



Financial and Major Projects Update for the Period Ended June 29, 2024

Date: September 24, 2024
To: TTC Board
From: Chief Financial Officer

Summary

This report sets out the operating and capital financial results for TTC Conventional and Wheel-Trans services. It provides a status update on the TTC's major capital projects for the period ending June 29, 2024. Financial projections to year-end 2024 are also provided. This is the second 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 June 29, 2024, operating results indicated a net year-to-date favourable variance of \$66.7 million, which includes an under-expenditure of \$51.1 million, and a favourable revenue variance of \$15.6 million. Under-expenditures were primarily due to workforce vacancies currently in various stages of the recruitment process, the difference between actual expenditures incurred compared to the calendarized plan, and lower-than-planned diesel prices. The \$15.6-million favourable revenue variance was primarily driven by higher-than-anticipated growth in both ridership levels for the first six months and average fare per rider.

For the full year, the TTC's 2024 Operating Budget of \$2.569 billion gross and \$1.231 billion net, is projected to be underspent by \$52.2 million net. Expenditures are projected to be \$15.6 million below budget, primarily due to one-time underspending from workforce vacancies in the first half of the year, savings through better negotiated ITS contract pricing, and lower diesel prices for the full year, partially offset by anticipated higher recruitment activity and higher materials and vehicle parts expenditures in the second half of the year. The projected year-end underspending will be partially offset by the cost of increased WSIB expenditures and increased Wheel-Trans service costs to accommodate higher-than-budgeted ridership demand. The year-end projected favourable revenue variance of \$36.7 million accounts for higher-than-anticipated ridership; the higher average fare to continue for the remainder of the year as well as Wheel-Trans ridership demand remaining above budgeted levels.

For the period ending June 29, 2024, the TTC's capital expenditures totalled \$557.2 million, representing a spending rate of 101.1% when compared to the year-to-date planned (calendarized) budget of \$551.0 million. Of the total capital expenditures incurred to date, \$553.3 million or 103.0% of the base capital program's planned budget

of \$537.2 million was spent, while \$4.0 million or 28.8% of the \$13.8 million planned budget for transit-expansion-related projects was incurred.

By year-end, the TTC's capital spending is projected to be in the order of \$1.325 billion, representing an overall 97.4% spending rate, with the TTC's base capital program projected to expend \$1.303 billion or 99.9% and transit-expansion-related capital expenditures projected to reach \$22.5 million or 39.9%. The year-to-date results and year-end projections reflect the recommended adjustments to the 2024 Capital Budget and future year cash flows in the 10-Year Capital Plan, as outlined in Appendix 3 of this report. This accounts for projects that have had accelerated spending and projects that have experienced some delays, and therefore, lower spending. These adjustments result from the ongoing monitoring of capital delivery and spending by TTC staff to ensure capital funding is maximized during the year.

Recommendations

It is recommended the TTC Board:

1. Approve the 2024 Capital Budget in-year budget adjustments to offset projects that have had accelerated spending by \$20.2 million with projects that have experienced delays and lower spending by \$20.2 million with no debt impact, as outlined in Appendix 3 of this report.
2. Authorize the recommended budget adjustments to the TTC's 2024-2033 Capital Budget and Plan in Recommendation 1 above to be included in the TTC's Capital Variance Report submission to the City of Toronto for the six months ended June 29, 2024, for City Council consideration and approval.

Financial Summary

2024 Operating Results

Based on Period 6 year-to-date results, the TTC incurred expenses of \$1,178.8 million gross and \$644 million net, compared to the planned (calendarized) 2024 Operating Budget of \$1,229.9 million gross and \$710.7 million net, resulting in a net favourable operating variance of \$66.7 million. The net favourable operating variance reflects \$51.1 million in under-expenditures and a favourable revenue variance of \$15.6 million. Based on Period 6 financial performance, projected spending to year-end is anticipated to result in a net favourable variance of \$52.2 million.

Operating results for the period ended June 29, 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 P6 2024						
Description (\$Millions)	Year-To-Date Actuals			Year-End Forecast		
	Budget	Actual	Variance	Budget	Forecast	Variance
Revenue						
TTC Conventional						
Passenger Revenue	484.2	497.8	13.6	998.2	1,034.6	36.4
Ancillary Revenue	31.5	33.3	1.7	90.5	90.3	(0.2)
Provincial Funding	0.0	0.0	0.0	175.3	175.3	0.0
Wheel-Trans Passenger Revenue	3.5	3.8	0.3	7.3	7.8	0.5
Subtotal Revenues	519.2	534.9	15.6	1,271.4	1,308.0	36.7
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
Total Revenue	519.2	534.9	15.6	1,337.6	1,374.3	36.7
Expenditures						
TTC Conventional	1,151.8	1,101.3	(50.5)	2,385.6	2,367.6	(18.0)
Wheel-Trans	78.2	77.6	(0.6)	163.0	165.4	2.4
Subtotal Expenditures	1,229.9	1,178.8	(51.1)	2,548.6	2,533.0	(15.6)
TTC Stabilization Reserve Contribution	0.0	0.0	0.0	2.7	2.7	0.0
Long-Term Liability Reserve Contribution	0.0	0.0	0.0	17.6	17.6	0.0
Total Expenditures	1,229.9	1,178.8	(51.1)	2,568.9	2,553.3	(15.6)
Net Expenditure (Funding Required)	710.7	644.0	(66.7)	1,231.2	1,179.0	(52.2)

Note: The TTC's 2024 Operating Budget was amended on June 26, 2024 for \$0.915 million gross and \$0 net as a result of City Council approved one-time funding to support TTC subway upgrades within Ward 11, University-Rosedale. The amended 2024 Operating Budget of \$2.569 billion comprised of \$1.338 billion in revenues and \$1.231 billion in City funding for TTC base operating requirements.

2024 Revenues

At the end of Period 6, total revenue exceeded the planned budget by \$15.6 million, primarily driven by higher-than-planned passenger revenue. The increased revenue realized during this timeframe was due to a higher average fare driven by an increase in single ride fares generated from more leisure trips, combined with higher-than-planned Wheel-Trans ridership demand. By year-end, revenue is forecasted to be \$36.7 million above budget, with the continued trend of higher Conventional ridership and average fares as well as increased Wheel-Trans demand anticipated to the end of the year.

2024 Expenditures

Operating expenses incurred to the end of Period 6 were \$51.1 million net below budget resulting from workforce vacancies currently in the various stages of the recruitment process, lower-than-anticipated pricing as a result of successful negotiation of IT service contracts and delayed implementation of software roll-out, lower spending on materials and vehicle parts, lower uptake of health and dental benefits, and lower average diesel fuel prices.

Projected results to year-end anticipate a favourable gross expenditure variance of \$15.6 million due to one-time underspending from workforce vacancies in the first half of the year, which is anticipated to be partially offset by higher recruitment activity in the latter half of the year, IT service contract savings due to successful negotiations, and lower fuel prices mentioned above, partially offset by higher-than-budgeted WSIB expenditures and increased Wheel-Trans service costs to accommodate higher-than-budgeted ridership demand.

2024 Capital Results

For the period ended June 29, 2024, \$553.3 million or 103.0% of TTC's base capital program's year-to-date planned (calendarized) budget of \$537.2 million was spent. A further \$4.0 million or 28.8% of the year-to-date planned budget for transit-expansion-related projects of \$13.8 million was also spent. In total, the TTC's capital expenditures up to the end of Period 6 total \$557.2 million and represents a spending rate of 101.1% when compared to the calendarized budget of \$551.0 million. When compared to the total approved 2024 Capital Budget, the overall spending rate is 41.0%, which reflects a spending rate of 42.4% for TTC's base capital program and 7.0% for transit-expansion-related projects.

By year-end, the TTC's total capital spending is projected to be in the order of \$1.325 billion, representing an overall 97.4% spending rate, reflective of \$1.303 billion or 99.9% projected spending in the TTC's base capital program and \$22.5 million or 39.9% 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	537.2	553.3	103.0%	1,304.4	1,302.9	99.9%
TTC Transit Expansion Related Projects	13.8	4.0	28.8%	56.3	22.5	39.9%
Total	551.0	557.2	101.1%	1,360.7	1,325.3	97.4%

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 acceleration, advancing procurement and property acquisition activities as well as accelerated design/construction progress. 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 6 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
Previously Approved Amendments:											
Incremental Carryforward Adjustment	(16.7)	15.4									(1.3)
4M Variance Report Adjustments - Acceleration	54.5	(0.5)	(18.8)	3.6	0.7						39.5
4M Variance Report Adjustments - Deferrals	(54.5)	0.5	18.8	(3.6)	(0.7)						(39.5)
Total Previously Approved Amendments	(16.7)	15.4	-	-	-	-	-	-	-	-	(1.3)
Recommended Amendments:											
6M Variance Report Adjustments - Acceleration	20.2	5.6	7.1	6.4	1.8	0.3	0.3	0.3	0.3	0.3	42.5
6M Variance Report Adjustments - Deferrals	(20.2)	(5.6)	(7.1)	(6.4)	(1.8)	(0.3)	(0.3)	(0.3)	(0.3)	(0.3)	(42.5)
Total Recommended Amendments	-	-	-	-	-	-	-	-	-	-	-
Revised Capital Plan	1,360.7	1,807.4	1,364.0	1,296.1	1,157.7	1,216.1	1,126.3	1,135.2	1,001.9	931.1	12,396.5

Economic Impacts of TTC Spending

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

- Every dollar invested in the TTC yields approximately \$7.14 in economic and regional development benefits and quality of life benefits.
- Investment in TTC capital works yields the following economic benefits:
 - Every \$1 invested creates the equivalent of \$2.55 in economic activity (Gross Output);
 - Every \$1 invested adds an additional \$1.02 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.

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

Overall, 2024 operating and capital spending is estimated to generate \$5.2 billion in economic activity and approximately 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 Actuals			Year-End Forecast		
	Capital	Operating	Total	Capital	Operating	Total
Spending	557.2	330.7	887.9	1,342.9	769.7	2,112.6
Gross Domestic Product (GDP)	568.3		568.3	1,369.8		1,369.8
Economic Activity (Gross Output)	1,420.9	747.4	2,168.3	3,424.4	1,739.6	5,164.0
Jobs	8,358	2,976	11,334	20,144	6,928	27,072

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-year period. As a result, approved capital funding represents approximately a quarter of the TTC’s total capital needs over 15 years. 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 the TTC’s asset management requirements.

Equity/Accessibility Matters

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

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

In addition, the TTC continues to protect service coverage across the city. This recognizes that even on the lowest ridership routes, it is critical that all customers have access to safe, reliable and accessible service. Service investment will increase to 97% of pre-pandemic levels in 2024 from 95% in 2023 to accommodate ridership demand changes through new and revised routes and to maintain reliability in the face of increasing congestion on mixed-traffic corridors. Recent and planned service increases will continue to be prioritized and implemented with an equity lens, which includes inclusive consultation approaches, geographic assessment of Neighbourhood Improvement Areas and customer research around the use of routes by various socio-demographic populations.

The 2024-2033 Capital Budget and Plan provides funding of \$513.8 million to complete the TTC's Easier Access Program, including an approved budget of \$103.7 million for 2024 to enable the continuation of capital works to make the remaining 15 of 70 subway stations accessible with elevators, wide fare gates and automatic sliding doors.

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

Decision History

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

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

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

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

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

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

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

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

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

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

Comments

2024 Operating Budget: Financial Update

Key Operating Budget Indicators

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

The key indicators include TTC Conventional and Wheel-Trans ridership, average fare per ride, and market prices for diesel fuel and electric power, which affect a combined fuel and utilities budget of \$182.0 million. The final and most significant driver of expenses relates to service hours delivered, which impact labour expenses (\$1.249 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 Actuals			Year-End Forecast			Status
	Budget	Actual	Variance	Budget	Forecast	Variance	
TTC Conventional Ridership	205.4M	206M	0.58M	422.4M	428.5M	6.11M	✓
TTC Average Fare (\$)	2.36	2.42	0.06	2.36	2.41	0.05	✓
TTC Actual Operating Service Hours	4.65M	4.63M	(0.02M)	9.25M	9.19M	(0.05M)	✗
Price of Fuel (\$/litre)	1.44	1.31	(0.13)	1.44	1.32	(0.12)	✓
Price of Electric Power (\$/kWh)	0.14	0.14	0.00	0.14	0.14	0.00	✓
Wheel-Trans Ridership	1.57M	1.7M	0.13M	3.33M	3.57M	0.23M	✓

TTC Conventional Ridership and Revenue

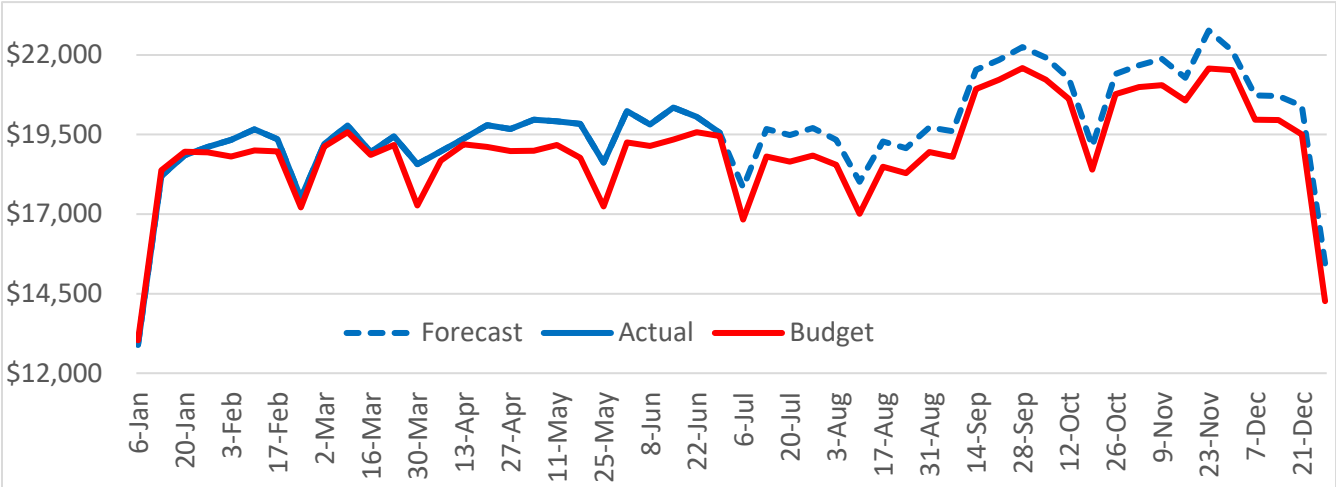
TTC Conventional revenue ridership has been trending close to or slightly above budgeted levels thus far in 2024, following expected seasonal fluctuations. To the end of Period 6, the TTC’s Conventional revenue ridership totalled 206.0 million rides with year-to-date ridership at 100.3% of budgeted levels.

Similarly, as illustrated in Chart 1 below, TTC Conventional passenger revenue has trended close to or slightly above budgeted levels thus far in 2024, with year-to-date

passenger revenue totalling \$497.8 million or 102.8% of budgeted levels, resulting in a favourable variance of \$13.6 million (\$13.0 million net of PRESTO commissions). The higher passenger revenue variance (2.8% above budget) was driven by a higher-than-budgeted average fare per ride, at \$2.42 versus the budgeted value of \$2.36, and year-to-date ridership being slightly above budget by 0.3%. The higher-than-budgeted average fare is driven by a higher-than-anticipated proportion of single fare rides, primarily driven by the increased use of Open Payment.

For the remainder of the year, TTC Conventional passenger revenue is forecasted to sustain the growth experienced thus far and continue to trend slightly above budget. For the full year, it is anticipated that the projected favourable Conventional passenger revenue will be \$36.4 million (\$32.7 million net of PRESTO commissions). Staff will continue to closely monitor fall ridership changes to provide any indication of whether projected year-end results may vary from the current revenue ridership and passenger revenue projections.

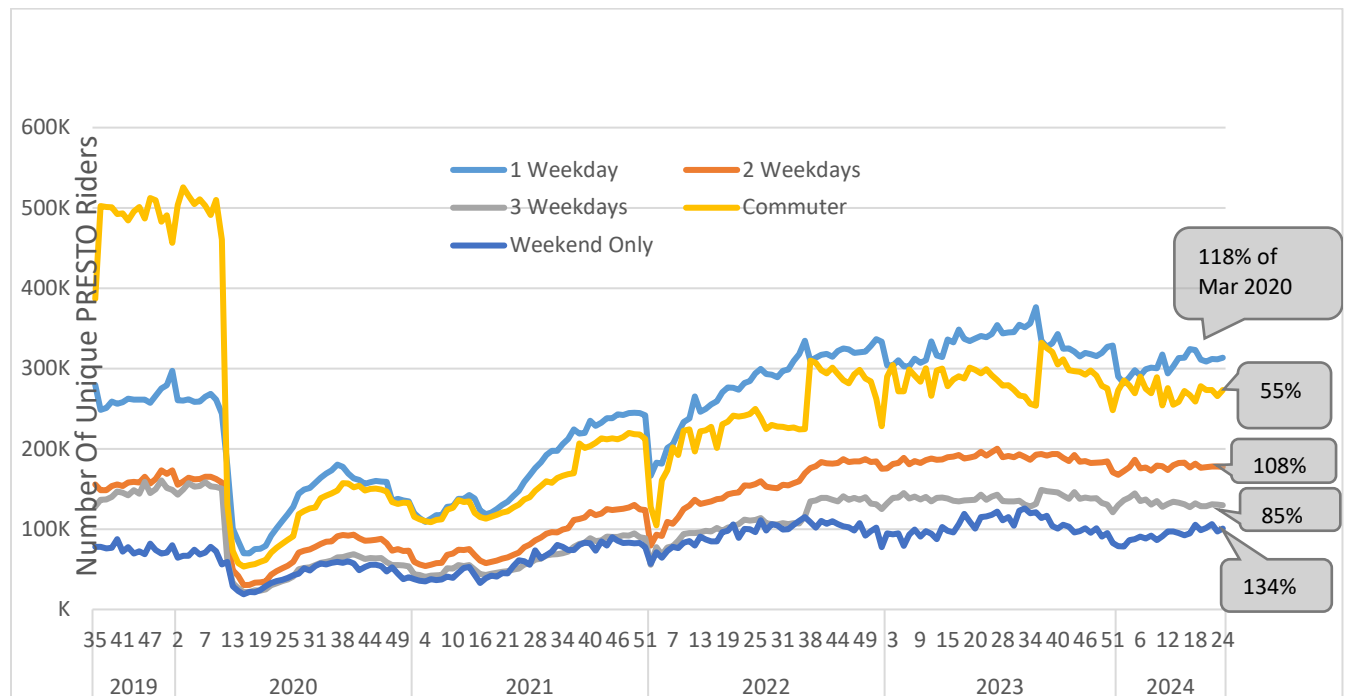
Chart 1 – 2024 Weekly TTC Conventional Passenger Revenue



TTC Conventional ridership has stabilized with hybrid work practices resulting in office workers continuing to average approximately 2.5-to-3.0 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. Weekly unique PRESTO card riders reached approximately 86% of pre-COVID levels in Period 6, plus an additional 380,000 riders used the Open Payment method. However, the average frequency per rider has decreased. In Period 6, “commuter riders” (i.e. the number of PRESTO card riders who ride four or five weekdays each week) reached 55% of the levels observed in March 2020, as seen below in Chart 2.

Furthermore, weekend ridership has continued to recover at a much higher level than weekday ridership, with weekend ridership averaging approximately 89% of pre-COVID levels in Period 6 2024. Weekday use was highest and consistent across midweek (Tuesday to Thursday), as in-office occupancy is consistently highest on these weekdays, averaging approximately 79% of pre-COVID levels in Period 6 2024.

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



Service Hours

Conventional service hours delivered to the end of Period 6 were consistent with the 95% of pre-pandemic service hours budgeted for Q1 2024, increasing to 96% of pre-pandemic service hours budgeted for May 2024. A slight variability compared to budgeted levels was experienced in Q1 due to Operator availability, but service realigned to budgeted levels and is anticipated to remain at budgeted levels for the remainder of the year, increasing to 97% of pre-pandemic levels in September.

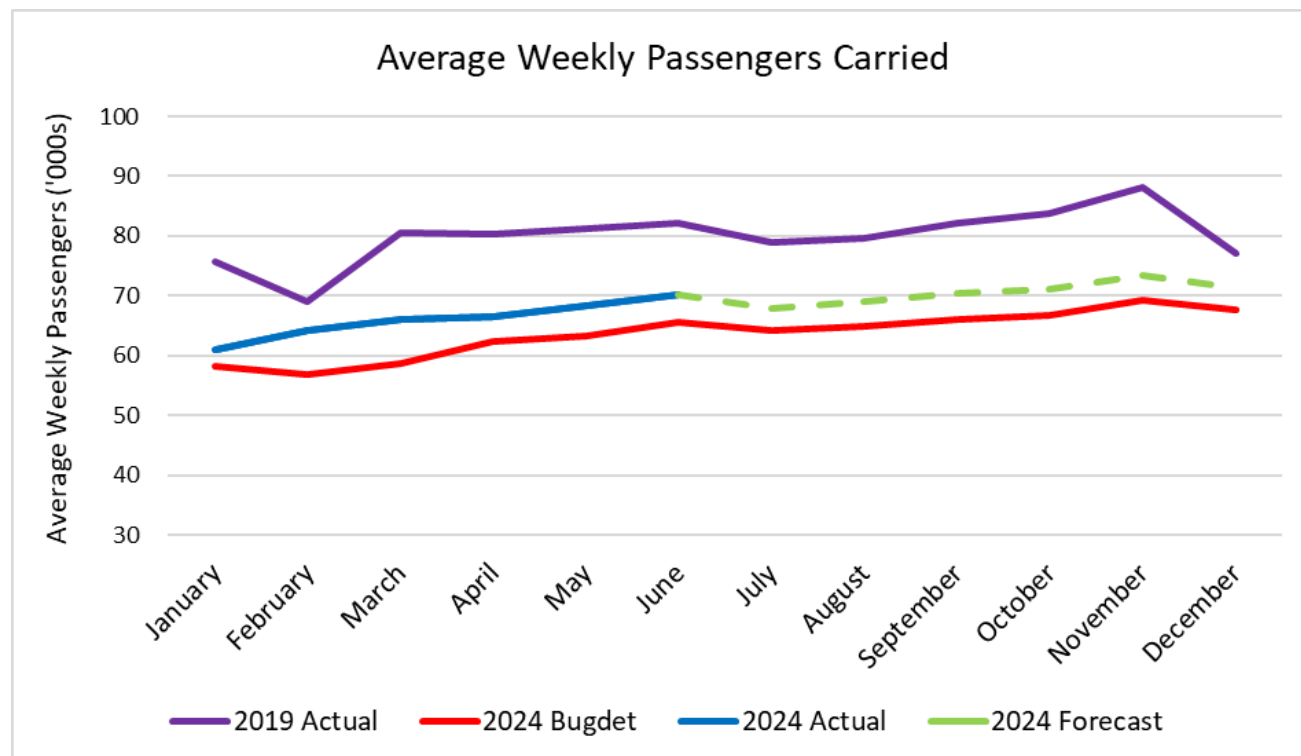
Diesel Fuel

Overall, diesel prices averaged \$1.31 per litre year-to-date, below the budgeted price of \$1.44 per litre, as diesel refining margins contracted to an eight-month low during the first quarter. In addition, an unexpected decline in crude oil prices in June due to increased concerns of a global recession combined with increased expectations in the market on OPEC+ rolling back previous production cuts sooner than anticipated also contributed to the lower prices. Based on the latest available market pricing, diesel pricing is anticipated to continue to trend below budget to an average of \$1.32 per litre for the remainder of the year.

Wheel-Trans Ridership

As shown in Chart 3 below, Wheel-Trans ridership has experienced steady growth thus far in 2024. As of Period 6, ridership was at 85% of pre-pandemic levels compared to a budgeted level of 79% as a result of an increase of approximately 3,100 or 8.1% new registrants than anticipated in the budget.

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 June 29, 2024, the TTC incurred expenditures of \$1,178.8 million gross and \$644.0 million net against a year-to-date planned (calendarized) budget of \$1,229.9 million gross and \$710.7 million net, resulting in a net favourable operating variance of \$66.7 million. Projected results to year-end reflect a net favourable variance of \$52.2 million.

Year-to-Date Operating Results

To the end of Period 6, the TTC’s net favourable variance of \$66.7 million reflects an expenditure variance of \$51.1 million and a favourable revenue variance of \$15.6 million.

The \$51.1 million favourable expenditure variance was primarily driven by underspending as a result of:

- Workforce vacancies, which are currently in the various stages of the recruitment process, including completing hiring that was partially delayed in the first six months due to organizational strike preparedness and collective bargaining.
- Lower-than-anticipated pricing as a result of successful negotiation of IT service contracts and delayed implementation of software roll-out, both of which will be incorporated in the 2025 Operating Budget.

- Lower spending on materials and vehicle parts due to the difference in timing between planned spending and actual expenditures incurred.
- Lower uptake of health and dental benefits that typically increases at year-end, as well as lower spending on benefits due to year-to-date vacant positions. The favourable variance for benefits was partially offset by an increase in WSIB claimants.
- Lower average diesel fuel prices.

The \$15.6-million favourable revenue variance was mainly due to passenger revenue exceeding budgeted levels by \$13.6 million or 2.8% given an increase in the average fare per ride experienced to date. The increase in revenue was also due to higher-than-planned increases in Wheel-Trans ridership, as well as higher ancillary revenues driven by an increase in revenue from commuter parking lots.

Year-End Operating Forecast

Projected results to year-end indicate a net favourable variance of \$52.2 million, which is mainly due to passenger revenue expected to exceed budgeted levels by \$36.4 million as well as underspending resulting from delays in filling vacant positions experienced to date, savings from lower negotiated pricing on IT service contracts, and lower fuel prices.

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 P6 2024						
Description (\$Millions)	Year-To-Date Actuals			Year-End Forecast		
	Budget	Actual	Variance	Budget	Forecast	Variance
Revenue						
TTC Conventional						
Passenger Revenue	484.2	497.8	13.6	998.2	1,034.6	36.4
Ancillary Revenue	31.5	33.3	1.7	90.5	90.3	(0.2)
Provincial Funding	0.0	0.0	0.0	175.3	175.3	0.0
Wheel-Trans Passenger Revenue	3.5	3.8	0.3	7.3	7.8	0.5
Subtotal Revenues	519.2	534.9	15.6	1,271.4	1,308.0	36.7
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
Total Revenue	519.2	534.9	15.6	1,337.6	1,374.3	36.7
Expenditures						
TTC Conventional						
Departmental Labour	607.7	590.1	(17.5)	1,249.3	1,232.5	(16.8)
Departmental Non-Labour	160.5	141.5	(19.1)	359.8	358.8	(1.0)
Employee Benefits	233.1	226.7	(6.4)	460.2	460.2	0.0
Diesel	50.2	47.3	(2.9)	101.2	98.2	(3.0)
Traction Power & Utilities	39.1	38.6	(0.5)	80.8	81.7	0.9
Other Corporate Costs	61.1	57.1	(4.0)	134.2	136.1	1.9
Wheel-Trans	78.2	77.6	(0.6)	163.0	165.4	2.4
Subtotal Expenditures	1,229.9	1,178.8	(51.1)	2,548.6	2,533.0	(15.6)
TTC Stabilization Reserve Contribution	0.0	0.0	0.0	2.7	2.7	0.0
Long-Term Liability Reserve Contribution	0.0	0.0	0.0	17.6	17.6	0.0
Total Expenditures	1,229.9	1,178.8	(51.1)	2,568.9	2,553.3	(15.6)
Net Expenditure (Funding Required)	710.7	644.0	(66.7)	1,231.2	1,179.0	(52.2)

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

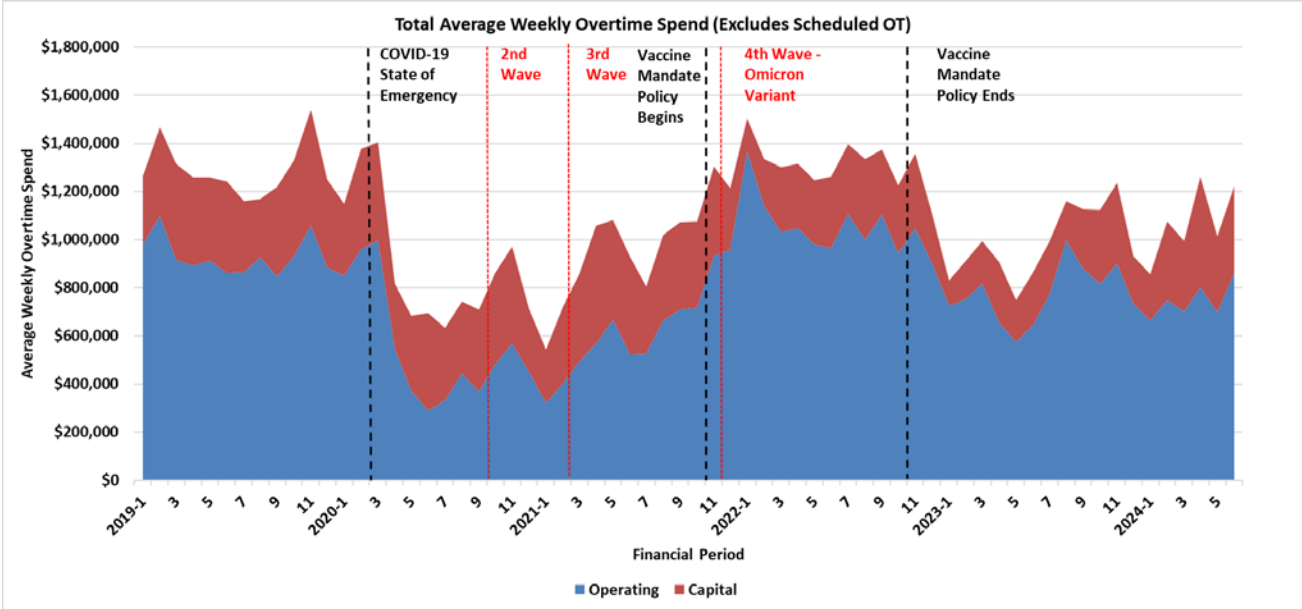
Overtime Management

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 6 has increased to an average of \$1.1 million per week in 2024 from \$0.9 million per week in

2023 for the same time period, representing an increase of 22%. A key contributor to this increase in overtime spending was due to increased construction activity for TTC capital projects year-to-date, compared to the same time period in 2023. However, overall overtime spending is still trending 18% below 2019 levels over this same time period.

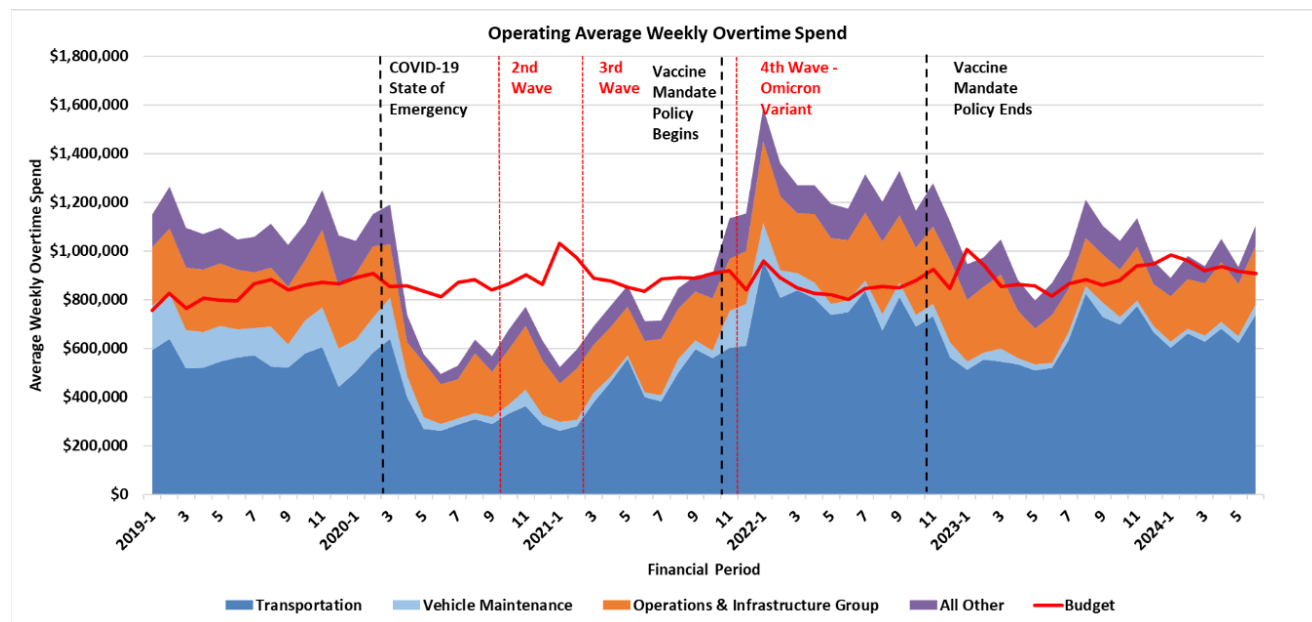
Chart 4 – Total Average Weekly Overtime Spending



Operating Overtime

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 7% in the first six 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 meet an increase in service levels to 95% of pre-pandemic levels in late 2023 and into 2024 combined due to lower Operator availability. Emphasis continues to be placed on absence management and recruitment activities to increase Bus Operator availability, which in turn will reduce the reliance on overtime to meet and maintain service levels.

Chart 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. The TTC Board and City Council also approved adjustments to the TTC’s 2024-2033 Capital Budget and Plan as part of the Financial and Major Projects Update for the Period Ended April 27, 2024 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.

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 projected in the following year.

With the approval of the budget adjustments noted above and detailed in Appendix 3, the TTC’s 10-Year Capital Budget and Plan’s annual cash flow estimates will be adjusted, as summarized in Table 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
Council Approved Capital Plan February 14, 2024	1,377.4	1,792.0	1,364.0	1,296.1	1,157.7	1,216.1	1,126.3	1,135.2	1,001.9	931.1	12,397.8
Previously Approved Amendments:											
Incremental Carryforward Adjustment	(16.7)	15.4									(1.3)
4M Variance Report Adjustments - Acceleration	54.5	(0.5)	(18.8)	3.6	0.7						39.5
4M Variance Report Adjustments - Deferrals	(54.5)	0.5	18.8	(3.6)	(0.7)						(39.5)
Total Previously Approved Amendments	(16.7)	15.4	-	-	-	-	-	-	-	-	(1.3)
Recommended Amendments:											
6M Variance Report Adjustments - Acceleration	20.2	5.6	7.1	6.4	1.8	0.3	0.3	0.3	0.3	0.3	42.5
6M Variance Report Adjustments - Deferrals	(20.2)	(5.6)	(7.1)	(6.4)	(1.8)	(0.3)	(0.3)	(0.3)	(0.3)	(0.3)	(42.5)
Total Recommended Amendments	-	-	-	-	-	-	-	-	-	-	-
Revised Capital Plan	1,360.7	1,807.4	1,364.0	1,296.1	1,157.7	1,216.1	1,126.3	1,135.2	1,001.9	931.1	12,396.5

The year-end projections based on the above amendments to the 2024 Capital Budget are accounted for in the Financial Update report presented here, and subject to the Board’s approval, will be included in the TTC’s submission for the City’s Period 6 2024 Capital Variance report to the Budget Committee and for City Council’s approval at its meeting on October 9, 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 June 29, 2024, \$553.3 million or 103.0% of TTC’s base capital program’s planned (calendarized) budget of \$537.2 million was spent. A further \$4.0 million or 28.8% of the year-to-date planned \$13.8 million budget for transit-expansion-related projects was spent. When compared to the approved 2024 Capital Budget, the spending rate amounts to 41.0%, which is reflective of 42.4% being spent on the base capital program and 7.0% spent on transit-expansion-related projects.

By year-end, the TTC is projected to spend \$1.325 billion, representing an overall spending rate of 97.4% of the 2024 Approved Capital Budget, reflecting \$1.303 billion or 99.9% anticipated to be spent on the TTC’s base capital program and \$22.5 million or 39.9% 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	%
TTC Base Capital						
Infrastructure Projects	250.5	270.2	107.8%	719.4	732.9	101.9%
Vehicle Related Projects	286.7	283.1	98.8%	585.0	570.0	97.4%
Total - Base Capital	537.2	553.3	103.0%	1,304.4	1,302.9	99.9%
TTC Transit Expansion-Related Projects						
Toronto York Spadina Subway Extension	9.8	0.8	7.9%	42.3	9.9	23.4%
SRT Conversion to Busway	3.8	3.1	80.4%	13.7	12.3	89.7%
Waterfront Transit - Design	0.2	0.1	75.4%	0.2	0.2	102.5%
Total - Transit Expansion Related Projects	13.8	4.0	28.8%	56.3	22.5	39.9%
Total	551.0	557.2	101.1%	1,360.7	1,325.3	97.4%

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 acceleration, advancing procurement and property acquisition activities as well as accelerated design/construction progress.

The TTC’s 2024 year-to-date and projected year-end capital results are primarily being driven by spending experienced in the Bus and Streetcar Overhaul programs as well as the Purchase of Wheel-Trans Buses project for Vehicle-Related projects. Spending results in Infrastructure programs are attributable to the following capital projects: Subway Track, Surface Track, ATC Resignalling, Finishes, Bridges and Tunnels, Easier Access, Toronto Rocket/T1 Rail Yard Accommodation, Bloor-Yonge Capacity Improvements, Computer Equipment and Software and Service Planning. Delayed spending related to the close-out activities for the Toronto-York-Spadina Subway Extension (TYSSE) is the primary driver of the period end and expected year-end results for the Transit-Expansion-Related programs.

Vehicle-Related Projects

Bus Overhaul

The Bus Overhaul project has a year-to-date expenditure of \$27.3 million, compared to the planned cash flow funding of \$34.9 million, resulting in a spending rate of 78%. 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 anticipated to be \$67.9 million against the 2024 approved project budget of \$72.4 million, which reflects a projected spending rate of 94% and a projected underspending of \$4.4 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 \$13.0 million, or 74% of the 2024 approved project budget of \$17.6 million.

Streetcar Overhaul

By the close of Period 6, the year-to-date spending for the Streetcar Overhaul Program was \$16.4 million, which is slightly below the calendarized budget of \$17.3 million. Projected year-end spending is anticipated to be \$33.8 million or 91% of the 2024 approved capital budget of \$37.1 million, primarily due to supply chain issues for key parts related to the Streetcar Wheel Noise Reduction project, which has delayed the flange installation to 2025. While the current spending level aligns with the budget, the delay is expected to result in underspending by year-end.

Infrastructure Projects

Subway Track

As of the end of Period 6, the year-to-date spending reached \$21.1 million, surpassing the year-to-date planned cash flow funding of \$16.2 million and resulting in a spending rate of 130% so far. This overspending is primarily attributed to the increased hours required for re-insulation work at restricted speed zones, which exceeded initial projections. By year-end, it is anticipated that project expenditures will reach \$36.8 million, or 112% of the 2024 approved capital project budget of \$33.0 million. Capital results for the Subway Track Program will continue to be monitored as the year progresses. If project spending continues at this higher rate and exceeds the 2024 approved project budget, an in-year adjustment to offset this increase will be submitted with the Period 9 Financial and Major Projects Update.

Surface Track

The Surface Track Program incurred \$16.9 million, significantly exceeding the planned \$11.0 million year-to-date cash flow funding, resulting in a spending rate of 154% to the end of Period 6. 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 below the 2024 approved capital project budget of \$42.0 million, by a projected \$3.4 million or 92% year-end spending rate, which is a result of a delay in Russell Carhouse Extension work primarily due to site access issues.

Line 2 Resignalling Upgrades

By the close of Period 6, the year-to-date spending for the Line 2 Resignalling Upgrades is \$12.7 million, which exceeds the year-to-date budget of \$10.6 million or 120%. This higher-than-planned spending rate is mainly attributable to advancing Line 2 ATC early works. The year-end projection is anticipated to be \$21.6 million or \$4.4 million over the 2024 capital approved budget of \$17.2 million. This overrun reflects the additional costs associated with these accelerated activities. If required, a budget adjustment to offset any above-budget increase will be submitted for Board approval through future financial update reporting to address any actual overspending.

Finishes

As of the end of Period 6, the Finishes Program incurred \$4.2 million, which is significantly lower than the calendarized cash flow funding of \$9.7 million, resulting in a spending rate of 44% due to the slower-than-expected panel production at Queen's Park Station. However, by year-end, projected total spending is expected to reach \$20.6 million, only slightly below the 2024 approved capital project budget of \$20.9 million and a projected spending rate of 99%.

Bridges and Tunnels

The Bridges and Tunnels Program incurred \$22.8 million up to the end of Period 6, surpassing the planned cash flow funding of \$19.3 million and resulting in a spending rate of 118%. The year-to-date over expenditure 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 \$49.5 million or approximately \$6.0 million above the 2024 approved budget of \$43.6 million and a spending rate of 114%. Results will continue to be monitored, and if required, a budget adjustment to offset the above-budget increase will be submitted for Board approval.

Easier Access Phase III

The Easier Access Phase III Program and Warden/Islington Station Development projects have incurred a year-to-date expenditure of \$52.3 million, exceeding the planned cash flow funding of \$38.0 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 \$125.6 million, or \$21.9 million above the 2024 approved capital project budget of \$103.7 million and a 121% 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 offset this higher-than-budgeted expenditures will be submitted for Board approval through future financial update reporting to address any actual overspending.

Bloor-Yonge Capacity Improvements

Through Period 6, the year-to-date spending for the Bloor-Yonge Capacity Improvements project is \$11.9 million, significantly exceeding the year-to-date budget of \$5.8 million. This over-expenditure is primarily due to construction being ahead of schedule, which has accelerated planned expenditures. The year-end projection is expected to reach \$38.8 million or \$8.4 million over the 2024 capital-approved budget of \$30.4 million. This variance is largely related to accelerated property acquisition and construction schedule. If project spending continues at this higher rate and exceeds the 2024 approved project budget, an in-year adjustment to offset this increase will be submitted with the Period 9 Financial and Major Projects Update.

Computer Equipment and Software

As of the end of Period 6, \$19.0 million or 62% of the planned cash flow funding of \$30.7 million, was spent on Computer Equipment and Software program capital works. The projected year-end spending is anticipated to reach \$60.4 million, which would bring the year-end spending rate to 66% of the 2024 approved capital project budget of \$91.9 million. The results to date and projection to year-end, which is estimating underspending of \$31.5 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.

Service Planning

Through Period 6, the year-to-date spending for the Service Planning Program is \$3.9 million, which is 77% of the year-to-date budget of \$5.0 million. The year-end projection is anticipated to be \$11.7 million, representing 63% of the 2024 capital-approved budget of \$18.5 million. The variance is primarily due to the deferral of the Bus Lane Implementation project, specifically for the Jane Street bus lane to 2025, pending City Council approval. This deferral has resulted in lower expenditures to date and a lower-than-planned year-end projection.

TTC Transit-Expansion-Related Projects

Toronto-York-Spadina Subway Extension (TYSSE)

As of the end of Period 6, the TYSSE project has incurred \$0.8 million against the planned cash flow funding of \$9.8 million, resulting in a spending rate of 8% during this timeframe. The year-to-date underspending reflects both the deferral of property claims and project close-out activity costs. With the deferral of project closure-related activities, it is anticipated that project spending is estimated to reach \$9.9 million or 23% of the 2024 capital project budget of \$42.3 million.

Major Capital Projects Update

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

Category 3 projects and programs comprise approximately 57% of the TTC's Capital Plan. These projects and programs are grouped into specific, mode-based portfolios: Subway, Streetcar, Bus, Wheel-Trans and Network Wide. This portfolio-based approach ensures integrated planning, co-ordination and oversight for projects and programs with many complex interdependencies. See Attachment 1 contains the Major Projects Update.

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Attachments

Appendix 1 – Operating Results by Service for the Period Ended June 29, 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 (June 29, 2024)

Appendix 1 – Operating Results by Service for the Period Ended June 29, 2024

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

To the end of Period 6, the 2024 Operating Budget for TTC Conventional Service realized a net favourable variance of \$65.8 million, attributable to the following under-expenditures:

- Approximately \$17 million as a result of workforce vacancies, which are currently in the various stages of the recruitment process, including completing hiring that was partially delayed in the first six months due to organizational strike preparedness and collective bargaining.
- Approximately \$2 million as a result of delayed implementation of software roll-out and lower-than-anticipated pricing as a result of successful negotiation of IT service contracts, which will be reflected as part of the 2025 Operating Budget.
- Approximately \$14 million due to lower spending on materials and vehicle parts due to the difference in timing between planned spending and actual expenditures incurred.
- Approximately \$6 million due to lower uptake of health and dental benefits that typically increases at year-end, as well as lower spending on benefits due to year-to-date vacant positions.
- \$3 million due to lower average diesel fuel prices.
- \$13.6 million due to a higher average fare experienced in Q1 and Q2, and higher passenger ridership than anticipated.
- \$0.5 million due to higher revenue from commuter parking lots.

These net under-expenditures above are partially offset by an increase in WSIB claimant costs, and higher PRESTO commission fees driven by higher passenger revenue.

A favourable net expenditure variance of \$54.1 million is projected by year-end due to:

- One-time underspending from workforce vacancies in the first half of the year, anticipated to be partially offset by higher recruitment activity in the latter half, including Operator hiring.
- Savings achieved through improved negotiated ITS contract pricing.
- Underspending on health and dental benefits.
- Lower average diesel fuel prices.
- Favourable passenger revenue variance due to a higher average fare per ride, and higher ridership levels than anticipated.

The above favourable variances are projected to be partially offset by an average increase in health and dental benefits spending by employees, an increase in WSIB claimant cost, anticipated higher materials and vehicle parts expenditures to be realized in the second half of the year, and increased Wheel-Trans service costs to accommodate higher-than-budgeted ridership demand.

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

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

TTC Conventional Service - Operating Results P6 2024							
Item (\$Millions)	Year-To-Date Actuals			Year-End Forecast			Status
	Budget	Actual	Variance	Budget	Forecast	Variance	
Revenues							
Passenger Revenue	484.2	497.8	13.6	998.2	1,034.6	36.4	✓
Ancillary Revenue	31.5	33.3	1.7	90.5	90.3	(0.2)	✗
Provincial Funding Deal	0.0	0.0	0.0	175.3	175.3	0.0	–
Subtotal Revenues	515.8	531.1	15.3	1,264.0	1,300.2	36.2	–
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	–
Total Revenues	515.8	531.1	15.3	1,329.7	1,365.8	36.2	✓
Expenses							
Departmental Labour	607.7	590.1	(17.6)	1,249.3	1,232.5	(16.8)	✓
Departmental Non-Labour	160.5	141.5	(19.1)	359.8	358.8	(1.0)	✓
Employee Benefits	233.1	226.7	(6.4)	460.2	460.2	0.0	–
Diesel	50.2	47.3	(2.9)	101.2	98.2	(3.0)	✓
Traction Power & Utilities	39.1	38.6	(0.5)	80.8	81.7	0.9	✗
Other Corporate Costs	61.1	57.1	(4.0)	134.2	136.1	1.9	✗
Subtotal Expenditures	1,151.8	1,101.3	(50.5)	2,385.6	2,367.6	(18.0)	✓
TTC Stabilization Reserve Contribution	0.0	0.0	0.0	2.7	2.7	0.0	–
Long-Term Liability Reserve Contribution	0.0	0.0	0.0	17.0	17.0	0.0	–
Total Expenditures	1,151.8	1,101.3	(50.5)	2,405.3	2,387.3	(18.0)	✓
Net Expenditure (Funding Required)	636.0	570.2	(65.8)	1,075.6	1,021.5	(54.1)	✓

TTC Conventional Service: 2024 versus 2023 Results Comparison

To the end of Period 6 2024, TTC Conventional net expenditures were \$25.2 million below 2023 year-to-date results, while 2024 forecasted year-end spending is projected to be \$127.6 million below 2023 actual net expenditures to year-end.

Expenditures

2024 year-to-date expenses were \$31.7 million (3.0%) higher than 2023 year-to-date spending. This is mainly due to the higher cost of operating service 4.5% 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 \$202.6 million (9.3%) higher at the end of 2024 than in 2023. Key drivers of this projected increase include:

- \$61 million relating to Line 5 and Line 6, including mobilization costs in preparation for revenue service as well as operating and maintenance costs after anticipated revenue service commencement.
- \$40 million in inflationary and legislative impacts on materials and employee benefit costs.

- 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.
- An additional \$22.6 million approved to sustain the TTC's Community Safety, Security and Well-being Program.
- \$13 million due to operating an additional 2.8% in service hours, representing an increase of service to 97% of pre-pandemic levels by the end of the year compared to 2023.
- Increased salary and benefit costs of approximately \$8 million associated with fewer vacancies in 2024 compared to 2023, as a result of ongoing recruitment efforts to fill vacant roles.
- An additional \$7 million to be paid for accident claims.
- An additional \$5 million to be paid in PRESTO commission fees, commensurate with the increase in passenger revenue.

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

Revenues

On a year-to-date basis, revenue was \$56.9 million (12.0%) higher, reflecting the impact of a 7.9% increase in ridership over the same time period in 2023, combined with a higher average fare per rider in 2024. Ancillary revenue also benefited from the increased ridership, in the form of increased advertising revenue.

At year-end, revenue is expected to be \$329.9 million (31.8%) higher in 2024, as a result of the following key drivers:

- Passenger revenue is projected to be \$98.8 million (10.6%) higher in 2024, largely reflecting ridership to be 8.1% above 2023 levels as a result of continued ridership recovery and population growth, in addition to an increase in the average fare per ride.
- Increased 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.
- An additional \$0.9 million revenue from City Council approval to upgrade subway stations in Ward 11, University-Rosedale.

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 - Operating Results P6 2024						
Item (\$Millions)	Year-To-Date Actuals			Year-End Forecast		
	2024 Actuals	2023 Actuals	Change	2024 Forecast	2023 Actuals	Change
Revenues						
Passenger Revenue	497.8	445.6	52.2	1,034.6	935.8	98.8
Ancillary Revenue	33.3	28.5	4.8	90.3	86.8	3.5
Provincial Funding Deal	0.0	0.0	0.0	175.3	0.0	175.3
Subtotal Revenues	531.1	474.1	56.9	1,300.2	1,022.6	277.6
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
Total Revenues	531.1	474.1	56.9	1,365.8	1,035.9	329.9
Expenditures						
Departmental Labour	590.1	576.1	14.1	1,232.5	1,166.0	66.5
Departmental Non-Labour	141.5	136.4	5.0	358.8	293.1	65.7
Employee Benefits	226.7	219.4	7.3	460.2	413.0	47.3
Diesel	47.3	49.2	(1.9)	98.2	99.5	(1.3)
Traction Power & Utilities	38.6	36.7	1.9	81.7	72.0	9.7
Other Corporate Costs	57.1	51.8	5.3	136.1	124.2	11.9
Subtotal Expenditures	1,101.3	1,069.5	31.7	2,367.6	2,167.8	199.9
TTC Stabilization Reserve Contribution	0.0	0.0	0.0	2.7	0.0	2.7
Long-Term Liability Reserve Contribution	0.0	0.0	0.0	17.0	17.0	0.0
Total Expenditures	1,101.3	1,069.5	31.7	2,387.3	2,184.8	202.6
Net Expenditure (Funding Required)	570.2	595.4	(25.2)	1,021.5	1,149.0	(127.6)

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

On a year-to-date basis, Wheel-Trans expenses were \$0.6 million (0.8%) below budget mainly due to lower fuel pricing and employee benefit costs, partially offset by higher contracted taxi costs and bus service costs driven by higher ridership demand. Revenue was \$0.3 million (9.1%) above budget due to higher ridership levels as a result of an unanticipated increase in new registrants.

Year-end expenditures are anticipated to be \$2.4 million (1.5%) 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 8.1% above budget in the first six 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 \$1.9 million (1.2%) 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 - Operating Results P6 2024							
Item (\$Millions)	Year-To-Date Actuals			Year-End Forecast			Status
	Budget	Actual	Variance	Budget	Forecast	Variance	
Revenues							
Passenger Revenue	3.5	3.8	0.3	7.3	7.8	0.5	✓
Long-Term Liability Reserve Draw	0.0	0.0	0.0	0.6	0.6	0.0	-
Total Revenues	3.5	3.8	0.3	7.9	8.4	0.5	✓
Expenditures							
Bus Service	27.4	27.6	0.2	55.4	55.6	0.2	✗
Vehicle Fuel	2.2	1.9	(0.3)	4.4	3.9	(0.6)	✓
Contracted Taxi	29.4	30.8	1.4	64.6	67.3	2.8	✗
Employee Benefits	10.4	9.0	(1.4)	20.5	20.5	0.0	✓
Administration/Management	8.7	8.3	(0.4)	18.0	18.0	0.0	✗
Subtotal Expenditures	78.2	77.6	(0.6)	163.0	165.4	2.4	✗
Long-Term Liability Reserve Contribution	0.0	0.0	0.0	0.6	0.6	0.0	-
Total Expenditures	78.2	77.6	(0.6)	163.6	166.0	2.4	✗
Net Expenditure (Funding Required)	74.7	73.8	(0.9)	155.6	157.5	1.9	✗

Wheel-Trans Service: 2024 versus 2023 Results Comparison

As noted in Table 12 below, Wheel-Trans expenses were \$7.7 million (11.0%) higher and revenue was \$0.7 million (22.0%) higher on a year-to-date basis compared to the same period in 2023, primarily due to increased ridership demand driven by growth in new registrants and the resultant requirements for Contracted Taxi services, Bus service costs and Call Centre services.

Year-over-year expenditures are estimated to be \$20.3 million (14.0%) higher in 2024 than in 2023. Key drivers of this projected net increase include:

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

Year-end passenger revenue is projected to be \$1.5 million (21.3%) 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.

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

Wheel-Trans Service - Operating Results P6 2024						
Item (\$Millions)	Year-To-Date Actuals			Year-End Forecast		
	2024 Actuals	2023 Actuals	Change	2024 Forecast	2023 Actuals	Change
Revenues						
Passenger Revenue	3.8	3.1	0.7	7.8	6.7	1.1
Long-Term Liability Reserve Draw	0.0	0.0	0.0	0.6	0.2	0.4
Total Revenues	3.8	3.1	0.7	8.4	7.0	1.5
Expenses						
Bus Service	27.6	24.9	2.7	55.6	52.5	3.2
Vehicle Fuel	1.9	1.8	0.1	3.9	3.7	0.1
Contracted Taxi	30.8	26.5	4.3	67.3	54.5	12.8
Employee Benefits	9.0	9.2	(0.2)	20.5	17.8	2.7
Administration/Management	8.3	7.4	0.9	18.0	16.5	1.5
Subtotal Expenditures	77.6	69.8	7.7	165.4	145.0	20.3
Long-Term Liability Reserve Contribution	0.0	0.0	0.0	0.6	0.6	0.0
Total Expenditures	77.6	69.8	7.7	166.0	145.6	20.3
Net Expenditure (Funding Required)	73.8	66.7	7.0	157.5	138.7	18.8

Appendix 2 – 2024 Capital Spending Summary by Program

2024 Capital Budget Variance Reporting for the Period Ended June 29, 2024

EXPENDITURES BY PROGRAM	Year-to-Date				2024			
	Budget	Actuals	Variance	%	Budget	YE Projection	Variance	%
TRACK	27.214	37.983	(10.769)	140%	75.052	75.502	(0.450)	101%
1.1 Subway Track	16.249	21.114	(4.865)	130%	33.000	36.830	(3.830)	112%
1.2 Surface Track	10.965	16.868	(5.904)	154%	42.053	38.672	3.380	92%
ELECTRICAL SYSTEMS	37.013	43.643	(6.630)	118%	80.625	98.137	(17.512)	122%
2.1 Traction Power	11.363	12.571	(1.208)	111%	26.750	30.100	(3.349)	113%
2.2 Power Distribution/Electric Systems	2.427	2.741	(0.314)	113%	7.456	9.134	(1.678)	123%
2.3 Communications	4.636	7.296	(2.660)	157%	11.072	15.656	(4.584)	141%
2.4 Signal Systems	7.999	8.343	(0.344)	104%	18.102	21.644	(3.542)	120%
ATC Resignalling	10.588	12.691	(2.103)	120%	17.245	21.603	(4.359)	125%
BUILDINGS & STRUCTURES	138.210	157.465	(19.255)	114%	415.320	455.086	(39.766)	110%
3.1 Finishes	9.711	4.239	5.472	44%	20.883	20.649	0.234	99%
3.2 Equipment	17.429	12.763	4.666	73%	85.206	84.578	0.628	99%
3.3 Yards & Roads								
Streetcar Network Upgrades & BRT	0.258	0.063	0.195	24%	0.463	0.463	0.000	100%
On-Grade Paving Rehabilitation Program	4.121	3.461	0.660	84%	9.288	9.533	(0.245)	103%
Bicycle parking at stations	0.000	0.000	0.000		0.000	0.000	0.000	
Transit Shelters & Loops	0.182	0.002	0.179	1%	0.417	0.238	0.179	57%
3.4 Bridges & Tunnels	19.295	22.834	(3.539)	118%	43.571	49.549	(5.978)	114%
3.9 Buildings and Structures Projects								
Fire Ventilation Upgrades & Second Exits	5.138	6.221	(1.084)	121%	23.267	23.644	(0.377)	102%
Easier Access Phase III	38.000	52.335	(14.336)	138%	103.698	125.614	(21.915)	121%
Leslie Barns	0.075	0.092	(0.016)	122%	0.151	0.207	(0.056)	137%
Toronto Rocket/T1 Rail Yard Accommodation	0.414	3.694	(3.281)	893%	0.889	8.800	(7.911)	990%
McNicoll New Bus Garage	0.083	0.273	(0.190)	329%	0.332	0.747	(0.415)	225%
Warehouse Consolidation	0.353	0.243	0.111	69%	0.565	0.247	0.319	44%
Yonge-Bloor Capacity Enhancement	5.819	11.930	(6.111)	205%	30.436	38.845	(8.408)	128%
Line 1 Capacity Enhancement	8.403	9.138	(0.735)	109%	16.185	17.610	(1.425)	109%
Line 2 Capacity Enhancement	5.684	6.080	(0.397)	107%	10.627	10.946	(0.319)	103%
Other Buildings and Structures	23.246	24.095	(0.850)	104%	69.341	63.418	5.923	91%
VEHICLES	286.676	283.108	3.568	99%	584.962	569.970	14.992	97%
REVENUE VEHICLES								
4.11 Purchase of Buses	123.047	126.176	(3.128)	103%	185.012	184.403	0.609	100%
4.11 Purchase of Buses - Wheel Trans Buses	7.143	6.543	0.600	92%	17.604	12.974	4.630	74%
4.12 Purchase of Subway Cars	0.829	0.682	0.147	82%	3.143	2.041	1.102	65%
4.13 Bus Overhaul	34.891	27.282	7.609	78%	72.362	67.981	4.382	94%
4.15 Streetcar Overhaul	17.356	16.446	0.909	95%	37.147	33.778	3.369	91%
4.16 Subway Car Overhaul	15.387	17.488	(2.102)	114%	31.904	31.787	0.116	100%
4.18 Purchase of Streetcars	79.879	82.661	(2.782)	103%	219.035	219.017	0.018	100%
NON-REVENUE VEHICLES								
4.21 Purchase Automotive Non-Revenue Vehicles	6.973	4.909	2.064	70%	15.886	15.902	(0.016)	100%
4.22 Rail Non-Revenue Vehicle Overhaul	0.896	0.710	0.187	79%	2.152	1.673	0.478	78%
4.23 Purchase Rail Non-Revenue Vehicles	0.275	0.211	0.064	77%	0.717	0.413	0.304	58%
TOTAL OTHER	48.078	31.066	17.013	65%	148.482	104.190	44.292	70%
TOOLING, MACHINERY & EQUIPMENT								
5.1 Shop Equipment	4.025	2.893	1.131	72%	10.588	9.851	0.736	93%
5.2 Revenue & Fare Handling Equipment	1.532	0.336	1.196	22%	9.378	7.878	1.500	84%
5.3 Other Maintenance Equipment	0.443	0.080	0.363	18%	4.120	2.535	1.585	62%
5.4 Fare System	1.181	(0.409)	1.591	-35%	2.443	0.885	1.558	36%
ENVIRONMENTAL PROGRAMS								
6.1 Environmental Programs	3.943	4.785	(0.842)	121%	9.009	9.675	(0.665)	107%
6.1 Safety and Reliability	1.233	0.513	0.720	42%	2.462	1.162	1.300	47%
COMPUTER EQUIPMENT & SOFTWARE								
7.1 Computer Equipment & Software	30.672	18.976	11.696	62%	91.889	60.411	31.478	66%
OTHER								
9.1 Furniture & Office Equipment	0.025	0.000	0.025	0%	0.127	0.127	0.000	100%
9.2 Service Planning	5.024	3.891	1.133	77%	18.467	11.667	6.800	63%
Total Base Programs	537.191	553.263	(16.072)	103%	1,304.441	1,302.885	1.556	100%
Toronto York Spadina Subway Extension	9.800	0.772	9.028	8%	42.348	9.919	32.429	23%
SRT Conversion to Busway	3.800	3.056	0.744	80%	13.716	12.300	1.416	90%
Waterfront Transit - Design	0.176	0.133	0.043	75%	0.238	0.244	(0.006)	102%
Total Transit Expansion Projects	13.776	3.961	9.815	29%	56.302	22.463	33.839	40%
Total Base & Transit Expansion Projects	550.967	557.225	(6.258)	101%	1,360.744	1,325.348	35.396	97%

Note: The 2024 Capital Budget and year-end results reflect recommended acceleration/deferral adjustments, as outlined in Appendix 3

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
CTT002	Surface Track	\$0	\$1,434	Reallocation of funds to accommodate future Streetcar SOGR work at King St. and York St.
CTT010	Finishes	(\$500)	\$0	Reallocation of permanent savings from Platform Edge Tile Replacement to support Escalator Overhaul work
CTT012	Equipment	\$2,310	(\$1,000)	Acceleration of funds to support purchasing of long-lead time equipment for Bus Charging Systems and cost acceleration in Escalator Overhaul work
CTT045	Replacement Wheel-Trans Vehicles	\$0	\$2,202	Reallocation of funds to procure 10 units of 6-metre Wheel-Trans buses
CTT051	Subway Car Overhaul Program	(\$1)	\$0	Minor reallocation to align with the payment schedule
CTT063	Other Service Planning	(\$32)	(\$1,434)	Reallocation of funds to accommodate future Streetcar SOGR work at King St. and York St.
CTT110	Other Buildings & Structures Projects	(\$1,810)	\$1,000	Reallocation of funds for Renewable Energy Program - Hillcrest Streetcar Way Phase 1 Solar Project
CTT111	Purchase of Buses	\$396	\$788	Reallocation of funds to align scope of emerging technology and Bus Design Innovation program and offset to procure 10 units of 6-Metre Wheel-Trans Buses
CTT112	Bus Overhaul	(\$345)	(\$2,991)	Reallocation of funds to align scope of emerging technology and the Bus Design Innovation program
CTT122	Purchase of Streetcars	(\$18)	\$0	Minor reallocation to align with the payment schedule
Total Adjustments		\$0	\$0	



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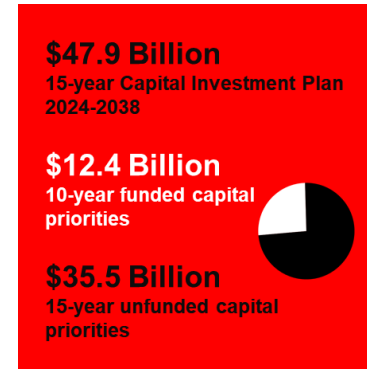
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This report has been prepared by the Portfolio Management Office in consultation with the Project Teams. Financials are reflected as of June 29, 2024 with project updates as of August 31, 2024.

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 ten years, there are significant unfunded capital needs associated with the TTC's State-of-Good-Repair requirements for the base system network, and to provide capacity to meet current forecasted demand out to 2041. For further information please see: [TTC's 2024-2038 Capital Investment Plan: A Review](#).



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

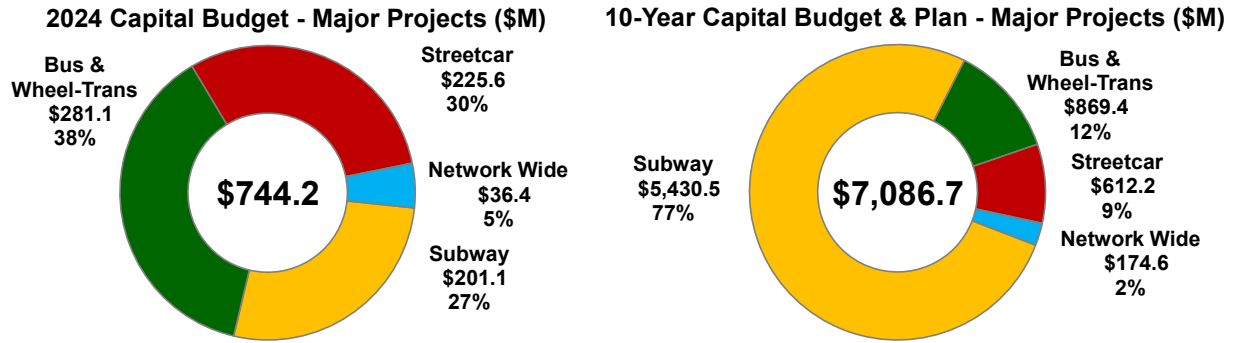
Investment in the TTC's capital assets advance key strategic directions outlined in the Corporate Plan to: 1) Build a Future Ready Workforce; 2) Attract New Riders, Retain Customer Loyalty; 3) Place Transit at the Centre of Toronto's Future Mobility; and 4) Transform and Modernize for a Changing Environment,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

Major Projects and Programs

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













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

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



Key Highlights (Updated as of August 31, 2024)

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

 <p>Easier Access Phase III: Donlands Station became accessible on August 8, bringing the total to 55 accessible stations.</p>	 <p>Station Second Exits: Museum and Donlands stations Second Entrances/Exits opened, providing customers with alternate access.</p>
 <p>Purchase of New Subway Trains: Submitted an Expression of Interest to the Canada Public Transit Fund to secure Federal funding for 55 new Line 2 trains.</p>	 <p>Stations Transformations: 62 out of 70 stations now have 90% camera coverage and 21 stations have upgraded PA systems.</p>
 <p>Hybrid-Electric Buses: Completed delivery of all 336 buses.</p>	 <p>eBuses & Charging Systems: Lead buses received. Commenced installation of Charging Systems at three garages.</p>
 <p>Purchase of Wheel-Trans Buses: 137 of 138, 7m and 26 of 85, 6m gasoline buses, are in service.</p>	 <p>Scarborough Rapid Transit: Phase 1 is complete. The TRPAP Notice of Commencement was issued in August 2024.</p>
 <p>Purchase of 60 Streetcars: 20 streetcars have been delivered, as scheduled.</p>	 <p>Russell Carhouse: Completed overhaul of Tracks 1-12.</p>
 <p>PRESTO: Apple Mobile Wallet launched in July 2024, allowing customers more options for fare payment.</p>	 <p>SAP ERP Implementation: Time and Attendance implemented for all non-union staff.</p>

Subway Portfolio

Category 3 / Major Projects & Programs	Corporate Plan Objectives/ Actions	Project Type	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									
Subway Portfolio																
Easier Access Phase III	2.2.7	Legislative	2007	2027	\$708.3	\$38.0	\$52.3	\$103.7	\$513.8	\$1,169.8	-	\$1,169.8	G	G	Y	Y
Station Second Exits Program	2.4.2	H&S	2002	2033	\$39.7	\$4.8	\$5.5	\$18.3	\$144.4	\$178.6	\$27.9	\$206.5	G	Y	G	Y
Fire Ventilation Upgrades	2.4.2	SOGR	1998	Ongoing	\$370.4	\$0.3	\$0.7	\$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	\$7.5	\$0.8	\$0.7	\$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	2035/6	\$23.2	\$5.4	\$8.2	\$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	\$37.6	\$5.7	\$6.1	\$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	\$71.9	\$8.4	\$9.1	\$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	\$92.0	\$5.8	\$11.9	\$30.4	\$1,181.7	\$1,261.8	\$252.2	\$1,514.0	G	G	Y	Y
Stations Transformation	2.2.3	SI	2017	2024	\$44.0	\$1.9	\$2.0	\$3.5	\$8.8	\$50.8	-	\$50.8	G	G	Y	Y
Total Subway Portfolio					\$1,394.7	\$71.2	\$96.6	\$201.1	\$5,430.5	\$6,728.6	\$9,927.9	\$16,656.5				
Outlook to Completion					Total Category 3 Portfolio (\$ Millions)											
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 Improvements SOGR: State-of-Good-Repair CIP: Capital Investment Plan			
Y	At Caution / Tracking Behind					Budget	Actual									
R	At Risk / Missed Target					\$2,861.8	\$311.0									
Note: 1) Total Projected EFC = Total Approved Budget + Total 15-Year CIP Unfunded 2) Spend-to-Date = Total Spent to 2023 + 2024 YTD Actuals																

Easier Access Phase III

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

Performance Scorecard (Outlook Status)

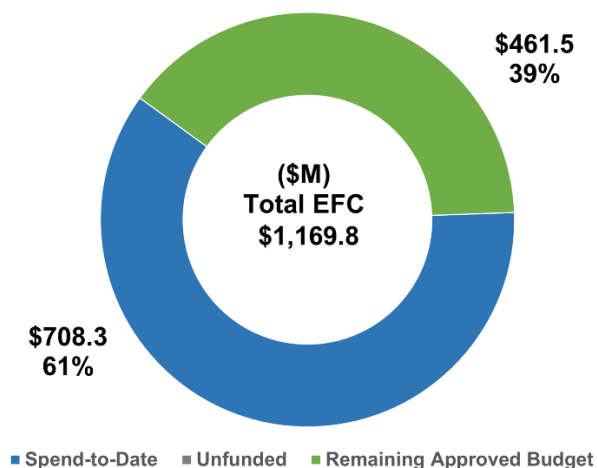
Scope	G	Cost	G	Schedule	Y ³	Overall	Y
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Scope Description

The Easier Access Phase III (EAll) 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	\$38.0M
2024 YTD Actuals	\$52.3M



Schedule and Progress Update

A full update on all program activities and schedule was included in a detailed report to the TTC Board at the 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, 55 out of 70 subway stations have been made accessible, including Donlands Station, which was made accessible on August 8, 2024. The following summarizes the remaining 15 stations in the program:

- One station (Old Mill) is still in the pre-construction phase, and 14 stations are under construction.

Yorkdale and Donlands stations are 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 or early access 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 status by station and the anticipated EIS dates as reported at the April 2024 Board meeting.

Program Schedule (As of July 31, 2024)

Station	Current Status	Construction % Complete	Elevators-in-Service ³
Castle Frank	Construction	82%	Q3 2024
Glencairn	Construction	78%	Q3 2024
Summerhill	Construction	57%	Q1 2025
High Park	Construction	77%	Q2 2025
Rosedale	Construction	76%	Q2 2025
Greenwood	Construction	68%	Q2 2025
Lawrence	Construction	64%	Q3 2025
College	Construction	72%	Q3 2025
Warden EA	Construction	49%	Q3 2025
Christie	Construction	50%	Q3 2025
Museum	Construction	68%	Q4 2025
Islington (EA/Re-dev) ¹	Construction	19%	Q1 2026
Warden (Re-dev) ²	Construction	14%	Q2 2026
Spadina	Construction	58%	Q3 2026
King	Construction	32%	Q4 2026
Old Mill	Pre-Tender	N/A	TBD

Notes:

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

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

Key Risks and Issues

Key Issues and Action Plans:

- Construction at Old Mill Station was delayed as property acquisitions required are still to be secured through negotiated agreements. Upon successful ruling from the Tribunal in February 2024, the City provided a Stage 2 Expropriation Report to City Council in May 2024, which will allow for the completion of the expropriation plans in order to obtain the properties and re-tender the contract in 2024. Construction is scheduled to commence in early 2025.
- ³The program schedule for Summerhill, College, Museum and Lawrence stations has been impacted by unforeseen site conditions, utility co-ordination challenges and sub-contractor performance which is reflected in the status (at caution). A detailed program update will be provided to the TTC Board in Q4 2024 based on a schedule impact analysis.
- 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 stations to facilitate the work and mitigate encountered delays.

Key Risks and Mitigation Activities:

- The program is experiencing cost pressures due to current market conditions, construction complexities, escalations, as well as labour shortages. The TTC is continuing to monitor costs and look for opportunities to reduce costs, where possible.
- The project team continues to monitor and update the progress of the program and provide updates to the TTC Board. A detailed report on the Easier Access program was provided in April 2024 and a further update will be provided in Q4 2024.

Next Steps

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

- Complete negotiations with affected property owners, including expropriation proceedings and securing outstanding property requirements, permits and approvals.
- Re-tender the contract in Q4 2024 once the properties have been secured.

Station Second Exits Program

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

Performance Scorecard (Outlook Status)

Scope G	Cost Y¹	Schedule G	Overall Y
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Scope Description

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

Financials: Cost and Budget

Project/Program Start	2002	<p>(\$M) Total EFC \$206.5</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>
Forecast Completion Year	2033	
Estimated Final Cost (EFC)	\$206.5M	
Total Approved Budget	\$178.6M	
10-Year Approved Budget (2024-2033)	\$144.4M	
2024 Budget	\$18.3M	
2024 YTD Budget	\$4.8M	
2024 YTD Actuals	\$5.5M	

Schedule and Progress Update

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

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

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

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

Key Risks and 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.
- 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

- Complete Detailed Design for Summerhill Station.

Note:

- ¹\$27.9M is unfunded 2024-2033.

Fire Ventilation Upgrades

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

Performance Scorecard (Outlook Status)

Scope	G	Cost	G	Schedule	G	Overall	G
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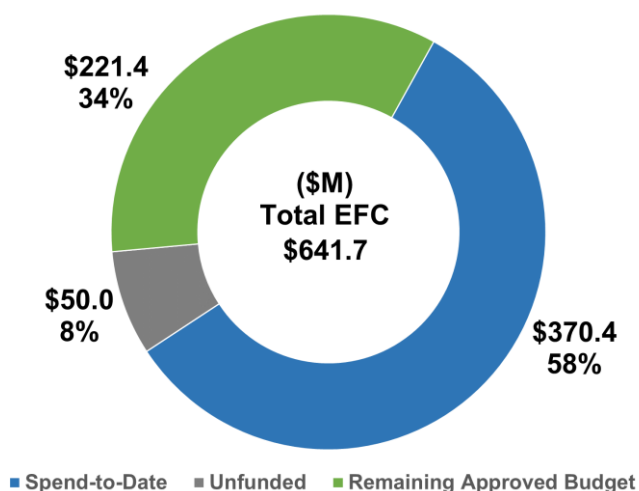
Scope Description

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

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

Financials: Cost and Budget

Project/Program Start	1998
Forecast Completion Year	Ongoing
Estimated Final Cost (EFC)	\$641.7M
Total Approved Budget	\$591.7M
10-Year Approved Budget (2024-2033)	\$222.0M
2024 Budget	\$5.0M
2024 YTD Budget	\$0.3M
2024 YTD Actuals	\$0.7M



Schedule and Progress Update

To date, the following works have been completed:

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

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

- Testing and commissioning of the new Subway Ventilation Equipment at Eglinton Station being completed as part of the Eglinton Crosstown LRT project which is ongoing and planned to be completed this year.
- 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 this year.

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 traffic lane closure.
- Higher costs due to current market conditions, supply chain issues, cost escalations and/or exchange rates may result in an increase to the EFC of Russell Hill ESB and Dupont Station and Spadina Station Lines 1 and 2. The TTC will continue to monitor, update escalation projections, and identify potential offsets to the greatest extent possible.

Next Steps

- Complete the Scope Review Design of the Subway Ventilation Equipment Replacement at Russell Hill ESB, Dupont Station and Spadina Station this year.
- Complete testing and commissioning of the Subway Ventilation Equipment at Eglinton Station.
- Commence Scope Review Design of State-of-Good-Repair for the Subway Ventilation Equipment Replacement at St. Patrick and Queen's Park stations, Union Streetcar Loop and Donlands Station.

Note:

- \$50.0M is unfunded post-2033.

Purchase of New Subway Trains (T1 Replacement + Growth)

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

Performance Scorecard (Outlook Status)

Scope	G	Cost	R	Schedule	R	Overall	R
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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 Yonge North Subway Extension (YNSE) and seven for Scarborough Subway Extension (SSE) for opening expansion service in early 2030s. Option to be included in base order procurement (full funding from Province).
- 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 and 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	\$0.8M	
2024 YTD Actuals	\$0.7M	

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

Key Risks and Issues

Key Risks and Mitigation Activities:

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

Next Steps

- Continue intergovernmental funding discussions to secure full funding for 55 trains.
- 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

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

Performance Scorecard (Outlook Status)

Scope	G	Cost	Y¹	Schedule	Y¹	Overall	Y
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Scope Description

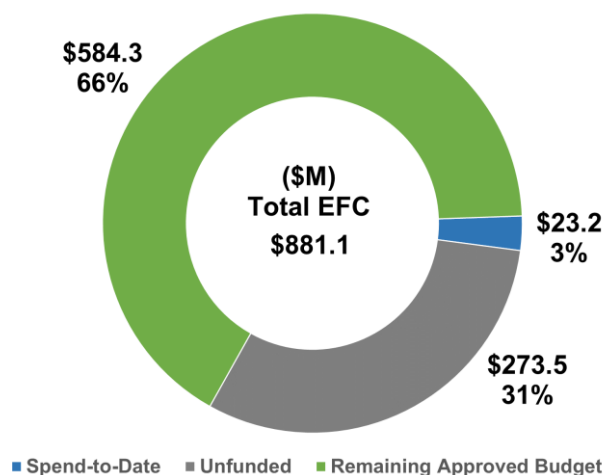
This program includes the resignalling of Line 2 (Kipling to Kennedy) in order to improve reliability, on-time service, faster travel times, and increase capacity to reduce overcrowding. The implementation of ATC on Line 2 is a State-of-Good-Repair (SOGR) project and is intended to modernize the existing 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 and Kennedy.
- Modifications to the Centralized Signalling System (CSS).
- Automatic Train Protection (ATP) system for work cars.

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

Financials: Cost and Budget

Project/Program Start	2021
Forecast Completion Year ²	2035/6
Estimated Final Cost (EFC)	\$881.1M
Total Approved Budget	\$607.6M
10-Year Approved Budget (2024-2033)	\$592.5M
2024 Budget	\$10.2M
2024 YTD Budget	\$5.4M
2024 YTD Actuals	\$8.2M



Schedule and Progress Update

- The development of Technical Specifications for the Request for Proposal (RFP) document is in progress and on schedule for completion in Q3 2024. The release of the RFP is contingent on the full funding commitment for the 55 NSTs on Line 2.

- The ATC infrastructure enabling works is progressing, with approximately 50% of the cable route system installation completed for Phase 1 (Kennedy to Main), and 25% completed for Phase 2 (Main to Donlands).
- The design for the cable route management system for Phase 3 (Donlands to Yonge) has been completed and Phase 4 (Yonge to Bathurst) has commenced.

Key Risks and Issues

Key Issues and Action Plan:

- The current Line 2 T1 trains operate on a fixed-block signalling system, which is more than 58 years old. The implementation of ATC on Line 2 is contingent on the delivery of the NSTs for Line 2. Pursuing the implementation of ATC-enabling technology on the existing T1 fleet is not recommended. See the November 22, 2023 report to the Board for details ([New Subway Train Procurement and Implications for Line 2 Modernization and Future Growth \(ttc.ca\)](#)).
- ¹The status of the new train procurement has a direct impact on the schedule and cost of ATC, which is reflected in the overall status (caution). See update on New Subway Trains.
- 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.

Next Steps

- Complete the final version of the ATC Line 2 Technical Specifications and RFP documents.
- 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).
- Look for opportunities to advance other works to streamline installation when major construction begins.

Notes:

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

Line 2 – Capacity Enhancement Program (Line 2 CEP)

Strategic Alignment to Corporate Plan				Project Type			
Objective 3.1: Build Network Capacity to Support Growth to 2041 Action 3.1.3: Leverage Line 2 Modernization to Enhance Line 2 Capacity Long Term				Service Improvements			
				Asset Class			
				Various			
Performance Scorecard (Outlook Status)							
Scope	G	Cost	Y¹	Schedule	Y²	Overall	Y
Scope Description							
<p>This program includes modifications to Greenwood Yard to accommodate the T1 replacement trains, maintenance requirements and other infrastructure enhancements to expand capacity and improve circulation on Line 2. The goal is to expand Line 2 capacity by achieving headways of up to 120 seconds by 2041. This will enable Line 2 to move 33,000 passengers per hour at peak times. This will also address overcrowding, reduce travel times and improve customer experience.</p> <p>The current scope includes:</p> <ol style="list-style-type: none"> Station Capacities: Stations Modifications to improve station capacities and increase service. Systems and Infrastructure: Electrical Traction Power Upgrades; Guideway Enhancement. Facilities and Yards – Greenwood Yard: Facility Carhouse Modification; Overhaul Shop Modifications; and Signalling System Upgrades. <p>Out of scope, but interdependent: The full benefits of the Line 2 CEP will be realized with the completion of separate, but interdependent projects, including the procurement of the New Subway Trains to replace the T1 fleet, and Line 2 Automatic Train Control (ATC).</p>							
Financials: Cost and Budget							
Project/Program Start	2019		<p>(\$M) Total EFC \$2,703.3</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	\$5.7M						
2024 YTD Actuals	\$6.1M						

Discussion:

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

Schedule and Progress Update

1. Station Capacity – Modifications and Upgrade:

- Spadina Station Streetcar Platform Extension: Tender preparation is in progress and Contract Award is expected in Q1 2025. The Developer portion of the work was completed in May 2024.
- Jane Station New Fare Line and Staircase Modification: Scope Design Review (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 completed by Q4 2024.
- Positive and Negative Feeders (PNF) in multiple substations (Broadview, Delaware and Indian Grove): Detailed Design (100%) is expected to be completed by Q2 2025.
- Positive and Negative Feeders (PNF) – Kennedy Station: Third-Party Agreement with Metrolinx is in progress for design and construction.
- Duct Bank Installation in multiple stations (Warden, Victoria Park, Bedford and Asquith): Scope Design was completed in July 2024. Detailed Design (100%) has commenced and is expected to be completed by Q4 2025.

Guideway Enhancement:

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

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

- Yard Signalling: The Signalling Solution (Computer-Based Interlocking (CBI) with Train Stops) was confirmed in July 2024. This system will protect 100% of yard vehicle movements against Red Signal Violations and is the same system implemented at Wilson Yard. Technical Specifications Development has commenced and is expected to be completed by Q1 2025.
- Yard Signalling Equipment Room: Scope Design Review (30%) has commenced and is expected to be completed by Q4 2024.
- Facility Carhouse Modifications: Stage Gate 3 was approved in April 2024. Detailed Design (100%) is in progress and expected to be completed by Q4 2024.
- Overhaul Shop Modifications: Stage Gate 2 deliverables are complete and Stage Gate approval is expected by Q4 2024.

Key Risks and Issues

Key Risks and Mitigation Activities:

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

Next Steps

Station Capacity – Modifications and Upgrade:

- Spadina Station Streetcar Platform Extension: Contract Award by Q1 2025.
- Jane Station New Fare Line and Staircase Modification: Complete Scope Design Review (30%) by Q3 2024.

Systems and Infrastructure – Traction Power:

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

Greenwood Yard – Carhouse, Shop Modifications and Signalling:

- Yard Signalling: Complete Technical Specification Development by Q1 2025.
- Yard Signalling Equipment Room: Complete Scope Design (30%) Review by Q4 2024.
- Facility Carhouse Modifications: Complete Detailed Design (100%) by Q4 2024.
- Overhaul Shop Modifications: Obtain Stage Gate 2 approval by Q4 2024.

Notes:

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

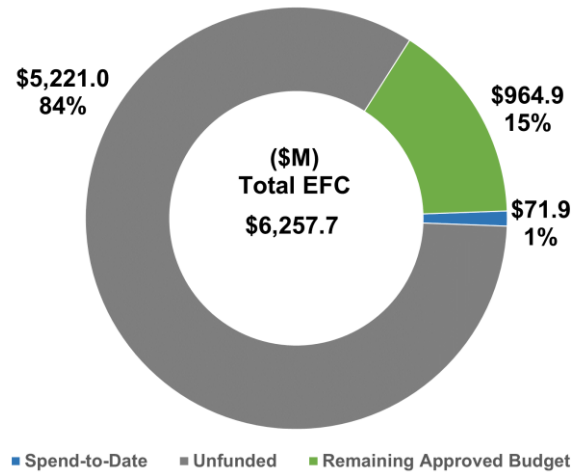
Line 1 – Capacity Enhancement Program (Line 1 CEP)

Strategic Alignment to Corporate Plan				Project Type			
Objective 3.1: Build Network Capacity to Support Growth to 2041 Action 3.1.1: Advance the Line 1 Capacity Enhancement Program				Service Improvements			
				Asset Class			
				Various			
Performance Scorecard (Outlook Status)							
Scope	G	Cost	Y²	Schedule	Y³	Overall	Y
Scope Description							
<p>Under current forecasts, Line 1 is projected to have 1.328 million daily boardings¹ by 2041. This requires an increase in train service frequency to accommodate growth in demand. The goal is to expand Line 1 capacity before 2041, by achieving headways of up to 100 seconds, enabling Line 1 to move 39,600 passengers per hour at peak times. To achieve program objectives, investment is required in existing infrastructure to enhance capacity, including a new facility.</p> <p>The current scope of the Line 1 CEP includes:</p> <ol style="list-style-type: none"> Station Capacities (Structures): Stations Modifications to improve station capacities and increase service at St. Andrew, St. George and King stations. Tactics implementation to improve passenger flow at 11 stations, including three pilot stations: St. Andrew, St. George and Dundas. Systems and Linear Infrastructure: Electrical Traction Power Upgrades; additional Fire Ventilation requirements to achieve target headways and Guideway Enhancement. Facilities and Yards: A new Train Maintenance and Storage Facility (TMSF) to meet the following requirements: <ul style="list-style-type: none"> Storage for 34 trains, including a test track, and access track to the site; Carhouse with seven Bays for preventative and corrective maintenance to support daily service; Operations and Infrastructure (O&I) facility to support maintenance activities (small shop building, outdoor and indoor storage tracks for work cars, material storage and staging area); and Ancillary facilities (Traction Power Substation (TPSS) and Hostler platform). <p>Out of scope, but interdependent with the program:</p> <ul style="list-style-type: none"> Achieving increased headways is also dependent on the procurement of New Subway Trains for Line 1 to accommodate growth. A total Line 1 fleet of 122 trains is required by 2041 based on current forecast and program design (see above). Achievement of the benefits of investments by Provincial and Federal governments in the Yonge North Subway Extension are dependent on investments to increase capacity across Line 1 to meet demand, reduce crowding and improve customer experience. 							

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

Financials: Cost and Budget

Project/Program Start	2019
Forecast Completion Year	2041
Estimated Final Cost (EFC)	\$6,257.7M
Total Approved Budget	\$1,036.7M
10-Year Approved Budget (2024-2033)	\$974.0M
2024 Budget	\$16.2M
2024 YTD Budget	\$8.4M
2024 YTD Actuals	\$9.1M



Discussion:

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

Schedule and Progress Update

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

- King Station – Concourse Expansion and Additional Exit: Considerations for space-proofing of future elevator shafts was assessed through an additional Feasibility Study, which was completed in July 2024 and a final decision is pending.
- Tactics Implementation: Pilot projects tactics recommendations were finalized in July 2024 which will be used for the design of the tactics implementation at the remaining eight stations and the expanded scope at St. George is expected to be completed by Q3 2024.

2. Systems and Infrastructure:

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

Fire Ventilation Requirements:

- St. Clair West Station Fire Ventilation System: Detailed Design (100%) is in progress and expected to be completed by Q4 2024. On June 26, 2024, City Council authorized the initiation of expropriation proceedings for the Property Requirements at St. Clair West.
- Markdale Emergency Service Building (ESB) Fire Ventilation System: Stage Gate 3 deliverables are under review and Stage Gate approval is expected by Q4 2024.

3. Train Maintenance and Storage Facility (TMSF):

- Updating the 15% design package and the Class 4 cost estimate is in progress.
- The TTC is undertaking the necessary due diligence for potential site locations for a Line 1 TMSF, which is in the planning phase.
- The Development of Owner's Engineer Specifications was completed in Q2 2024 and a review is expected to be completed by Q3 2024.

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

Key Risks and Mitigation Activities:

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

Next Steps

Station Capacity (Structures) – Modifications and Upgrades:

- King Station – Concourse Expansion and Additional Exit: Finalize decision to incorporate space-proofing for future elevators into scope of work by Q4 2024.
- Tactics Implementation (multiple stations): Commence the design for the tactics modification at the remaining eight stations and the expanded scope at St. George in Q3 2024.

Traction Power:

- New Traction Power Substation at Highway 407 Station: Complete Preliminary Design (30%) by Q3 2025.
- Positive and Negative Feeders and Duct Bank Replacement in multiple substations (Orde, Yonge Street, Duncan and Davisville): Complete Detailed Design (100%) by Q4 2026.
- Positive and Negative Feeders and Duct Bank Replacement – Granby Station: Complete Detailed Design (100%) Review by Q4 2024.
- Negative Reinforcing Cables (NRC) – Vaughan Metropolitan Centre to Sheppard West: Commence construction by Q4 2024.

- Negative Reinforcing Cables (NRC) – Sheppard West to Wilson: Complete Detailed Design (100%) by Q3 2024.

Fire Ventilation Requirements:

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

Train Maintenance and Storage Facility (TMSF):

- Continue to advance due diligence, including the EA/TRPAP process and consultation with stakeholders on the site selection.
- Complete Owner's Engineer Specifications Review by Q3 2024.

Note:

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

Bloor-Yonge Capacity Improvements

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

Performance Scorecard (Outlook Status)

Scope	G	Cost	G	Schedule	Y¹	Overall	Y
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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. This includes:

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

Financials: Cost and Budget

Project/Program Start	2015	<p>(\$M) Total EFC \$1,514.0</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>
Forecast Completion Year	2035	
Estimated Final Cost (EFC)	\$1,514.0M	
Total Approved Budget	\$1,261.8M	
10-Year Approved Budget (2024-2033)	\$1,181.7M	
2024 Budget	\$30.4M	
2024 YTD Budget	\$5.8M	
2024 YTD Actuals	\$11.9M	

Schedule and Progress Update

- Early Works construction for the relocation of existing utilities 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. Brookfield is progressing the chiller plant design to completion in Q4 2024, prior to tender and construction.
- The Request for Proposal (RFP) in-market period is continuing with the two remaining proponents:
 - EllisDon-Barnard Joint Venture, a joint venture between EllisDon Civil Ltd. and Barnard Constructors of Canada LP (Team Lead – EllisDon Civil Ltd.); and
 - Kenaidan Murphy Joint Venture, a joint venture between Kenaidan Infrastructure Ltd. and Murphy Infrastructure Inc. (Team Lead – Kenaidan Infrastructure Ltd.).
- The RFP is scheduled to close in Q4 2024 to address proponent concerns with award of the Progressive Design-Build (PDB) contract for the Development Phase Agreement in Q1 2025, and completion of the Development Phase expected in early 2027. Opportunities to mitigate the project schedule will be examined with the successful PDB proponent during the Development Phase.

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 may impact the property requirements of the project. The TTC, City of Toronto and CreateTO will continue to minimize impacts to project timelines.
- The scope addition of Platform Edge Doors (PEDs) will support safety and assist with overcrowding. The concept design is underway to determine the cost and schedule impacts, which will be incorporated into the Development Phase work.
- Escalation costs (rates) will be monitored by the project team, with any adjustments to the cost estimate to be undertaken as part of the Development Phase work.

Next Steps

- The RFP is scheduled to close in Q4 2024 and the PDB contract for the Development Phase Agreement is scheduled to be awarded in Q1 2025.

Notes:

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

Stations Transformation

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

Performance Scorecard (Outlook Status)

Scope	G	Cost	G	Schedule	Y	Overall	Y
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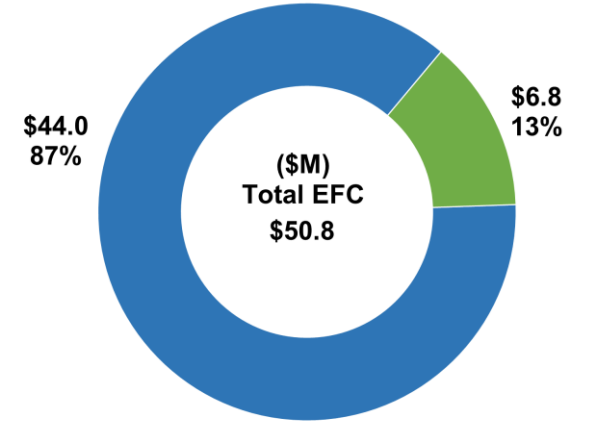
Scope Description

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 (PA) System.
- Upgrading the stations' Passenger Assistance Intercoms (PAIs) by making them user friendly, improving sound quality and live video feed for customers needing assistance.
- Installing/upgrading of existing CCTV cameras.
- Constructing six Zone Hubs (York University, Union, Kipling, Bloor-Yonge, St. Clair West and Sheppard-Yonge) to serve as central command posts, monitoring the stations and responding to customer requests in an efficient manner.
- In addition to these infrastructure improvements under this program, the TTC has introduced CSAs to proactively assist customers facing barriers in navigating the system.

Financials: Cost and Budget

Project/Program Start	2017	 <p style="font-size: small;">(\$M) Total EFC \$50.8</p> <p style="font-size: x-small;">■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>
Forecast Completion Year	2024 ¹	
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	\$1.9M	
2024 YTD Actuals	\$2.0M	

Schedule and Progress Update

Passenger Assistance Intercoms (PAIs) (Completed):

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

Zone Hubs (Completed):

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

CCTV Cameras (In Progress):

- Since the last report, three additional stations now have at least 90% camera coverage for a total of 62 stations out of 70. 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: Currently, all stations had 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 Fare Lines, and the ability for Collectors/CSAs to monitor the stations.
- Currently assessing the feasibility to expand the scope of the program to install cameras in 40 integrated bus and streetcar bays. These additional cameras will provide additional security and mitigate fare evasion via video analytics.

Public Announcement (PA) System (In Progress):

- Since the last report, seven additional stations were upgraded for a total of 21 out of 70 stations. 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. The RTMS minimizes escalator downtime and allows stations staff to respond to emergencies in an efficient manner improving customer service. A soft launch was completed at the Downtown, Central and Yonge-North Zones, in Q4 2023, and further expanded to the remaining Zones by the end of 2023.

Key Risks and Issues

Key Risks and Mitigation Activities:

- ¹The PA system upgrade is tracking behind schedule due to certification delays and the project team is working to accelerate the installation where possible. A revised completion date will be provided in the next project update.

Next Steps

- CCTV Cameras: Complete 90% camera coverage at eight remaining stations in 2024.
- PA System: Complete upgrades at the remaining 49 stations.

Bus and Wheel-Trans Portfolio

Category 3 / Major Projects & Programs	Corporate Plan Objectives/ Actions	Project Type	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									
Bus & Wheel-Trans Portfolio																
SRT Right-of-Way (ROW) Conversion to Busway	2.3.3	SOGR	2015	2027	\$21.3	\$3.8	\$3.0	\$13.7	\$75.5	\$93.9	-	\$93.9	G	G	G	G
Wheel-Trans 10-Year Transformation	2.2.7	Legislative	2017	2026	\$34.8	\$1.7	\$0.9	\$3.3	\$15.9	\$49.8	-	\$49.8	G	G	G	G
Purchase of Wheel-Trans Buses (Gasoline & Electric)	2.2.7	SOGR	2016	2026	\$69.5	\$7.1	\$6.5	\$17.6	\$31.5	\$94.5	\$351.5	\$445.9	G	G	Y	Y
Purchase of Buses (Hybrid & Electric)	3.3.1	SOGR	2018	2025	\$578.6	\$122.8	\$126.0	\$185.0	\$664.2	\$1,116.8	\$4,019.2	\$5,136.0	G	G	G	G
eBus Charging Systems	3.3.1	SOGR	2016	2025	\$154.8	\$9.6	\$4.5	\$61.5	\$82.3	\$232.6	\$949.8	\$1,182.4	G	G	Y	Y
Total Bus & Wheel-Trans Portfolio					\$858.9	\$145.0	\$140.8	\$281.1	\$869.4	\$1,587.5	\$5,320.5	\$6,908.0				
Outlook to Completion					Total Category 3 Portfolio (\$ Millions)											
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 Improvements SOGR: State-of-Good-Repair CIP: Capital Investment Plan			
Y	At Caution / Tracking Behind					Budget	Actual									
R	At Risk / Missed Target					\$2,861.8	\$311.0									
Note: 1) Total Projected EFC = Total Approved Budget + Total 15-Year CIP Unfunded					2) Spend-to-Date = Total Spent to 2023 + 2024 YTD Actuals											

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

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

Performance Scorecard (Outlook Status)

Scope G	Cost G	Schedule G	Overall G
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Scope Description

The following was implemented as part of Phase 1:

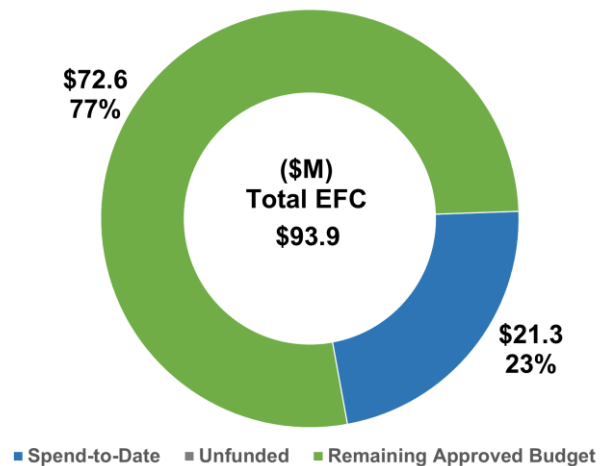
- Express bus service via Kennedy and Midland between Scarborough Centre and Kennedy stations.
- Modifications to the bus platforms at Scarborough Centre and Kennedy stations.
- Construction of a temporary bus terminal at Kennedy Station.
- Transit Priority Measures to facilitate efficient operation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

The following will be implemented as part of Phase 2:

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

Financials: Cost and Budget

Project/Program Start	2015
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	\$3.0M



Schedule and Progress Update

Since the Line 3 closure in July 2023, and the subsequent implementation of a bus replacement service, Phase 1 work was accelerated to deliver the major components related to bus terminal improvements and Transit Priority Measures. Completed as part of Phase 1:

- Modified bus platform at the Scarborough Centre Station Bus Terminal to accommodate additional buses required for the SRT replacement bus service.
- Built a temporary bus terminal at Kennedy Station to accommodate additional buses required for the SRT replacement bus service.

- Implemented Transit Priority Measures, including bus priority lanes, modified key intersections and changed traffic signals to allow reliable and seamless bus service between Scarborough Centre and Kennedy stations.

The following is the status of the Busway:

- 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 ([Report Link](#)).
- A construction estimate was completed in August 2024 at the 90% design level and the estimate remains within the approved budget.
- The Transit Rail Project Assessment Process (TRPAP) consultant was retained in April 2024 and a Notice of Commencement was issued in August 2024. An Open House will be held on September 24, 2024 to engage with the community, share the study process, identify potential impacts and mitigation plans and gather feedback. The TRPAP will be carried out concurrently with other activities and is not expected to impact the overall project schedule. The TRPAP is forecasted to be completed by Q4 2024. 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 was completed. The barrier type (“guide rail”) has been finalized with Metrolinx and the design has been revised accordingly.
- Property acquisitions from HONI and private third parties are required for a bus stop and pedestrian walkway ramp at Tara Avenue, a bus stop at Lawrence Avenue East and a bus ramp at Ellesmere Road. The technical review by HONI is ongoing for the Tara Avenue bus stop, and discussions have started with property owners for the Lawrence Avenue East and Ellesmere Road bus stops. A Stage 1 Expropriation Report was approved by City Council in July 2024.
- The Early Works package to remove wayside systems including track and signals from the SRT ROW between Kennedy and Ellesmere stations was awarded in August 2024.

Key Risks and Issues

Key Risks and Mitigation Activities:

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

Next Steps

- Commence the Early Works construction to decommission and remove wayside systems in September for completion by the end of 2024.
- Complete 100% Design of the Busway by the end of 2024.

Wheel-Trans 10-Year Transformation Program

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

Performance Scorecard (Outlook Status)

Scope	G	Cost	G	Schedule	G	Overall	G
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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):

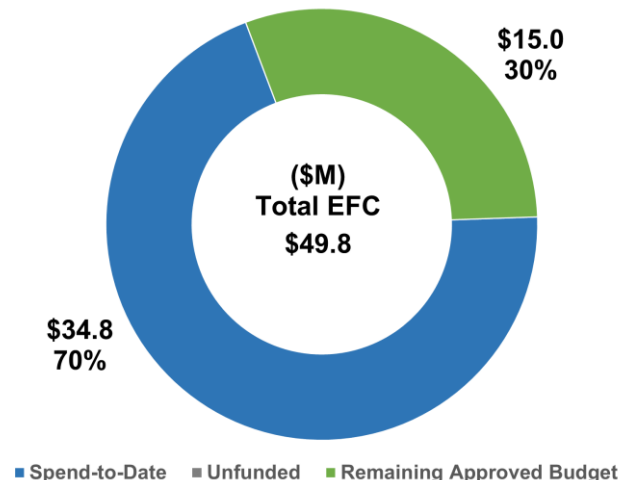
- Family of Services (FOS), Re-Registration and Conditional Trip Matching.
- Construction of 16 Access Hubs.
- Upgrading the RSD system to enhance FOS capabilities and introduction of the Mobile App pilot.
- Launch of the Wheel-Trans Mobile Application.
- Implementation of the Customer Relationship Management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

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

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

Financials: Cost and Budget

Project/Program Start	2017
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	\$1.7M
2024 YTD Actuals	\$0.9M



Schedule and Progress Update

Phase 1-4 (Completed):

- Family of Services (FOS): The FOS approach (currently optional) provides Wheel-Trans customers with options for a multi-modal trip that is faster, flexible and efficient. The FOS expansion includes connections with 82 bus and streetcar routes with approximately 500 strategically located transfer/connections conventional system stops for Wheel-Trans customer pick-up and drop-offs, along with the 5,000 non-vehicle transfers (walking stops), as well as accessible subway stations (interdependency with Easier Access Program). 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 legislation. The Wheel-Trans Self-Serve Portal allows customers to register/re-register online, eliminating the need for paper application. Customers can also appeal their eligibility decision online. Approximately 19,000 customers registered prior to this date. Currently about 16,500 customers have re-registered, and 3,500 legacy customers still need to re-register by December 2025.
- Conditional Trip Matching: Customers with conditional eligibility will be provided with a one-trip solution that matches their conditions 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 2023. To date, there have been 7,902 application downloads, and 47,500 trips booked. A rolling average indicates 5.3% of all trips are booked with the Mobile App, and 3,102 unique customers that have booked using the Mobile App.
- Customer Relationship Management (CRM): Completed automation of the customer applications tracking and service contacts. This process involved integration with the CRM system, the TTC's document management provider and the Wheel-Trans RSD system.

Phase 5-8 (In Progress):

- A third-party consultant was selected to complete an assessment and provide recommendations to continue the modernization of the RSD software. The final phases (5-8) of the program are forecasted to be completed by the end of 2026, in alignment with the TTC's 10-year strategy timeline. The contract was awarded to the vendor in August 2024 to upgrade the RSD software.
- The Wheel-Trans ITS Solution for Phases 5-8 was approved in May 2023. The third-party vendor to help 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 RFI were completed and the RFI was posted and closed in May 2024.

Next Steps

- Continue with the procurement activities to post the AVL and IVR RFPs by Q4 2024.
- Continue with the re-registration campaign for legacy Wheel-Trans customers.

Purchase of Wheel-Trans Buses

Strategic Alignment to Corporate Plan				Project Type																
Objective 2.2: Improve the Customer Experience by Providing a Safe, Accessible and Comfortable Journey Action 2.2.7: Advance the Wheel-Trans Transformation Program (which includes purchase of Wheel-Trans Buses)				SOGR																
				Asset Class																
				Fleet																
Performance Scorecard (Outlook Status)																				
Scope	G	Cost	G	Schedule	Y	Overall	Y													
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: <ul style="list-style-type: none"> • 138, 7m ProMaster buses between 2021 and 2024. • 85, 6m ProMaster buses between 2023 and 2025. • Ten Zero-Emission Wheel-Trans buses for delivery between 2025 and 2026 (pilot). 																				
Note: Current funding allows for the procurement of up to 231 Wheel-Trans buses for delivery between 2022 and 2026. This includes up to ten zero-emission Wheel-Trans pilot buses targeting delivery commencing in 2025. Post-2025, the Wheel-Trans program outlines a plan for the procurement of approximately 521 buses, which includes 396 zero-emission buses to be delivered between 2026 and 2035. This scope is currently unfunded.																				
Financials: Cost and Budget																				
Project/Program Start	2016		<table border="1"> <caption>(\$M) Total EFC Breakdown</caption> <thead> <tr> <th>Category</th> <th>Amount (\$M)</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Spend-to-Date</td> <td>\$351.5</td> <td>79%</td> </tr> <tr> <td>Unfunded</td> <td>\$168.2</td> <td>38%</td> </tr> <tr> <td>Remaining Approved Budget</td> <td>\$24.9</td> <td>5%</td> </tr> <tr> <td>Total EFC</td> <td>\$445.9</td> <td></td> </tr> </tbody> </table>			Category	Amount (\$M)	Percentage	Spend-to-Date	\$351.5	79%	Unfunded	\$168.2	38%	Remaining Approved Budget	\$24.9	5%	Total EFC	\$445.9	
Category	Amount (\$M)	Percentage																		
Spend-to-Date	\$351.5	79%																		
Unfunded	\$168.2	38%																		
Remaining Approved Budget	\$24.9	5%																		
Total EFC	\$445.9																			
Forecast Completion Year	2026																			
Estimated Final Cost (EFC)	\$445.9M																			
Total Approved Budget	\$94.5M																			
10-Year Approved Budget (2024-2033)	\$31.5M																			
2024 Budget	\$17.6M																			
2024 YTD Budget	\$7.1M																			
2024 YTD Actuals	\$6.5M																			

Note:

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

Schedule and Progress Update

138, 7m ProMaster Buses: The TTC has received 137 of 138 buses, including all 15 Community Buses, which serve key destinations along a unique neighbourhood route.

85, 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. The first of these buses were delivered in June 2024. A contract amendment was issued to Creative Carriage for the supply and delivery of an additional 10, 6m ProMaster buses for delivery in 2025 to meet fleet plan requirements.

Ten Zero-Emission Wheel-Trans Buses (Pilot): The Request for Information (RFI) for the Zero-Emission buses was issued to the market and closed in March 2023. The project team has completed engagement with internal stakeholders and the Advisory Committee on Accessible Transit (ACAT). The RFP was issued to the market in April 2024. However, it was cancelled due to a non-compliant proposal being received. The compliance issues were clarified, and the RFP was re-issued in July 2024, with final submission scheduled for September 2024.

Wheel-Trans Buses	Total	Start Date	# Delivered	# In-Service	Forecasted End Date
7m ProMaster	138	2021	137	137	Q3 2024
6m ProMaster	85	2023	27	26	Q3 2025
Zero-Emission	10	2025	N/A	N/A	Q4 2026

Key Risks and Issues

Key Issues and Action Plan:

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

Key Risks and Mitigation Activities:

Zero-Emission Wheel-Trans Buses (Post-2025): The program is currently funded for Wheel-Trans bus procurements to the end of 2026. Zero-Emissions Wheel-Trans buses and charging infrastructure beyond 2026 will require funding by Q4 2024 to transition the fleet to achieve the zero-emissions target by 2040. This plan is in alignment with the City's TransformTO Action Plan. The lead-time for electric buses and required infrastructure is approximately two years.

Next Steps

138, 7m ProMaster Buses: Receive the last bus by the end of Q3 2024.

85, 6m ProMaster Buses: Continue to receive production buses and complete the commissioning process and receive the remaining 20 units scheduled for 2024.

Zero-Emission Wheel-Trans Buses (Pilot): Award contract in Q4 2024, with bus deliveries to commence in 2025.

Purchase of Buses (Hybrid and Electric)

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

Performance Scorecard (Outlook Status)

Scope	G	Cost	G	Schedule	G	Overall	G
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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-emission, battery-electric buses (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-emission buses to be delivered between 2026 and 2035. This plan is in alignment with the City of Toronto's TransformTO Action Plan and the C40 Fossil-Fuel-Free Streets Declaration. This scope is currently unfunded and is a key capital priority for the TTC.

Financials: Cost and Budget

Project/Program Start	2018	<p>(\$M) Total EFC \$5,136.0</p> <ul style="list-style-type: none"> Spend-to-Date: \$4,019.2 (78%) Unfunded: \$4,019.2 (78%) Remaining Approved Budget: \$538.3 (11%)
Forecast Completion Year	2025	
Estimated Final Cost (EFC)	\$5,136.0M	
Total Approved Budget	\$1,116.8M	
10-Year Approved Budget (2024-2033)	\$664.2M	
2024 Budget	\$185.0M	
2024 YTD Budget	\$122.8M	
2024 YTD Actuals	\$126.0M	

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

Progress Update

336 Hybrid-Electric Buses (Delivery Complete):

- The First Article Inspections for the NOVA 12-metre (40-foot), New Flyer 12-metre (40-foot) and New Flyer 18-metre (60-foot) hybrid buses were completed in March 2023.
- As of August 31, 2024, all 336 buses have been delivered, of which 332 are in-service, and the remaining are undergoing commissioning.

340 Zero-Emission Buses (eBuses):

- The TTC submitted an application for grant funding under the Federal government's Zero-Emission Transit Fund (ZETF). The application was approved and the Federal announcement was made on April 24, 2023.
- Contracts were awarded for the supply and delivery of 340 eBuses to the following suppliers:
 - 204, 40-foot buses to New Flyer Industries; and
 - 136, 40-foot buses to NOVA Bus Inc.
- Final bus configuration meetings were completed in March 2024.
- The First Articles of Inspection for lead buses from New Flyer and NOVA were completed in April and June 2024, respectively.
- Pre-production meetings were completed and the lead bus from each supplier was delivered in July 2024.

Key Risks and Issues

Key Risks and Mitigation Activities:

336 Hybrid-Electric Buses:

- Fleet availability is slightly below the contractual target, however, it is trending upwards with both vendors working to ensure targets are met by the end of Q4 2024. The TTC will continue to closely monitor issues that will be proactively addressed for future procurements.

340 Zero-Emission Buses (eBuses):

- 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.
- 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 forecast costs and identify potential offsets to the greatest extent possible.

- There is no funding post-2025 for the 1,840 zero-emission buses to be delivered between 2026 and 2035, which is critical to maintain service levels and the TTC's ability to meet the City's TransformTO goals.

Next Steps

336 Hybrid-Electric Buses:

- Continue the commissioning process for the hybrid buses to enter revenue service. As of August 23, 2024, 332 of 336 buses were commissioned.

340 Zero-Emission Buses (eBuses):

- Continue the delivery and commissioning process for the eBuses.

Notes:

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

eBus Charging Systems

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

Performance Scorecard (Outlook Status)

Scope	G	Cost	G	Schedule	Y¹	Overall	Y
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Scope Description

This program includes the installation of charge points for electric buses, an upgrade of power at each facility, installation of substation, battery energy storage system, 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 table below) are funded under the Federal Zero-Emissions Transit Fund (ZETF), allowing for the installation of a total of 248 charge points between 2023 and 2025. Post-2025, additional funding will be required for charging infrastructure to support the ongoing electrification of the bus fleet.

Financials: Cost and Budget

Project/Program Start	2016	<p>(\$M) Total EFC \$1,182.4</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>
Forecast Completion Year	2025	
Estimated Final Cost (EFC)	\$1,182.4M	
Total Approved Budget	\$232.6M	
10-Year Approved Budget (2024-2033)	\$82.3M	
2024 Budget	\$61.5M	
2024 YTD Budget	\$9.6M	
2024 YTD Actuals	\$4.5M	

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 August 31, 2024:

- Six of the eight projects within the program (Phase 1: Arrow Road, Birchmount, Eglinton, Malvern, Wilson and McNicoll) have been baselined at Stage Gate 3, and the remaining two projects are scheduled to be baselined by October 2024.
- Ten charge points are operational at Arrow Road Garage.
- Commenced installation of 21 charge points at Eglinton Garage.
- Installed ten charge points (pantographs) at Birchmount Garage, with commissioning to begin in mid-September 2024. See table below for status update.

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

¹The 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:

- The program schedule is reflected at caution as a result of a few projects that have been impacted due to supply chain issues. However, adequate charge points are available to support the delivery of eBuses up to the end of 2024. The TTC-PowerON teams will manage the supply chain issues to mitigate the risk of delays to charge point deployments in late-2025.
- The Parking Lot Rehabilitation project at Mt. Dennis Garage must be completed before the installation of charge points can begin. Delays to the Parking Lot project would cause delays to installation and commissioning of charge points at this location. 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:

- Commissioning of 21 charge points at Eglinton.
- Commissioning of ten charge points at Birchmount.
- Continue construction at Malvern, McNicoll and Wilson.

Phase 2a:

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

Note:

- The forecast completion year represents the funded scope of the program.
- \$729.1M is currently unfunded in the 10-Year Capital Budget and Plan (2024-2033), and \$220.7M is unfunded post-2033.

Streetcar Portfolio

Category 3 / Major Projects & Programs	Corporate Plan Objectives/ Actions	Project Type	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									
Streetcar Portfolio																
Purchase of 60 Streetcars	3.1.5	Growth	2019	2026	\$272.7	\$79.7	\$82.4	\$218.6	\$325.9	\$516.1	-	\$516.1	G	G	G	G
Hillcrest Facility	3.1.5	SI	2021	2029	\$9.4	\$0.2	\$1.4	\$0.6	\$139.7	\$147.7	-	\$147.7	G	Y	Y	Y
Russell Carhouse	3.1.5	SOG	2018	2029	\$27.5	\$3.2	\$6.1	\$6.4	\$146.6	\$168.0	-	\$168.0	G	G	Y	Y
Total Streetcar Portfolio					\$309.6	\$83.1	\$89.9	\$225.6	\$612.2	\$831.9	-	\$831.9				
Outlook to Completion					Total Category 3 Portfolio (\$ Millions)											
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 Improvements SOGR: State-of-Good-Repair CIP: Capital Investment Plan			
Y	At Caution / Tracking Behind					Budget	Actual									
R	At Risk / Missed Target					\$2,861.8	\$311.0									
Note: 1) Total Projected EFC = Total Approved Budget + Total 15-Year CIP Unfunded 2) Spend-to-Date = Total Spent to 2023 + 2024 YTD Actuals																

Purchase of 60 Streetcars

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

Performance Scorecard (Outlook Status)

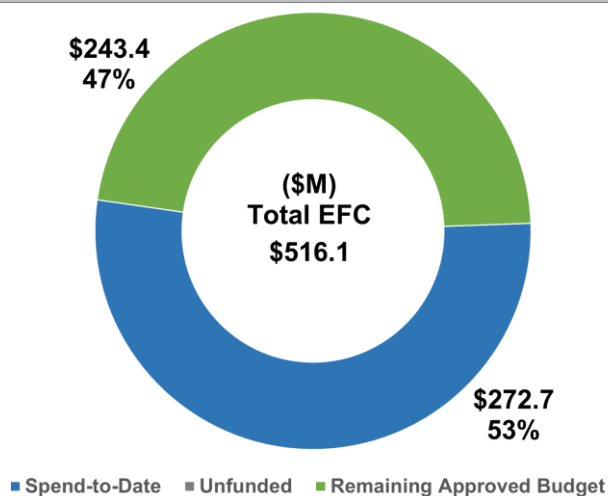
Scope	G	Cost	G	Schedule	G	Overall	G
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Scope Description

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	\$79.7M
2024 YTD Actuals	\$82.4M



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 Q3 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 August 2024, 20 streetcars have been accepted by the TTC.

Key Risks and Issues

Key Risks and Mitigation Activities:

- Supply chain issues continue to be monitored to evaluate its impact to production. 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 the Contribution Agreement with Infrastructure Canada by Q3 2024.
- Complete the third (of four) Canadian Content audit in Q3 2024.

Hillcrest Facility

Strategic Alignment to Corporate Plan			Project Type				
Objective 3.1: Build Network Capacity to Support Long-Term Growth to 2041 Action 3.1.5: Grow Streetcar Capacity with 60 New Accessible Streetcars and Upgraded Facilities			Service Improvements				
			Asset Class				
			Facilities				
Performance Scorecard (Outlook Status)							
Scope	G	Cost	Y ¹	Schedule	Y ²	Overall	Y
Scope Description							
<p>The Hillcrest Facility is a component of the larger Streetcar Program. This project involves the modification of the Hillcrest Facility in order to accommodate the storage, pre-service, testing and maintenance of 25 new, accessible streetcars.</p> <ul style="list-style-type: none"> Phase 1 (Storage for 25 streetcars and temporary pre-servicing). Phase 2 (Permanent pre-servicing, including Sand Silo). <p>The Hillcrest Facility Study will provide a long-term strategy for the use of the Hillcrest Complex in alignment with the Real Estate Investment Plan (REIP).</p>							
Financials: Cost and Budget							
Project/Program Start	2021		<p style="text-align: center;">(\$M) Total EFC \$147.7</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>				
Forecast Completion Year	2029						
Estimated Final Cost (EFC)	\$147.7M						
Total Approved Budget	\$147.7M						
10-Year Approved Budget (2024-2033)	\$139.7M						
2024 Budget	\$0.6M						
2024 YTD Budget	\$0.2M						
2024 YTD Actuals	\$1.4M						
Schedule and Progress Update							
<u>Hillcrest Maintenance and Storage Facility (MSF):</u> <ul style="list-style-type: none"> 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 was revised, based on a 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. The tender was posted on June 7, 2024 and the tender period closed on August 7, 2024.

Project/Phase	Start Date	Status	Forecasted End Date
1. Hillcrest Maintenance and Storage Facility			
Phase 1 (Storage for 25 streetcars; temporary pre-servicing)	Q4 2024	Tender	Q4 2028
Phase 2 (Permanent pre-servicing, including Sand Silo)	Q3 2026		Q3 2029

Key Risks and Issues

Key Issues and Action Plan:

- ²As a result of the Detailed Design completion of Hillcrest Facility, the updated schedule to construct Phase 1 of Hillcrest will result in a temporary streetcar storage deficit until the forecasted completion date of 2028 (Phase 1). Based on an options analysis, to mitigate the temporary streetcar storage deficit, the TTC will operate at maximum capacity from its carhouses. In addition, the TTC will continue to provide increased overnight service to various customer segments (e.g. shift workers), that will also support the City's Night Time Economy Strategy.

Key Risks and Mitigation Activities:

- ¹The overall project EFC will potentially increase based on the recently completed Detailed Design. The TTC will update cost projections and identify potential offsets to the greatest extent possible once the bid submissions are evaluated.
- In order to address potential schedule impacts, the TTC has proactively taken the following steps:
 - Outreach with the community continues, including a planned community meeting in the fall of 2024.
 - Continued coordination with the City for related permits and approvals.
 - Continued monitoring and coordination of key interdependencies, including the delivery of 60 new streetcars, access for Spur Line and the Harvey Shop State-of-Good-Repair (SOGR) work.
 - Obtained additional funding and a time extension for the Consultant Design Services Contract at the May 2024 TTC Board meeting.

Next Steps

Hillcrest MSF:

- Obtain approval to award contract at the September Board meeting.

Russell Carhouse

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

Performance Scorecard (Outlook Status)

Scope	G	Cost	G	Schedule	Y ¹	Overall	Y
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Scope Description

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

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

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

Financials: Cost and Budget

Project/Program Start	2018	<p>(\$M) Total EFC \$168.0</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>
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	\$3.2M	
2024 YTD Actuals	\$6.1M	

Schedule and Progress Update

- As a result of the development of the baseline project scope, additional requirements for the Russell Carhouse Extension were included: a) In-ground Hoist; b) Increased Ground Floor Area (GFA) to accommodate Change Room, Washrooms and Offices at Mezzanine Level; c) Side Pit Access; and d) Additional two Lift Tables.
- The original schedule completion of Q1 2028 was revised to include risk allocation and to reflect the additional scope requirements, with a scheduled completion of Q1 2029. In addition, a Quantitative Risk Assessment (QRA) is in progress to confirm risk allocation.

Russell Carhouse Track and Yard Overhaul: Stage 1 construction was completed on July 31, 2024.

Russell Carhouse Interior Modifications and Carhouse Extension: Completed 100% Construction Design Review and the bid document preparation is expected to be completed by Q4 2024.

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

Key Risks and Issues

Key Issue and Action Plan:

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

Key Risks and Mitigation Activities:

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

Next Steps

- Russell Carhouse Track and Yard Overhaul:
 - Continue with Stage 2 construction.
- Russell Carhouse Extension and Interior Modifications:
 - Complete Bid documents by Q4 2024.
 - Complete QRA by Q3/Q4 2024 to confirm the 30% risk allocation.

Network Wide Portfolio

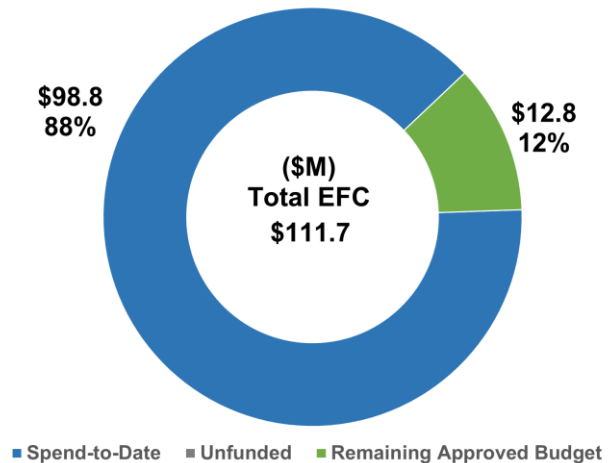
Category 3 / Major Projects & Programs	Corporate Plan Objectives/ Actions	Project Type	Project/Program		Financial Summary (\$ Millions)								Outlook to Completion			
			Start Year	Forecast Completion Year	Spend-to-Date	2024 YTD		2024 Budget	10-Year Approved Budget & Plan (2024-2033)	Total Approved Budget	Total 15-Year CIP Unfunded	Total Projected EFC	Scope	Cost	Schedule	Overall
						Budget	Actual									
Network Wide Portfolio																
VISION - CAD/AVL	2.1.2	SOGR	2016	2025	\$98.8	\$2.2	\$1.2	\$9.9	\$14.0	\$111.7	-	\$111.7	G	G	G	G
SAP ERP Implementation	4.3.2	SOGR	2014	2027	\$128.4	\$8.3	\$8.8	\$24.1	\$153.2	\$272.8	-	\$272.8	G	G	G	G
PRESTO	2.2.6	Growth	2012	2024	\$71.4	\$1.2	(\$0.4)	\$2.4	\$7.4	\$79.2	-	\$79.2	Y	G	R	R
Total Network Wide Portfolio					\$298.6	\$11.7	\$9.5	\$36.4	\$174.6	\$463.7	-	\$463.7				
Outlook to Completion					Total Category 3 Portfolio (\$ Millions)											
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 Improvements SOGR: State-of-Good-Repair CIP: Capital Investment Plan			
Y	At Caution / Tracking Behind					Budget	Actual									
R	At Risk / Missed Target					\$2,861.8	\$311.0									
Note: 1) Total Projected EFC = Total Approved Budget + Total 15-Year CIP Unfunded					2) Spend-to-Date = Total Spent to 2023 + 2024 YTD Actuals											

VISION – CAD/AVL

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

Financials: Cost and Budget

Project/Program Start	2016
Forecast Completion Year	2025
Estimated Final Cost (EFC)	\$111.7M
Total Approved Budget	\$111.7M
10-Year Approved Budget (2024-2033)	\$14.0M
2024 Budget	\$9.9M
2024 YTD Budget	\$2.2M
2024 YTD Actuals	\$1.2M



Schedule and Progress Update

Phases 1 and 2 (Completed):

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

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

Phase 3 (In Progress):

Yard Management System:

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

Operator Performance Module:

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

Bustime and Upgrades to SMS Text Messaging:

- The SMS text messaging has been upgraded to use real-time data from Bustime, as scheduled, in November 2023. The Bustime.ttc.ca website was made available for public use on July 26, 2024. 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), which provides customers with information, in real time, of the next vehicle arrivals, opened up to all app providers on July 26, 2024.

- Completed the Transit Signal Priority Location Accuracy Test verifying that location accuracy is now at the required level to ensure on-time performance.

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 was completed in April 2024. The revised completion of full implementation at all carhouses and garages is Q2 2025.
- The TTC has been collaborating closely with the vendor to identify the root causes of the issues and to explore potential mitigation plans. To ensure appropriate attention is given, the TTC has escalated the matter to the vendor’s management team, and the TTC is closely monitoring progress.

Next Steps

- Operationalization of the Yard Management System at Arrow Garage is in progress, and scheduled to be implemented by October 2024.
- Rollout of CleverVISION display content to the bus fleet in October 2024, which provides customers with real-time arrival predictions of the next three stops on the route.

SAP ERP Implementation

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

Performance Scorecard (Outlook Status)

Scope	G	Cost	G	Schedule	G	Overall	G
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Scope Description

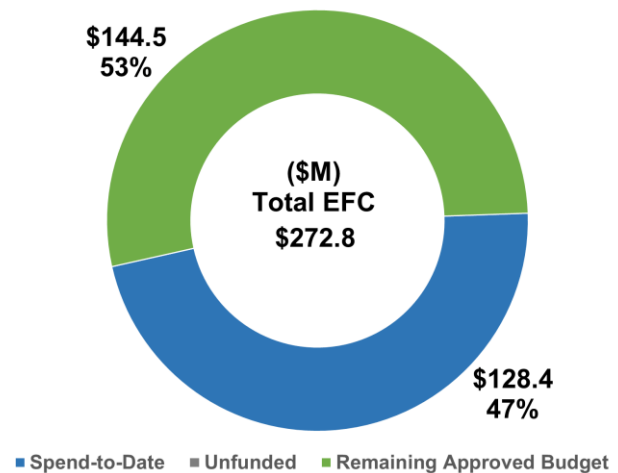
Implementing an industry-standard enterprise software solution that modernizes the TTC's core systems that aligns with the City of Toronto's SAP Roadmap by integrating business processes through the replacement of legacy systems.

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

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

Financials: Cost and Budget

Project/Program Start	2014
Forecast Completion Year	2027
Estimated Final Cost (EFC)	\$272.8M
Total Approved Budget	\$272.8M
10-Year Approved Budget (2024-2033)	\$153.2M
2024 Budget	\$24.1M
2024 YTD Budget	\$8.3M
2024 YTD Actuals	\$8.8M



Schedule and Progress Update

Phase 1 (Completed):

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

Phase 2 (In Progress):

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

Phase 3 (In Progress):

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

Phase	Start Date	Status	Forecasted End Date
Phase 1			
Recruiting, Onboarding, Organization Management and Employee Central Service Centre	Jun 2014	Completed	Sep 2018
Payroll and Benefits Administration	Jun 2014	Completed	Sep 2018
Budget Planning, Capital Accounting, Cost Centre Accounting and General Ledger	Jun 2014	Completed	Sep 2018
Phase 2			
Accounts Payable I	May 2015	Completed	Dec 2019
Corporate Communications Employee Mobile App	Nov 2019	Completed	Nov 2020
Learning Management System	Feb 2021	Completed	Oct 2021
Capital and Operating Job Costing	Apr 2020	Completed	Mar 2024
Time and Attendance and Workforce Scheduling for all Non-Union Employees excl. EC&E	Jul 2021	Completed	Jul 2024
Union Bidding Assessment	Jul 2023	In Progress	Jun 2025

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

Note:

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

PRESTO

Strategic Alignment to Corporate Plan	Project Type
Objective 2.2: Improve the Customer Experience by Providing a Safe, Accessible and Comfortable Journey Action 2.2.6: Provide Customers with a World-Class Fare Collection System	Growth
	Asset Class
	Systems

Performance Scorecard (Outlook Status)

Scope	Y	Cost	G	Schedule	R	Overall	R
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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	<p>(\$M) Total EFC \$79.2</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>
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	\$1.2M	
2024 YTD Actuals	(\$0.4M)	

Schedule and Progress Update

The program milestones achieved since 2012 include:

- The PRESTO Ticket provides fare payment options for customers who would like to purchase one ride, two rides or a day pass without a PRESTO card. The TTC has transitioned approximately 200 institutions from legacy fares to PRESTO tickets via the implementation of a new bulk Limited Use Medias (LUMs) sales program. As a result, this has enabled the TTC to discontinue the sale of legacy fares.
- PRESTO vending machines are available at all subway stations as well as the Mobile Fare Payment Application on all streetcars, buses and Wheel-Trans vehicles, including contracted accessible vans.
- The City of Toronto's Fair Pass Program launched in 2018, and provides a discount for eligible adult residents when using the balance on their PRESTO card or a monthly pass.
- Two-Hour Transfer was launched in August 2018, which makes short-distance travel more affordable for all customers. In addition, PRESTO payment options have integrated fares allowing customers to travel seamlessly into Mississauga and York Region.
- Human Machine Interface (HMI) has been fully implemented on all fare gates, buses, streetcars and Wheel-Trans vehicles, as well as contracted taxis, which provides customers with information on card balances and time remaining in the two-hour transfer window. This also provides the TTC with additional tools to track and enforce fare compliance. In 2021, the TTC implemented an enhancement on the HMI to prevent the use of Child cards for fare evasion.
- New fare 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 was launched in July 2024 as scheduled, allowing customers more options for fare payment.

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 the overall status (at risk). Based on the latest rounds of discussions, both parties have updated the plan, which has resulted in the removal of obsolete requirements. Metrolinx has also agreed to the revised set of outcome-based requirements that will be

fulfilled through the Transition Program. The project is forecasted to be completed by 2027, subject to agreement with Metrolinx.

Key Risks and Mitigation Activities:

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

Next Steps

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