendance and Workforce Scheduling for all Employees	Jul 2021	75%	Jul 2024

Phase	Start Date	% Complete	Forecasted End Date
<b>Phase 3</b>			
Procurement, Materials/Warehouse Management, Accounts Payable II	Feb 2023	5%	Dec 2027
Accounts Receivable	Feb 2023	5%	Dec 2027
Asset Accounting	Feb 2023	5%	Dec 2027
Employee Engagement	Feb 2023	5%	Dec 2027
<b>Phase 4</b>			
Employee Performance/Compensation Management and Succession Planning	Mar 2025	N/A	Dec 2027
Grievance Management	Mar 2025	N/A	Dec 2027
<b>Key Risks and Issues</b>			
<p>Key Risks and Mitigation Activities:</p> <ul style="list-style-type: none"> <li>To combat the difficulties associated with using the current vendor of record to hire contractor resources due to the current competitive market, the TTC is leveraging other vendor of record alternatives to mitigate the impact to the Costing Release 1 Project implementation.</li> <li>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 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.</li> </ul>			
<b>Next Steps</b>			
<p><u>Phase 2:</u></p> <ul style="list-style-type: none"> <li>Time, Attendance and Workforce Scheduling Release 1 – Achieve Stage Gate 6 (Approval for Deliverables) in Q3 2024.</li> <li>Time, Attendance and Workshop Scheduling Release 2 will be launched in Q2 2024.</li> <li>SAP Vendor for Procurement and Category Management (PCM) will be onboarded in Q3 2024.</li> <li>Procurement, Materials-Warehouse, Finance Implementation – Complete the RFP evaluation and request Board approval by Q3 2024. The implementation partner is scheduled to be onboarded in Q4 2024.</li> </ul>			

**Notes:**

- 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
<b>Objective 2.2:</b> Improve the Customer Experience by Providing a Safe, Accessible and Comfortable Journey  <b>Action 2.2.6:</b> Provide Customers with a World-Class Fare Collection System	Growth
	Asset Class
	Systems

## Performance Scorecard (Outlook Status)

Scope	<span style="color: yellow;">Y</span>	Cost	<span style="color: green;">G</span>	Schedule	<span style="color: red;">R</span>	Overall	<span style="color: red;">R</span>
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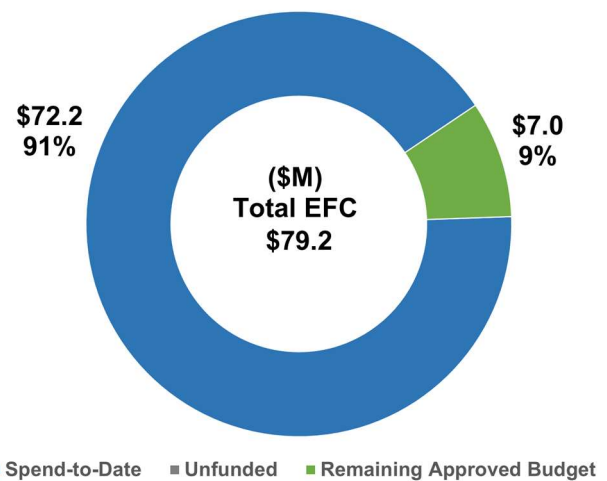
## Scope Description

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:

- 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
Forecast Completion Year	2024
Estimated Final Cost (EFC)	\$79.2M
Total Approved Budget	\$79.2M
10-Year Approved Budget (2024-2033)	\$7.4M
2024 Budget	\$2.4M
2024 YTD Budget	\$0.8M
2024 YTD Actuals	\$0.3M



## 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 and allowed 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 gates have been installed at all subway stations.
- 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 is underway and will be ready soon.

## Key Risk and Issues

Key Issues and Action Plan:

- The 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 overall status (at risk).

### 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 is currently working on an analysis, which is targeted to be completed by Q2 2024, with a resolution expected by 2025. 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

- Launch Phase 2 (PRESTO in Apple Mobile Wallet).
- Complete TTC Fare Vending Machine/Automated Vending Machine functionality enhancement by Q4 2024.