



Financial Update for the Period Ended July 3, 2021 and Major Projects Update

Date: September 15, 2021
To: TTC Board
From: Interim Chief Financial Officer

Summary

This report sets out operating and capital financial results for TTC Conventional and Wheel-Trans services for the six-month period ended July 3, 2021. Projections to year-end 2021 are also provided.

Financial Summary

COVID-19 Impact and Relief Funding

The financial impact of COVID-19 has, to date, been primarily offset by financial support received from our Federal and Provincial partners through the Safe Restart Agreement (SRA) and the Municipal Transit Enhanced Cleaning program (MTEC). As noted at the June 16, 2021 TTC Board meeting, the total estimated funding shortfall to the end of 2021 was \$106.8 million. Based on the P6 results, the 2021 estimated funding shortfall is now projected to be \$84.8 million, as shown in the table below, pending any incremental unfavourable financial impacts that may arise from a fourth wave of COVID-19 in the Fall.

2021 Estimated Funding Shortfall (\$M)		
	June 16 Board	Current Update
SRA Funding Shortfall: Available Funding vs 2021 Budgeted COVID-19 Impacts	\$74.5	\$74.5
Add: Unused Phase 2 funding	\$28.8	\$28.8
Subtotal: SRA Funding Shortfall, including unused Phase 2 funding	\$103.3	\$103.3
2021 Budget Impact, net of under-expenditures	\$3.5	(\$18.5)
Total Estimated Funding Shortfall	\$106.8	\$84.8

This favourable change from the previous update is primarily driven by under-expenditures arising from TTC's conventional service operating slightly below budget and Wheel-Trans ridership demand being 23% below budget, as a result of the province-wide Emergency Stay-at-Home order that went into effect April 8, 2021 and ended June 2, 2021, combined with expenditure restraint in response to underachieved revenues during this first two quarters of 2021.

It is expected that a gradual return to budgeted service & workforce levels will be achieved by year-end as restrictions ease, vaccine rollouts continue and regular in-person programs gradually return in the Fall. Under-expenditures are now anticipated to reach \$80.3 million which will more than offset the projected revenue shortfall of \$61.8 million and result in an \$18.5 million projected year-end net favourable budget variance in 2021.

It should be noted that the \$18.5 million projected year-end net favourable budget variance assumes no substantial impact from a fourth wave and a return of further restrictions being imposed. Should a fourth wave result in passenger revenue impacts through events such as school closures, lockdowns or other COVID response restrictions, year-end results would be substantially less favourable than the current projection.

2021 Operating Results

To the end of Period 6, the cumulative revenue shortfall to budget of \$40.6 million, has been fully offset by under-expenditures of \$66.3 million resulting in a net favourable year-to-date variance of \$25.7 million. With some passenger revenue losses expected to continue and the pace of the favourable expenditure variance expected to diminish, the net favourable budget variance is projected to be \$18.5 million at year-end, as shown in the following table.

Description (\$Millions)	Year-To-Date (6 Months)			Year-End Projection		
	Budget	Actual	Variance	Budget	Projection	Variance
Revenue						
TTC Conventional						
Passenger Revenue	211.2	172.2	(39.0)	492.0	433.1	(58.9)
Ancillary Revenue	22.9	21.7	(1.2)	54.7	52.5	(2.2)
Reserve Draw	0.0	0.0	0.0	15.8	15.8	0.0
Wheel-Trans Passenger Revenue	1.8	1.4	(0.4)	4.3	3.6	(0.7)
Total Revenue	235.9	195.3	(40.6)	566.8	505.0	(61.8)
Expenditures						
TTC Conventional	1012.2	956.6	(55.6)	2,034.4	1,968.1	(66.3)
Wheel-Trans	56.4	45.7	(10.7)	118.6	104.6	(14.0)
Total Expenditures	1068.6	1002.3	(66.3)	2,153.0	2072.7	(80.3)
Combined Net City Funding	832.7	807.0	(25.7)	1,586.2	1,567.7	(18.5)

2021 Capital Results

Description (\$ Millions)	2021 Budget	Year-to-Date Actuals		Year-End Projection	
		\$	%	\$	%
TTC Base Capital	1,280.7	375.4	29.3%	1,076.4	84.0%
TTC Transit Expansion	95.3	13.6	14.2%	78.3	82.2%
Total	1,376.0	389.0	28.3%	1,154.7	83.9%

At the end of Period 6, total base capital expenditures were \$375.4 million, representing a spending rate of 29.3% of the 2021 Approved Capital Budget. Transit Expansion expenditures were \$13.6 million with 14.2% of the 2021 Approved Capital Budget being spent. Combined, a total of \$389.0 million was spent as of July 3, 2021, representing a 28.3% spending rate.

By year-end, TTC base capital expenditures are projected at \$1,076.4 million or 84.0% of the 2021 Approved Capital Budget. In addition, it is expected that the TTC will also incur \$78.3 million in expenditures by year end for transit expansion initiatives reflecting 82.2% of the 2021 approved funding being spent for these projects. In sum, TTC is projecting to spend 83.9% of its 2021 Approved Capital Budget by year-end.

Capital underspending is primarily due to third party changes to delivery schedules and plans; adjustments to project delivery to ensure further due diligence as well as protracted negotiations for complex contracts and property acquisitions that were expected to be completed in 2021 but will not be finalized by year-end. When these property acquisition budgeted expenditures and associated results are excluded from the base capital program, the spending rate increases to 87.5% for the TTC's base capital program and 87.1% overall, as summarized in the following chart.

Description (\$ Millions)	2021 Budget	Year-to-Date Actuals		Year-End Projection	
		\$	%	\$	%
TTC Base Capital	1,280.7	375.4	29.3%	1,076.4	84.0%
Excl. Deferred Property Acquisitions	(50.5)	0.0	0.0%	0.0	0.0%
TTC Adjusted Base Capital Program	1,230.2	375.4	30.5%	1,076.4	87.5%
TTC Transit Expansion	95.3	13.6	14.3%	78.3	82.2%
Total (Excl. Deferred Property Acquisitions)	1,325.5	389.0	29.3%	1,154.7	87.1%

These reported results take into account the most recent amendments approved by the TTC Board on May 25, 2021 and City Council on May 26, 2021 to increase the 2021 Capital Budget and future year cash flows in the 10-year Capital Plan by \$425.785 million. This amendment incorporates the increased spending authority and funding by the City, the Province and the Federal government for the purchase of an additional 47 streetcars and changes to the Hillcrest facility to accommodate the additional fleet.

Any unspent 2021 capital funding, which is currently projected to be \$221.3 million, will be carried forward into 2022 to complete capital work, in accordance with the City's Carry Forward policy.

Equity/Accessibility Matters

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

In addition to ongoing efforts to address access, diversity and inclusion, the 2021 TTC Operating Budget funds new investments totalling \$2.8 million to:

- Increase Wheel-Trans reservation call centre capacity to reduce call wait times and abandoned calls, thereby improving accessibility.
- Support implementation of the Embrace Diversity Action Plan to provide resources to improve community and recruiting outreach initiatives and ensure the continued implementation of anti-racism initiatives.

The 2021-2030 Capital Budget and Plan includes \$82.1million in 2021 and \$701.9 million over the 10 years for the TTC's Easier Access Program, which is underway to make all subway stations accessible by 2025 with elevators, wide fare gates and automatic sliding doors. With reduced ridership demands due to COVID-19, the TTC is accelerating Easier Access construction activities.

Decision History

At its meeting on December 21, 2020, the TTC Board approved the 2021-2030 TTC Capital Budget and Plan of \$11.689 billion in funding over the 10-year period, with \$1.315 billion approved in the 2021 Capital Budget.

http://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2020/Dec_21/Reports/Decisions/2050_2_TTC_15_Year_Capital_Investment_Plan_and_2021_to_2030_.pdf

At its meeting on December 21, 2020, the TTC Board approved the 2021 Operating Budgets of \$2.034 billion gross and \$1.472 billion net for TTC Conventional Service and \$118.6 million gross and \$114.3 million net for Wheel-Trans Service and a 2021 total year-end workforce complement of 16,313 positions.

http://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2020/Dec_21/Reports/Decisions/2050_1_2021_TTC_and_Wheel_Trans_Operating_Budgets_Decision.pdf

At its meeting on February 10, 2021, the TTC Board approved the amended 2021 workforce complement with the addition of 34 temporary positions dedicated to core resourcing for the Metrolinx subway expansion program. These roles and associated costs will be fully funded by Metrolinx and as such require no new municipal funding.

http://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2021/February_10/Reports/Decisions/2051_8_Transit_Network_Expansion_Decision.pdf

At its meeting on May 25, 2021, The TTC Board approved an amendment to the TTC Streetcar Program by increasing the 2021-2030 Approved Capital Budget and Plan by \$425.785 million for the procurement of an additional 47 streetcars at an incremental

cost of \$328.248 million, and the modifications to the Hillcrest Facility to accommodate the additional fleet at an additional cost of \$97.537 million.

[http://www.ttc.ca/About the TTC/Commission reports and information/Commission meetings/2021/May 25/Reports/2054 1 TTC Streetcar Program Procurement of 60 Streetcars De.pdf](http://www.ttc.ca/About%20the%20TTC/Commission%20reports%20and%20information/Commission%20meetings/2021/May%2025/Reports/2054%201%20TTC%20Streetcar%20Program%20Procurement%20of%2060%20Streetcars%20De.pdf)

Comments

Key Indicators – Operating Budget

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

The key indicators include TTC and Wheel-Trans ridership and average fare, which impact the \$492 million TTC fare revenue budget. Additional key drivers for TTC include the price of fuel and electric power that affect a combined fuel and utilities budget of \$156.4 million. The final, and most significant, driver on expenses relates to service hours, which impacts labour expenses (\$1.116 billion), non-labour expenses (\$303 million), such as parts and maintenance, in addition to fuel and utility consumption.

The following table details the TTC's key operating indicators, which are discussed below:

Item	Year-To-Date Actuals			Year-End Projection			Status
	Budget	Actual	Variance	Budget	Projection	Variance	
TTC Ridership	92.1M	76.5M	(15.6M)	214.4M	190.2M	(24.2M)	✘
TTC Average Fare	2.29	2.25	(0.04)	2.29	2.28	(0.01)	✘
TTC Regular Scheduled Service Hours	4.305M	4.726M	(0.421)	9.416M	8,805M	(0.611)	✘
Price of Fuel (\$/litre)	0.857	0.946	0.089	0.866	0.980	0.114	✘
Price of Electric Power (\$/kWh)	0.146	0.140	(0.006)	0.150	0.147	(0.003)	✔
WT Passengers	0.8M	0.6M	(0.2M)	1.9M	1.6M	(0.3M)	✘

Revenue Ridership

Based on the anticipated impact of COVID-19, the 2021 Budget for revenue ridership over the first 6 months of 2021 was set at an average of 35% of normal, or pre-COVID levels, rising from 31% in January to 39% by the end of June 2021. To the end of June, revenue ridership has been below these budget levels, with the largest unfavourable variances occurring during the two stay-at-home orders when ridership was as low as 25% of pre-COVID levels.

Throughout June and July, with more Ontarians getting vaccinated with their first and second doses of the COVID-19 vaccine, the Province began to phase in its reopening plan. After the Province entered Step 1 of its reopening plan on June 11th, revenue ridership increased to 33% of pre-COVID levels by June 26th, and reached 36% of pre-

COVID levels when the Province entered Step 2 on June 30. Gradual recovery has continued over the summer.

Consistent with the budget plan, revenue ridership is expected to increase as restrictions are eased and more people begin to resume their use of transit to get to and from work, shop, and enjoy leisure activities. Revenue ridership recovery in the coming months will be dependent on: the extent that optimal vaccination rates are achieved; the positivity rate of variant transmission and the level of restrictions that required to remain in place. These variables, especially when combined, may impact the anticipated gradual return to the workplace, particularly in the downtown core and the return to and continuation of in-class education in the Fall. Even with the recovery experienced so far, as the Province reopens, revenue ridership is expected to remain slightly below and/or reach budgeted levels through the third quarter, and continue this trend into Q4 2021. Pending any impacts from a potential fourth wave and a return to further restrictions, revenue ridership is expected to be approximately 24.2 million rides (11.3%) below the 2021 revenue ridership budget for the year as a whole. Further discussion of passenger revenue trends is included in the Financial Update section below.

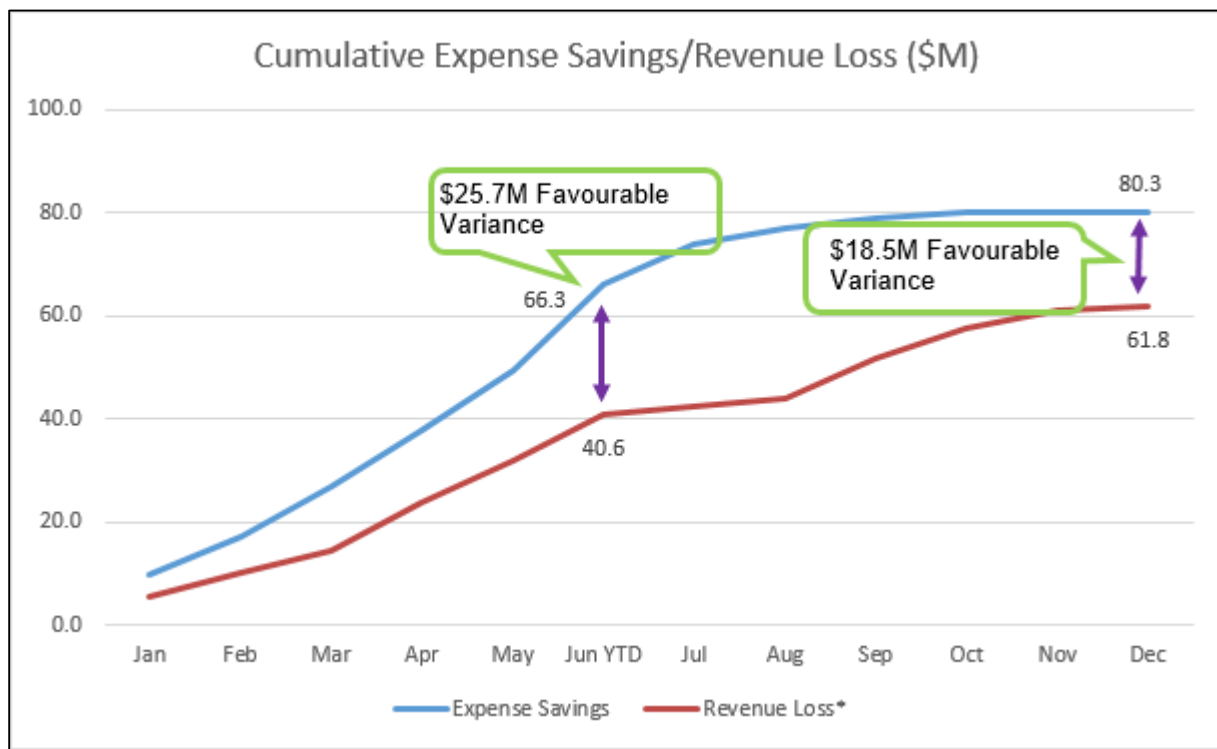
Service Hours

Notwithstanding the decline in revenue ridership, year-to-date and full-year service hours are lower than budgeted due to the pandemic and the extended stay at home orders. As such, service hours have been adjusted below budget.

It is expected that ridership will increase in the fall as secondary and post-secondary schools return and some office workers return to work, likely in a hybrid format. As such, service hours will be increased on all modes starting in September.

Financial Update – Operating

The unfavourable revenue variance experienced to date has been offset by year-to-date under-expenditures. It is expected that under-expenditures will continue at a reduced pace and gradually return to budgeted levels, as amongst other initiatives, operator hiring has re-commenced in order to support a full return to pre-pandemic service levels by the start of 2022. As a result, and prior to any unfavourable impacts from a fourth wave with a potential return of further restrictions, an \$18.5 million favourable budget variance is projected by year-end, as summarized in the following chart:



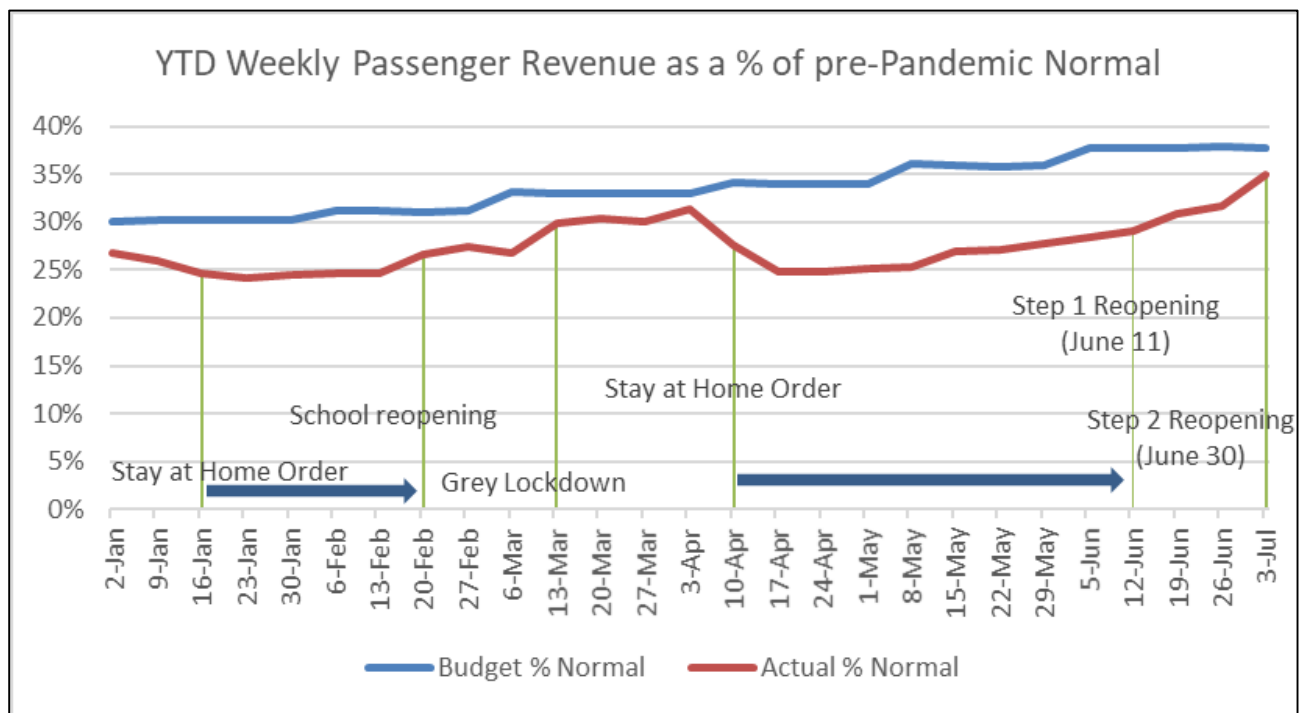
COVID-19 Financial Impact

TTC Conventional Passenger Revenue

The 2021 Operating Budget anticipated a \$796.4 million financial impact due to COVID-19, most of which related to an anticipated \$725 million passenger revenue loss net of PRESTO commissions.

As shown in the following chart, passenger revenue has been below budget throughout the first six months of the year, with the most significant shortfalls occurring during the stay at home orders, which caused TTC passenger revenues to fall as low as 25% of pre-COVID experience. Outside of these stay-at-home orders, TTC passenger revenue approached budgeted levels reaching within 2% of budgeted levels in early April. Similarly, as the Province approached and entered Step 1 of its reopening plan on June 11th, passenger revenue increased, reaching 29% of pre-COVID levels on June 11, and 35% of pre-COVID levels by the time the Province had entered Step 2 of its reopening plan on June 30, again reaching very close to budgeted levels.

A weekly breakdown of revenue relative to pre-COVID experience is shown in the following chart:



TTC Conventional Passenger Revenue Forecast

Taking into account the most recent revenue ridership experience noted above, the full year passenger revenue shortfall is forecasted to be approximately \$58.9 million (or \$56.4 million net of PRESTO commissions) by the end of 2021, broadly consistent with the \$57.5 million, net of PRESTO commissions projected in the last variance report.

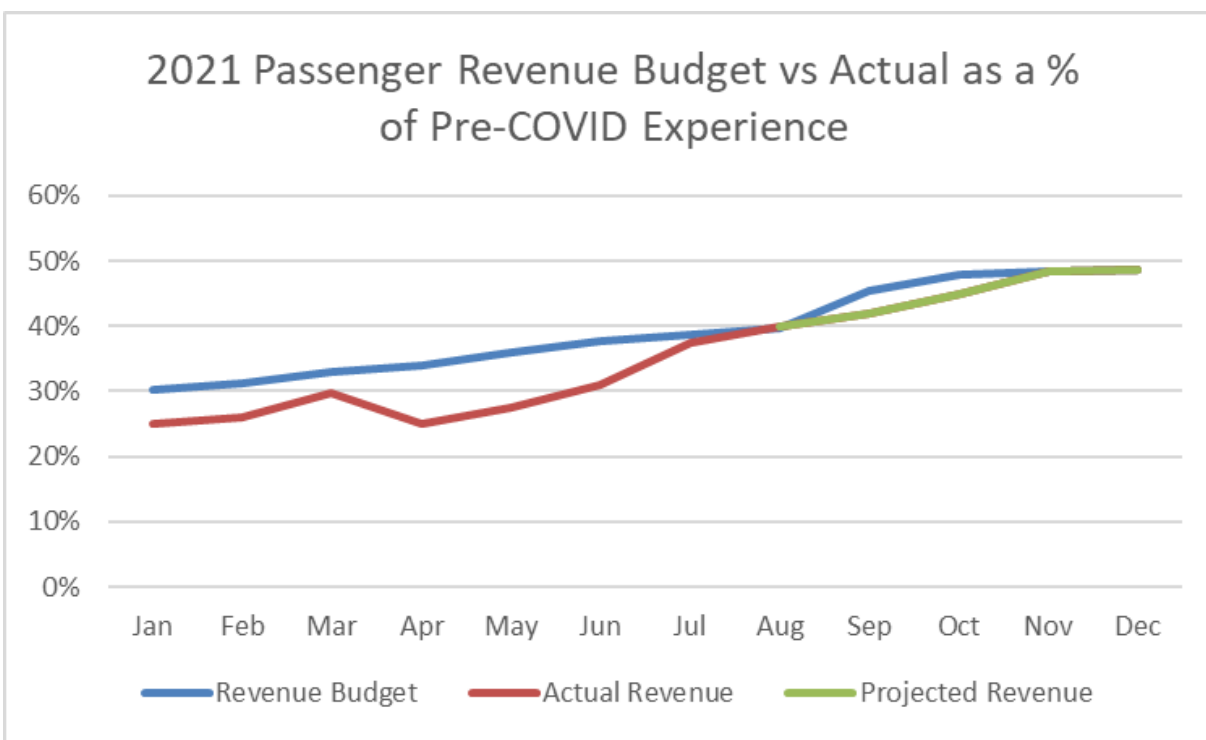
The key assumptions incorporated into this projection include:

- Gradual reopening under the Province of Ontario’s three-step Roadmap to Reopening, with no new lockdowns;
- Schools and post-secondary institutions’ substantially return to in-person learning in September;
- Substantially eligible population aged 12 and up are fully vaccinated by September;
- Gradual ridership returning from July to September; and
- Continued partial return of non-essential trips (leisure, shopping, events, hybrid work related trips) in Q3 and Q4.

As progress is made through each step of the Province’s Reopening Plan, ridership is expected to gradually return through the summer months and the unfavourable passenger revenue variance to budget is expected to narrow and return to the levels anticipated in the 2021 Operating Budget by the fourth quarter.

As shown in the following chart, this budget variance is expected to be concentrated in Q2, and parts of Q3, which will be impacted by the Province’s reopening plan. Q4 is expected to substantially align with budgeted levels as key assumptions regarding vaccinations, return to school and non-essential trips currently remain consistent with those assumed for the fourth quarter.

However, should a fourth wave result in school closures and a return to remote learning as well as the return of other restrictions, further revenue shortfalls will be realized and unfavourably impact the current projected year-end results. The TTC will continue to monitor and update forecasts throughout 2021 as new information becomes available.



Total Financial Impact

The following table summarizes the 2021 financial impacts of COVID-19 as anticipated in the 2021 Operating Budget and based on the current year-end projection. The impact of the unfavourable passenger revenue variance to budget is expected to be fully offset by projected under-expenditures, with COVID-19 expenses and expenditure trends by service analyzed in the following sections:

Total Financial Impact			
in Millions	2021 Budget	Year-End Projection	Variance Over/(Under)
Passenger revenue, net of PRESTO Commissions	\$725.0	\$782.1	\$57.1
Ancillary Revenues	\$15.9	\$18.1	\$2.2
COVID-19 Expenses	\$55.5	\$50.4	(\$5.1)
COVID-19 Financial Impact	\$796.4	\$850.6	\$54.2
Projected Under-Expenditures	-	(\$72.7)	(\$72.7)
Total Financial Impact	\$796.4	\$777.9	(\$18.5)

COVID-19 Expenses

The COVID-19 financial impact incorporated into the 2021 Operating Budget includes \$55.5 million in COVID-19 response expenses to protect customer and employee

safety. As outlined in the following table a \$5.1 million favourable variance to budget is anticipated by year-end, primarily due to refined vehicle disinfection cost estimates and timing partially offset by higher costs associated with COVID-19 related absences.

COVID-19 Expenses						
Item (\$Millions)	Year-To-Date			Year-End Projection		
	Budget	Actual	Variance	Budget	Projection	Variance
Safety and Other Required Measures						
Vehicle Disinfection	12.7	6.6	(6.1)	25.8	13.4	(12.4)
Personal Protective Equipment	3.0	2.5	(0.5)	5.9	5.9	0.0
Vehicle Ventilation Filters	0.7	0.6	(0.1)	1.4	1.4	0.0
Facility Disinfection, Decals and Other	2.8	1.9	(0.9)	5.8	5.4	(0.4)
Hand Sanitizer for Customers	1.2	0.3	(0.8)	2.3	1.0	(1.4)
Welcome Back Campaign	-	-	-	-	1.6	1.6
Employee Screening Costs	3.7	3.5	(0.2)	5.5	7.2	1.7
Managing Resourcing						
Incremental Labour Costs	1.8	3.3	1.5	2.7	4.6	1.9
Sick Benefit Costs	3.0	7.2	4.2	6.1	10.0	3.9
Total COVID-19 Expense	28.8	25.9	(2.9)	55.5	50.4	(5.1)

Year-To-Date Results and Projections to Year-End by Service

The following tables present TTC Conventional and Wheel-Trans Services year-to-date financial results and year-end projections, respectively.

TTC Conventional Service

2021 Operating Results by Key Account Grouping

As of July 3, 2021, TTC Conventional Service expenses are \$55.6 million below budget and are expected to reach \$66.3 million by year-end. Key drivers of the under-expenditures on a year-to-date basis include:

- Continued expenditure management resulting in deferred hiring and material purchases wherever possible.
- TTC Conventional service levels operating slightly below budget, resulting in wage and energy under-expenditures.

The year-end under-expenditure projection reflects an expectation that the pace and extent of under-expenditures is expected to narrow in the coming months, as amongst other initiatives, operator hiring has re-commenced in order to support a full return to pre-pandemic service levels by the start of 2022.

On a year-to-date basis, under-expenditures have offset revenue shortfalls to budget. This trend is expected to continue, at a reduced pace, to year end, resulting in a net \$5.2 million favourable budget variance as shown in the following table:

Item (\$Millions)	Year-To-Date Actuals			Year-End Projection			Status
	Budget	Actual	Variance	Budget	Projection	Variance	
Expenses							
Departmental Labour & Benefits	742.4	714.3	(28.1)	1,469.5	1,432.2	(37.3)	✓
Departmental Non-Labour	124.2	104.6	(19.6)	257.9	241.8	(16.1)	✓
Diesel	35.2	32.9	(2.3)	71.0	69.4	(1.6)	✓
Traction Power & Utilities	42.6	39.0	(3.6)	85.4	78.9	(6.5)	✓
PRESTO Commissions	9.2	7.3	(1.9)	21.3	18.8	(2.5)	✓
Other Corporate Costs	30.7	33.4	2.7	75.6	78.1	2.5	✗
COVID-19 Costs	27.9	25.1	(2.8)	53.7	48.9	(4.8)	✓
Total Expenses	1,012.2	956.6	(55.6)	2,034.4	1,968.1	(66.3)	✓
Revenues							
Passenger Revenue	211.2	172.2	(39.0)	492.0	433.1	(58.9)	✗
Other Ancillary Revenue	22.9	21.7	(1.2)	54.7	52.5	(2.2)	✗
Reserve Draw	0.0	0.0	0.0	15.8	15.8	0.0	○
Total Revenue	234.1	193.9	(40.2)	562.5	501.4	(61.1)	✗
Net (Operating Funding)	778.1	762.7	(15.4)	1,471.9	1,466.7	(5.2)	✗

2021 vs 2020 Results Comparison

Year-end spending is projected to be \$101.6 million (5.4%) higher in 2021 than 2020. Key drivers of this net increase include:

- Higher cost containment savings in 2020:
 - Matching service capacity to demand
 - Expenditure constraint
 - Deferred implementation of new service priorities
 - Workforce realignment strategy
- Annualization of COVID-19 costs to ensure public safety
- Increased diesel costs due to higher pricing and continued restoration of pre-pandemic service levels

These key drivers were partially offset by:

- A one-time prior-year Reserve Draw contribution associated with the proceeds of the Parliament Street Sale in 2020.

Passenger revenue is expected to decrease by \$79.0 million (15.5%) year-over-year, largely reflecting that January and February 2020 had normal levels of passenger revenue and the comparable 2021 amounts were 70% below normal, pre-COVID levels. This unfavourable variance in 2021 is partially offset by passenger revenue projected to be modestly above 2020 revenue ridership levels for the balance of the current year.

Item (\$Millions)	Period 6 (Year-To-Date)			Year-End		
	2021 Actuals	2020 Actuals	Change	2021 Projection	2020 Actuals	Change
Expenses						
Departmental Labour & Benefits	714.3	714.9	(0.6)	1,432.2	1,371.2	61.0
Departmental Non-Labour	104.6	98.2	6.4	241.8	216.8	25.0
Diesel	32.9	31.7	1.2	69.4	60.7	8.7
Traction Power & Utilities	39.0	42.3	(3.3)	78.9	81.1	(2.2)
PRESTO Commissions	7.3	13.7	(6.4)	18.8	21.7	(2.9)
Other Corporate Costs	33.4	36.8	(3.4)	78.1	69.7	8.4
Reserve Draw Contribution	0.0	0.0	0.0	0.0	18.0	(18.0)
COVID-19 Costs	25.1	12.3	12.8	48.9	27.3	21.6
Total Expenses	956.6	949.9	6.7	1,968.1	1,866.5	101.6
Revenues and Reserve Draws						
Passenger Revenue	172.2	306.7	(134.5)	433.1	512.1	(79.0)
Other Ancillary Revenue	21.7	31.2	(9.5)	52.5	75.9	(23.4)
Parliament St. Sale	0.0	0.0	0.0	0.0	18.0	(18.0)
Reserve Draw	0.0	0.0	0.0	15.8	0.0	15.8
Total Revenue	193.9	337.9	(144.0)	501.4	606.0	(104.6)
Net (Operating Funding)	762.7	612.0	150.7	1,466.7	1260.5	206.2

Wheel-Trans Service

2021 Operating Results by Key Account Grouping

On a year to date basis, Wheel-Trans expenses are \$10.3 million below budget with under-expenditures in all categories, partially offset by a revenue budget shortfall of \$0.4 million, as noted in the following table. With the rise in COVID-19 cases and the subsequent Stay-at-Home orders in early 2021 and continued government restrictions throughout the Spring, Wheel-Trans has experienced lower-than-budgeted ridership and therefore, reduced contracted taxi and bus service costs. As the vaccination rollout continues, ridership is expected to recover but still remain below budgeted levels in the second half of the year.

Item (\$Millions)	Year-To-Date Actuals			Year-End Projection			Status
	Budget	Actual	Variance	Budget	Projection	Variance	
Expenses							
Bus Service	25.3	22.8	(2.5)	52.3	47.4	(4.9)	✓
Contracted Taxi	13.4	8.2	(5.2)	31.1	24.9	(6.2)	✓
Employee Benefits	8.5	7.4	(1.1)	16.1	16.0	(0.1)	✓
Administration/Management	8.3	6.5	(1.8)	17.3	14.8	(2.5)	✓
COVID-19 Costs	0.9	0.8	(0.1)	1.8	1.5	(0.3)	✓
Total Expenses	56.4	45.7	(10.7)	118.6	104.6	(14.0)	✓
Passenger Revenues	1.8	1.4	(0.4)	4.3	3.6	(0.7)	✗
Net (Operating Subsidy)	54.6	44.3	(10.3)	114.3	101.0	(13.3)	✓

2021 vs 2020 Results Comparison

As noted in the table below, expenses and revenues are substantially lower on a year-to-date basis in 2021 versus 2020, primarily due to a reduction in ridership demand and the resultant reduced requirement for contracted taxi services.

For the balance of the current year, ridership demand is expected to trend above 2020 levels resulting in year-end expenditure and revenue projections, which are comparable to 2020 experience, as shown in the following table. It should be noted that, Wheel Trans ridership demand and associated revenue would also be impacted by a fourth wave and further restrictions.

Item (\$Millions)	Period 6 (Year-To-Date)			Year-End		
	2021 Actuals	2020 Actuals	Change	2021 Projection	2020 Actuals	Change
Expenses						
Bus Service	22.8	24.5	(1.7)	47.4	49.3	(1.9)
Contracted Taxi	8.2	16.5	(8.3)	24.9	27.4	(2.5)
Employee Benefits	7.4	9.3	(1.9)	16.0	15.4	0.6
Administration/Management	6.5	7.0	(0.5)	14.8	13.3	1.5
COVID-19 Incremental Costs	0.8	0.0	0.8	1.5	0.0	1.5
Total Expenses	45.7	57.3	(11.6)	104.6	105.4	(0.8)
Passenger Revenues	1.4	2.1	(0.7)	3.6	3.9	(0.3)
Net (Operating Funding)	44.3	55.2	(10.9)	101.0	101.5	(0.5)

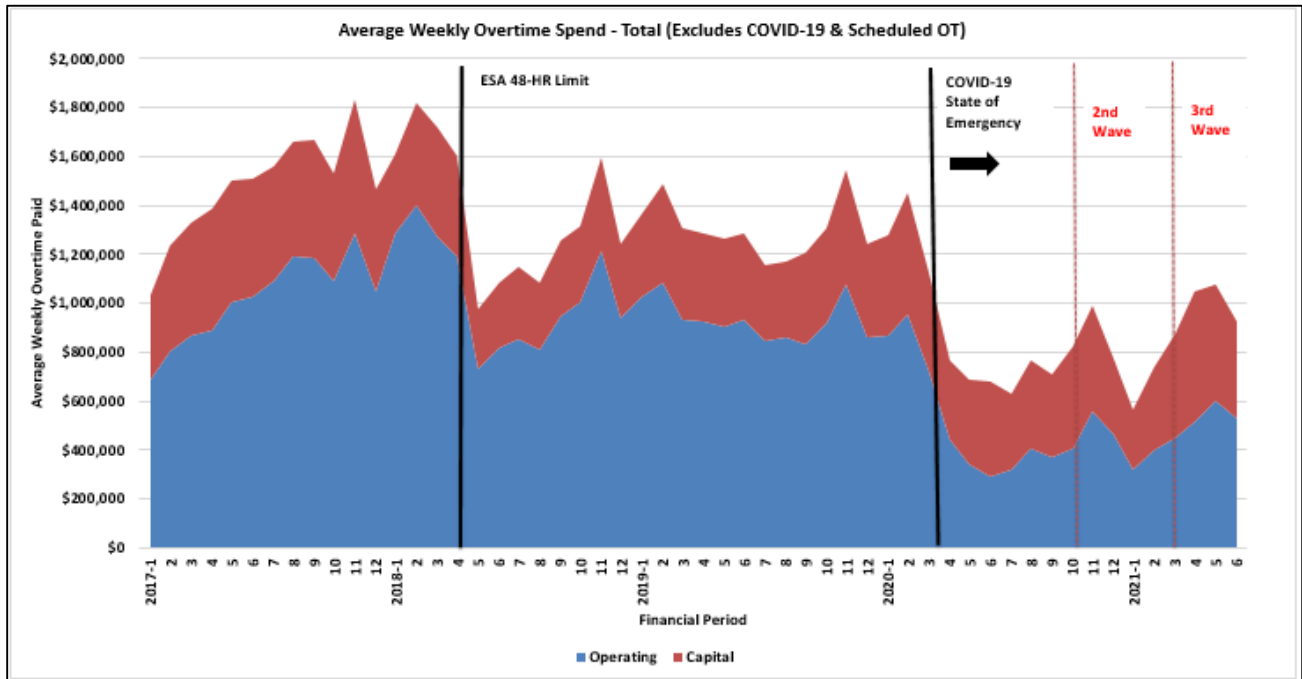
Overtime Management

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

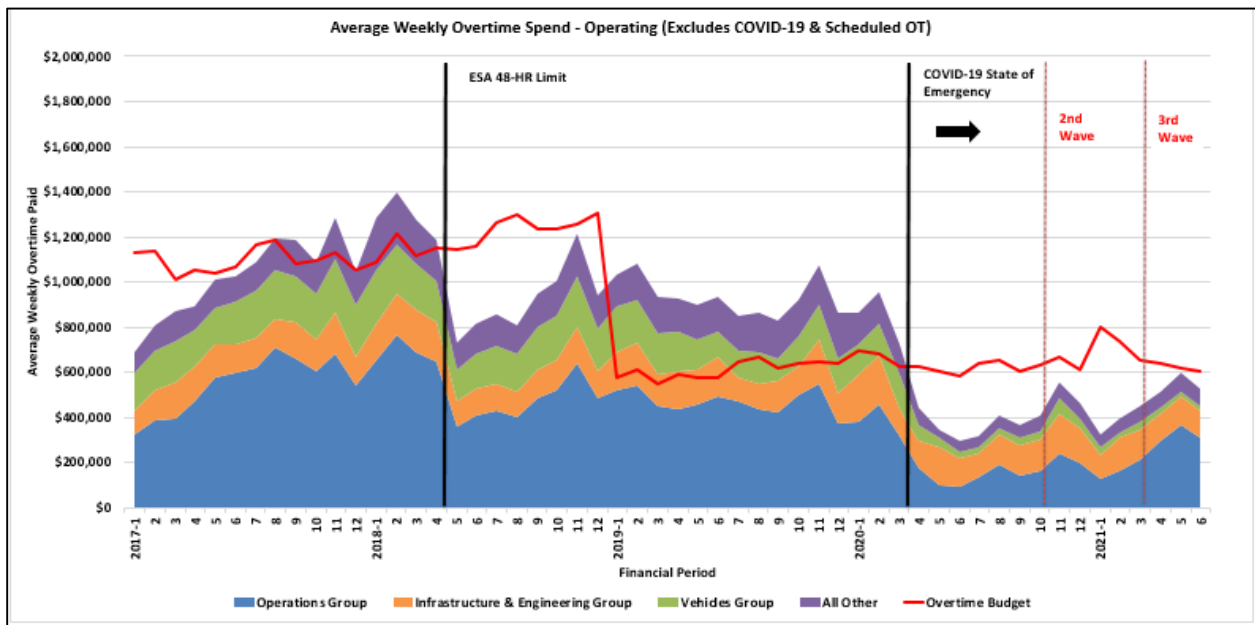
Excluding overtime required for the TTC's COVID-19 response and scheduled service overtime, the following graph shows that average weekly overtime spending (total

combined) has been reduced by approximately 35%, from an average of \$1.3 million per week in 2019, to an average of \$0.9 million in 2021.

TTC staff have managed to reduce overtime by 35% after accounting for a recent increase in overtime due to increased closures and diversions activity, higher absenteeism due to the second and third waves of the pandemic resulting in a need to fill open shifts, and capital overtime incurred specifically to advance unplanned subway state of good repair work.



The management of overtime has been a key priority over the past several years. There has been a general decline since 2017, and cost containment efforts as part of the TTC's COVID-19 response have resulted in approximately 52% decline in overtime for operating requirements in the first half of 2021 compared to the first half of 2019. A substantial decline has been experienced across all operating groups and departments as shown in the following graph:



Overtime spending trends are actively being monitored by department. Increased efforts are being made to fill vacancies and implement schedule adjustments to further reduce overtime requirements. Reductions will be made to 2022 budget requirements to reflect the results from continued staff efforts in realizing efficiencies from overtime management.

Financial Update – Capital

Adjustments to the 2021-2030 Capital Budget & Plan

At its meeting on May 25, 2021, the TTC Board approved the following expenditure adjustments to the TTC's 2021-2030 Capital Budget and Plan for the TTC Streetcar Program by:

- A. Increasing the 2021-2030 Approved Capital Budget and Plan by \$425.785 million to a total of \$568.0 million for the TTC Streetcar Program to reflect the procurement of an additional 47 streetcars at an incremental cost of \$328.248 million, and the modifications to the Hillcrest Facility to accommodate the additional fleet at an additional cost of \$97.537 million; and,
- B. Amending the 2021 Capital Budget and 2022-2027 cash flow funding estimates to align with the estimated project delivery schedule to the following:

	2021	2022	2023	2024	2025	2026	2027	Total
60 Streetcars	103,042	14,925	64,495	194,289	87,006	4,243		468,000
Hillcrest Facility	200	2,800	8,000	14,000	40,000	30,000	5,000	100,000
Total	103,242	17,725	72,495	208,289	127,006	34,243	5,000	568,000

The above amendments were subsequently approved by Toronto City Council at its meeting on May 26, 2021.

With the amendments approved by the TTC Board and Toronto City Council, the TTC's 10-year Capital Budget and Plan has been revised as noted in the table below.

Description \$ Millions	2021 Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	10-Year Total
Total Approved Budget & Plan	1,414.87	1,660.47	1,544.21	1,299.14	1,254.77	1,178.73	988.70	959.48	952.56	754.21	12,007.14
Budget & Plan Amendments	(38.83)	17.59	72.50	208.29	127.01	34.24	5.00	-	-	-	425.78
Revised Total Approved Budget & Plan	1,376.04	1,678.06	1,616.70	1,507.43	1,381.77	1,212.97	993.70	959.48	952.56	754.21	12,432.93

The reporting of capital results takes into account these amendments to the 2021-2030 Capital Budget and Plan.

TTC 2021 Capital Results

As of July 3, 2021, the TTC has incurred \$375.4 million in capital spending, reflecting a spending rate of 29.3% for the TTC base capital program and \$13.6 million or 14.2% for transit expansion projects, resulting in an overall spending rate of 28.3% at the end of Period 6.

By year-end, the TTC is projecting \$1,154.7 million in overall capital spending, representing an 83.9% spending rate, split between the TTC's base capital program (\$1,076.4 million or 84.0%) and transit expansion projects (\$78.3 million or 82.2%). When excluding property acquisitions that will not be finalized in 2021 as planned, TTC base spending increases to 87.5% and 87.1% overall.

The following table summarizes year-to-date and projected year-end results by key project type:

Description (\$ Millions)	2021 Budget	Year-to-Date Actuals		Year-End Projection	
		\$	%	\$	%
TTC Base Capital					
Infrastructure Projects	892.6	231.3	25.9%	712.5	79.8%
Vehicle Related Projects	388.1	144.1	37.1%	363.9	93.8%
Total - Base Capital	1,280.7	375.4	29.3%	1,076.4	84.0%
TTC Transit Expansion					
Toronto York Spadina Subway Extension	59.9	5.1	8.6%	59.9	100.0%
Scarborough Subway Extension	26.1	3.8	14.7%	9.3	35.4%
Waterfront Transit - Design	9.3	4.6	49.5%	9.2	98.9%
Total - Transit Expansion	95.3	13.6	14.2%	78.3	82.2%
Total	1,376.0	389.0	28.3%	1,154.7	83.9%

Capital underspending is primarily due to third party changes to delivery schedules and plans; adjustments to project delivery to ensure further due diligence as well as protracted negotiations for complex contracts and property acquisitions that were expected to be completed in 2021 but will not be finalized by year-end. When the property acquisition budgeted expenses and associated results are excluded from the base program, the spending rate increases to 87.5% for the TTC's base capital program and 87.1% overall, as summarized in the following chart.

Description (\$ Millions)	2021 Budget	Year-to-Date Actuals		Year-End Projection	
		\$	%	\$	%
TTC Base Capital					
Infrastructure Projects	892.6	231.3	25.9%	712.5	79.8%
Vehicle Related Projects	388.1	144.1	37.1%	363.9	93.8%
Total - Base Capital	1,280.7	375.4	29.3%	1,076.4	84.0%
Excl. Deferred Property Acquisitions	(50.5)	0.0	0.0%	0.0	0.0%
Total - Adjusted Base Capital	1,230.2	375.4	30.5%	1,076.4	87.5%
TTC Transit Expansion					
Toronto York Spadina Subway Extension	59.9	5.1	8.6%	59.9	100.0%
Scarborough Subway Extension	26.1	3.8	14.7%	9.3	35.4%
Waterfront Transit - Design	9.3	4.6	49.5%	9.2	98.9%
Total - Transit Expansion	95.3	13.6	14.3%	78.3	82.2%
Total (Excl. Deferred Property Acquisitions)	1,325.5	389.0	29.3%	1,154.7	87.1%

The results summarized above and outlined in Appendix 1 reflect adjustments made to the 2021 Capital Budget and Plan in order to offset projects that have had accelerated spending with projects that have experienced some delays and therefore lower spending. These budget adjustments, detailed in Appendix 2, will be submitted for City Council approval with the City's Period 6 Capital Variance Report.

Key Highlights

The TTC's 2021 year-to-date and projected year-end capital results are primarily driven by the Purchase of Wheel Trans Buses, Infrastructure projects, and the Scarborough Subway Extension (SSE). The main drivers of underspending in Infrastructure projects are attributable to projects in the Buildings and Structures, Computer Equipment & Software and Service Planning capital programs. The SRT Life Extension project is the primary driver of underspending within the Scarborough Subway Extension (SSE) project that forms part of the Transit Expansion program.

Vehicle Related Projects

Purchase of Buses:

While only \$1.5 million or 2% of the 2021 Approved Capital Budget of \$87.2 million has been spent as of Period 6, the TTC has released a Request for Proposal for the procurement of 337 hybrid electric buses on June 28, 2021. As part of the payment terms within this RFP, 20% of the contract value (approximately \$70 million) will be issued once the Notice to Proceed is provided. This is expected in Q4 2021, and as such, year-end spending is projected to reach 100% at \$87.2 million.

Purchase of Wheel Trans Buses:

\$1.8 million or 7% of the \$25.3 million allocated for the Purchase of Wheel Trans Buses in the 2021 Approved Capital Budget has been spent as of Period 6. Projected year-end spending is anticipated to be \$11.2 million or 44% of the 2021 Approved Capital Budget. The underspending is mainly driven by the deferral of 60 7-metre units to 2022 due to the supplier's revised delivery schedule.

Infrastructure Projects

Other Buildings and Structures:

\$33.0 million or 26% of the \$125.8 million allocated for the Other Buildings and Structures program in the 2021 Approved Capital Budget has been spent as of Period 6. Projected year-end spending is anticipated to be \$88.2 million or 70% of the 2021 Approved Capital Budget. Underspending is mainly a result of property expenditures being deferred to 2022, as these transactions are no longer expected to be completed by year-end, resulting in lower overall program spending in 2021.

Bloor-Yonge Capacity Improvements:

\$3.4 million or 8% of the \$45.1 million allocated in the 2021 Approved Capital Budget has been spent as of Period 6. Projected year-end spending is anticipated to be \$10.3 million or 23% of the 2021 Approved Capital Budget. The underspending is mainly due to ongoing negotiations for property purchases which are now expected to be finalized in 2022.

Computer Equipment and Software:

\$14.2 million or 14% of the \$102.3 million included in the 2021 Approved Capital Budget for this capital program has been spent as of Period 6. Projected year-end spending is anticipated to be \$73.1 million or 71% of the 2021 Approved Capital Budget. The projected underspending is primarily driven by the VISION project, where ongoing project testing for the Yard Management System has delayed vendor payments. For the SAP program, protracted negotiations for the Time and Attendance project has delayed the projected start time. The Cybersecurity project experienced some delay with issuing the RFP for a Managed Security Services Provider (MSSP). TTC staff decided to first explore the possibility of leveraging the City of Toronto's Master Service Agreement (MSA) for the MSSP but that agreement does not extend to services for operating technology required by the TTC, hence the need for a new RFP. The contract execution is now targeted for Q4 2021 / Q1 2022 and payments for security services will begin in 2022.

Service Planning:

\$5.5 million or 16% of the \$34.9 million allocated in the 2021 Approved Capital Budget has been spent as of Period 6. Projected year-end spending is anticipated to be \$21.9 million or 63% of the 2021 Approved Capital Budget. Underspending is due to a lower than planned contract award price for platform, road and signal work related to the queue jump lane at Lakeshore and Brown's Line/Long Branch Loop and the deferral of planned work for the Broadview and Dundas platform to 2022 to align with a revised City schedule for this project.

TTC Transit Expansion

Scarborough Subway Extension (SSE) – SRT Life Extension

\$3.8 million or 15% of the \$26.1 million included in the 2021 Approved Capital Budget for the SSE project has been spent as of Period 6. Projected year-end spending is anticipated to be \$9.3 million or 35% of the 2021 Approved Capital Budget. The variance in the projected year-end spending is due a change in the work originally planned for 2021. In February 2021, the Board decided to keep the SRT in service until Q3 2023 rather than to the initially planned 2026 service end date, thereby adjusting the work plan and spending activity for 2021.

Additional information summarizing 2021 capital spending results for the period by capital program is provided in Appendix 1 – 2021 Capital Spending Summary by Program. Appendix 2 itemizes the budget adjustments that will be included in TTC's submission to the City for inclusion in the Quarter 2 Variance Report to City Council for its approval.

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 broad range of capital projects are categorized

into three project types; the greater the category the more complex the project (higher risks and uncertainties). The categorization takes into consideration amongst other things: budget, staff experience in delivery, risks and uncertainty behind the project itself.

The programs and projects referred to hereafter as projects, have been included in the dashboard due to their value, scope and/or strategic significance. This quarterly update highlights the performance of these projects against their approved budget, planned schedule and in-scope activities.

Please see Appendix 3 for the TTC's Category 3 Projects Capital Spending Dashboard, which highlights capital performance for the TTC's major capital projects and Appendix 4 for Category 3 Major Projects Update (as of Year-end) which provides an update on the capital delivery performance for each major project within the TTC's base capital and transit expansion programs.

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Josie La Vita
Interim Chief Financial Officer

Attachments

Appendix 1 – 2021 Capital Spending Summary by Program
Appendix 2 – 2021 Budget Adjustments for Council Approval
Appendix 3 – Category 3 Projects Capital Spending Dashboard
Appendix 4 – Category 3 Major Projects Update

Appendix 1 – 2021 Capital Spending Summary by Program

EXPENDITURES BY PROGRAM	2021 Budget	Year-to-Date			Year End		
		Actuals	Variance	%	Projection	Variance	%
TRACK	95.527	19.051	76.476	20%	85.888	9.638	90%
1.1 Subway Track	43.704	11.088	32.616	25%	38.705	4.999	89%
1.2 Surface Track	51.823	7.963	43.860	15%	47.183	4.640	91%
ELECTRICAL SYSTEMS	129.829	46.787	83.043	36%	117.412	12.417	90%
2.1 Traction Power	24.990	10.167	14.824	41%	26.166	(1.176)	105%
2.2 Power Distribution/Electric Systems	8.141	2.684	5.457	33%	8.286	(0.146)	102%
2.3 Communications	18.713	5.591	13.122	30%	14.437	4.276	77%
2.4 Signal Systems	16.324	7.166	9.158	44%	16.873	(0.549)	103%
ATC Resignalling	61.662	21.179	40.483	34%	51.650	10.012	84%
BUILDINGS & STRUCTURES	478.296	137.825	340.471	29%	377.495	100.801	79%
3.1 Finishes	39.248	21.109	18.139	54%	35.433	3.815	90%
3.2 Equipment	52.460	8.492	43.968	16%	40.020	12.440	76%
3.3 Yards & Roads							
Streetcar Network Upgrades & BRT	4.829	0.126	4.703	3%	4.745	0.084	98%
On-Grade Paving Rehabilitation Program	13.730	3.477	10.254	25%	13.730	(0.000)	100%
Bicycle parking at stations	0.652	0.011	0.641	2%	0.461	0.191	71%
Transit Shelters & Loops	0.591	0.000	0.591	0%	0.000	0.591	0%
3.4 Bridges & Tunnels	36.564	12.929	23.635	35%	33.272	3.292	91%
3.9 Buildings and Structures Projects							
Fire Ventilation Upgrades & Second Exits	32.776	10.202	22.574	31%	32.776	(0.000)	100%
Easier Access Phase III	82.104	27.843	54.261	34%	81.248	0.856	99%
Leslie Barns	4.776	0.805	3.972	17%	1.946	2.831	41%
Toronto Rocket/T1 Rail Yard Accommodation	34.983	16.233	18.750	46%	30.993	3.990	89%
McNicoll New Bus Garage	2.347	0.050	2.297	2%	2.347	0.000	100%
Warehouse Consolidation	2.240	0.122	2.118	5%	2.101	0.139	94%
Bloor-Yonge Capacity Improvements	45.148	3.442	41.706	8%	10.265	34.883	23%
Other Buildings and Structures	125.848	32.986	92.862	26%	88.158	37.690	70%
VEHICLES	388.110	144.060	244.050	37%	363.877	24.233	94%
REVENUE VEHICLES							
4.11 Purchase of Buses	87.163	1.480	85.684	2%	87.164	(0.001)	100%
4.11 Purchase of Buses - Wheel Trans Buses	25.316	1.812	23.504	7%	11.226	14.090	44%
4.12 Purchase of Subway Cars	8.876	2.237	6.639	25%	7.715	1.161	87%
4.13 Bus Overhaul	62.228	31.032	31.196	50%	62.228	0.000	100%
4.15 Streetcar Overhaul	4.640	2.169	2.471	47%	4.242	0.398	91%
4.16 Subway Car Overhaul	36.300	13.791	22.509	38%	27.916	8.384	77%
4.18 Purchase of Streetcars	151.719	89.466	62.253	59%	151.654	0.065	100%
NON-REVENUE VEHICLES							
4.21 Purchase Automotive Non-Revenue Vehicles	6.369	0.651	5.718	10%	6.322	0.047	99%
4.22 Rail Non-Revenue Vehicle Overhaul	3.418	0.947	2.471	28%	3.418	0.000	100%
4.23 Purchase Rail Non-Revenue Vehicles	2.082	0.476	1.606	23%	1.992	0.090	96%
TOTAL OTHER	188.965	27.682	161.283	15%	131.693	57.273	70%
TOOLING, MACHINERY & EQUIPMENT							
5.1 Shop Equipment	12.121	1.019	11.102	8%	11.559	0.562	95%
5.2 Revenue & Fare Handling Equipment	12.860	2.211	10.649	17%	7.059	5.801	55%
5.3 Other Maintenance Equipment	2.917	0.563	2.354	19%	1.965	0.952	67%
5.4 Fare System	4.585	0.717	3.868	16%	3.515	1.070	77%
ENVIRONMENTAL PROGRAMS							
6.1 Environmental Programs	17.939	3.551	14.388	20%	11.548	6.391	64%
6.1 Safety and Reliability	1.004	(0.168)	1.172	-17%	1.004	0.000	100%
COMPUTER EQUIPMENT & SOFTWARE							
7.1 Computer Equipment & Software	102.308	14.202	88.106	14%	73.059	29.250	71%
OTHER							
9.1 Furniture & Office Equipment	0.299	0.041	0.258	14%	0.087	0.212	29%
9.2 Service Planning	34.931	5.546	29.385	16%	21.898	13.033	63%
Total Base Programs	1,280.727	375.405	905.323	29%	1,076.365	204.362	84%
Toronto York Spadina Subway Extension	59.900	5.130	54.770	9%	59.900	0.001	100%
Scarborough Subway Extension	26.136	3.842	22.294	15%	9.261	16.875	35%
Waterfront Transit - Design	9.277	4.593	4.684	50%	9.175	0.102	99%
Total Transit Expansion Projects	95.313	13.565	81.748	14%	78.336	16.977	82%

Appendix 2 – 2021 Budget Adjustments for Council Approval

CTT	Program	Amount (\$ 000's)
CTT002	Surface Track	253
CTT003	Traction Power	(1,815)
CTT005	Power Distribution	(27)
CTT006	Communications	617
CTT008	Signal Systems	15
CTT010	Finishes	(441)
CTT012	Equipment	1,249
CTT018	Ongrade Paving	4,760
CTT020	Bridges & Tunnels	2,141
CTT024	Fire Ventilation & Second Exits	9,057
CTT028	Easier Access III	1,956
CTT045	Purchase of Wheel-Trans	(2,660)
CTT046	Purchase of Subway Cars	(5,000)
CTT051	Subway Car Overhaul	5,000
CTT053	Rail Non-Revenue Vehicle Overhaul	(27)
CTT054	Rail Non-Revenue Vehicle Purchase	(81)
CTT058	Environmental Programs	260
CTT061	Computer Equipment & Software	(218)
CTT063	Service Planning	(10,391)
CTT110	Other Buildings & Structures	(4,183)
CTT111	Purchase of Buses	72,476
CTT113	Other Maintenance Equipment	(130)
CTT122	Purchase of Streetcars	(69,816)
CTT134	Toronto-York Spadina Subway Extension	194
CTT145	Leslie Barns	(3,328)
CTT148	McNicoll New Bus Garage Facility	396
CTT151	Waterfront Transit	2,703
CTT154	Corporate Initiatives	(2,959)
Total Adjustments		-

Appendix 3 – Category 3 Projects Capital Spending Dashboard

Category 3 Projects Capital Spending Dashboard

Projects/Programs	Critical Path	Cost (millions)										Schedule		Scope		Overall	
		2021 YTD		2021	2021	Approved	Actual		Projected		CS	OS	CS	OS	CS	OS	
		Budget	Actual	Approved	Forecast	Approved Budget	LTD	CS	EFC	OS							
Category 3																	
ATC Resignalling - Line 1	3	\$28.0	\$20.7	\$57.8	\$50.0	\$737.0	\$584.9	G	\$737.0	G	G	G	G	G	G	G	
Easier Access Phase III	4	\$38.3	\$27.8	\$82.1	\$81.2	\$1089.6	\$415.5	G	\$1089.6	G	G	Y	G	G	G	Y	
Fire Ventilation Upgrades	Safety	\$11.7	\$10.2	\$32.8	\$32.8	\$512.8	\$313.2	Y	\$2243.9	G	G	G	G	G	Y	G	
Purchase of Buses	3	\$1.2	\$1.3	\$86.1	\$86.2	\$899.3	\$207.2	G	\$3572.9	Y	G	G	G	G	G	Y	
Charging Systems	3	\$0.5	\$0.5	\$17.7	\$9.9	\$117.9	\$39.6	G	\$696.2	Y	G	G	G	G	G	Y	
Wheels Trans 10-Yr Transformation Program	4	\$0.9	\$0.8	\$4.1	\$4.0	\$49.8	\$28.9	G	\$49.8	G	G	Y	G	Y	G	Y	
PRESTO	3	\$1.5	\$0.7	\$4.0	\$2.9	\$79.8	\$60.8	Y	\$79.8	Y	Y	Y	Y	Y	Y	Y	
Stations Transformation	4	\$3.0	\$3.2	\$8.8	\$8.8	\$50.8	\$27.5	Y	\$50.8	G	Y	Y	Y	Y	Y	G	
VISION Program (CAD/AVL)	3	\$3.0	\$2.6	\$34.2	\$13.3	\$114.7	\$83.1	Y	\$114.7	G	Y	Y	G	G	Y	Y	
SAP ERP Implementation	5	\$5.3	\$4.3	\$16.5	\$14.3	\$272.8	\$81.9	G	\$272.8	G	G	G	G	G	G	G	
Total		\$93.5	\$72.0	\$344.1	\$303.4	\$3,924.5	\$1,842.7		\$8,907.5								



Total Base Capital Program	Cost (\$Millions)			
	2021 YTD Budget	2021 YTD Actual	Approved Budget	Estimated Final Cost
	\$93.5M	\$72.0M	\$3,924.5M	\$8,907.5M

Performance Scorecard Status

- G On Track to Meet Project Objectives
- Y At Risk of Not Meeting Project Objectives
- R Will Not Meet Project Objectives

EFC: Estimated Final Cost

LTD: Life to Date

CS: Current State

CT: Current Trend

OS: Outlook to Completion

Note:

- Financials are reported as of Period 6 including Carry Forward amounts from 2020 and reflect budget approvals as of February 18, 2021 (Council Approval). All other Project Performance Indicators (overall status, schedule and scope) reflect year-to-date results as of July 3, 2021.

Appendix 4 – Category 3 Major Projects Update

Overview

The TTC's delivery of a multi-billion-dollar capital program is guided by TTC's Project Management Framework. The broad range of capital projects are categorized into three project types, the greater the category the more complex the project (higher risks and uncertainties). The categorization takes into consideration amongst other things - budget, staff experience in delivery, risks and uncertainty behind the project itself.

The programs and projects referred to hereafter as projects, have been included in the dashboard due to their magnitude and/or strategic significance. This quarterly update highlights the performance of these projects against their approved budget, planned schedule and in scope activities.

Please see Appendix 3 for Category Major Projects Capital Spending Dashboard.

Symbols:

Scorecard:  Good  Caution  At Risk

Line 1 ATC Re-Signalling

Description

Re-signalling Line 1 (Yonge-University-Spadina) to enable reliability and provide customers with increased on-time service and reduced travel time.

Financials

Program Start	Forecast Completion Year	Total Approved Budget	Spend to Date	Estimated Final Cost
2015	2023	\$737.0M	\$584.9M	\$737.0M
Overall Performance		2021 YTD Budget	2021 YTD Actuals	2021 Approved Budget
Current Status	Outlook to Completion			
G	G	\$28.0M	\$20.7M	\$57.8M

Project Deliverables

- Phase 1 (Yorkdale to Dupont) – Completed – In service Q4 2017
- Phase 2 (VMC to Sheppard West) - Completed – In service Q4 2017
- Phase 2B/2C (Wilson Yard Interface) - Completed – In service Q4 2018
- Phase 3A (Dupont to St. Patrick) - Completed – In service Q2 2019
- Phase 3B (St. Patrick to Queen) - Completed – In service Q1 2020
- Phase 3C (Queen to Rosedale) - Completed – In service Q4 2020
- Phase 4 (Rosedale to Eglinton) – In progress, targeted In service Q3 2021
- Phase 5 (Eglinton to Finch) - In progress, targeted In service Q3 2022.

Progress Update (P5-P6)

- ATC is in operation from Vaughan Metropolitan Center to Rosedale station and the project remains on schedule to achieve the phase commissioning milestones.
- Phase 4 – Construction complete; Testing at 83% completion.
- Completed 99% of Phase 5 (Eglinton to Finch) main construction and 20% of testing respectively.

Key Issues/Risks and Mitigation Activities

- Eglinton Crosstown LRT interface with ATC Project (Platform Change): The LRT project may impact ATC design and implementation timeline. Mitigation: An initial impact assessment was completed and is currently being updated based on the latest ATC project status. Still awaiting Eglinton Crosstown LRT updated schedule
- Workcar Program and ATC implementation timeline: Schedule may be delayed due workcar priorities with Subway Infrastructure (SI) and Rail Cars & Shops (RCS). Mitigation: Completed coordination with SI and RCS for required workcars for Phase 5 implementation. Continue discussions with stakeholders for post revenue support to facilitate future workcars into the ATC system.

- COVID-19 Impact:
 - Limited TTC and Contractor staff due to continuing restrictions which may impact design progress, testing and commissioning, construction activities and/or closures. Mitigation: Continue monitoring resources, availability and potential impacts due to staff self-isolation. The contractor is closely monitoring their Engineering Center in India and continuously reviewing backup plans for critical activities. The project's critical path has not been impacted to date.
 - Supply chain delays potentially impacting construction activities: Construction impacted by material shortage delaying or postponing installation activities. Mitigation: The majority of the construction work has been completed. Supply chain risk is now limited to defect and deficiencies correction prior to revenue service. The project's critical path has not been impacted to date, continue monitoring.
- Closure cancellations potentially impacting project completion. Mitigation: Required closures have been identified for 2021 and 2022. Continue prioritization and planning process. Risk might be lower this year due to cancellation of city events; however, next year may be a challenge due to closures required for other work and city events restarting.

Next Steps

- Phase 4 commissioning (Rosedale to Eglinton) scheduled for September 2021.
- Phase 5 construction is forecasted to be completed in July 2021.

Note:

- This project is included under 2.4 Signal Systems as indicated in Appendix 1.

Easier Access Phase III

Description

Make all remaining subway stations accessible and compliant with required legislation by 2025.

Financials

Program Start	Forecast Completion Year	Total Approved Budget	Spend to Date	Estimated Final Cost
2007	2025	\$1089.6M	\$415.5M	\$1,089.6M
Overall Performance		2021 YTD Budget	2021 YTD Actuals	2021 Approved Budget
Current Status	Outlook to Completion			
G	Y *	\$38.3M	\$27.8M	\$82.1M

Project Deliverables

- Make subway stations accessible by providing elevators, wide fare gates, automatic sliding doors and signage improvements. Currently, 52 stations meet AODA requirements.

Progress Update (P5-P6)

- Keele Station elevator in service and substantial performance achieved.

Progress is ongoing for the following:

- Design Stage: Old Mill, High Park, Museum, Lawrence, Spadina, King, Christie, Warden & Islington Stations.
- Procurement Stage: Greenwood, Castle Frank, Rosedale, Glencairn and Summerhill Stations.
- Construction Stage: Yorkdale, Lansdowne, Sherbourne, Donlands and College Stations.

Key Issues/Risks and Mitigation Activities

- Design Complexities: Impacts due to retrofit of complex stations including impacts with stairs/escalators, adjacent properties, utility conflicts may result in longer design durations to resolve issues. Mitigation: Continue assessing alternate design options.
- Warden and Islington Station accessibility: Magnitude and complexity of the bus terminal redevelopments and interfacing with existing stations at each location may delay full station accessibility. Mitigation: a) Continue advancing Passenger Pick-Up and Drop-Off and platform elevators, b) construction completion of temporary bus terminal for Warden at the end of 2024, and continue to investigate opportunities/feasibility for advancing new accessibility entrance and new platform elevator through construction staging for Islington by end of 2024, *currently scheduled for 2025.

- 3rd Party Delays - Permits and Approvals, Utility relocations: Potentially delayed by 3rd party issues due to limited resources, competing priorities and multiple reviews and complex processes. Mitigation: Continue coordination with the City. A resource to review TTC applications has been assigned by the City. Continue early coordination with utility companies.
- Property Identification and Expropriation: Expropriation with hearing of necessity may delay property acquisitions. Limited City resources and competing priorities requiring the City's involvement on all property-related matters mandate specific procedures, including multiple council approvals. Mitigation: Ongoing discussions with City Real Estate Services, along with early property identification. Opportunity to continue the negotiation and reach settlement agreement while processing the expropriation when possible.

Next Steps

- Tender closure for Greenwood and Glencairn Stations in Q3 2021.
- Yorkdale Station elevators in service August 2021.
- Construction will begin for Summerhill, Rosedale and Castle Frank Stations.

Fire Ventilation Upgrade

Description

Improvement of ventilation in subway tunnels, construction of second exits at 14 high priority stations to provide second means of egress, and replace the existing subway ventilation equipment which are nearing the end of its service life or due to failure.

Financials

Program Start	Forecast Completion Year	Total Approved Budget	Spend to Date	Estimated Final Cost
1998	2030	\$512.8M	\$313.2M	\$2,243.9M**
Overall Performance		2021 YTD Budget	2021 YTD Actuals	2021 Approved Budget
Current Status	Outlook to Completion			
G*	G	\$11.7M	\$10.2M	\$32.8M

Project Deliverables

- Subway Ventilation System Upgrades.
- Second Exits at 14 priority stations.
- Subway Ventilation Equipment Replacement.

Progress Update (P5-P6)

Progress is ongoing for the following:

- Design Stage: Museum and Lawrence Second Exit/Entrance combined with Easier Access, Summerhill Second Exit/Entrance and Dundas West Second Exit/Entrance.
- Design/Construction Stage: Eglinton Fire Ventilation Upgrade (Design-Built by Metrolinx)
- Construction Stage: Donlands and College Stations Second Exit/Entrance combined with Easier Access, Sheppard West station and Clanton Park – Subway Ventilation Equipment Replacement.

Key Issues/Risks and Mitigation Activities

- High complexity of Second Exit may cause activities to take longer than expected and result in additional costs. Mitigation: Advance design and utility relocation work where possible. Continue to investigate potential partial or full station closures as fallback plan to reduce schedule impact. Request for additional funding may be identified as projects proceed through the stage gate process.
- Property unavailable and/or acquisition and may take longer than expected (Second Exit): Mitigation: Commence early consultations and negotiations with property owners for property acquisitions as required. Continue to work closely with the City and identify development opportunities early.

- Permits and approvals for Second Exit projects may take longer than anticipated impacting the contracts award timelines and burn rate/cash flow. Mitigation: A dedicated team within the City has been assigned to process TTC approvals for Third Party Utility Review moving forward. TTC has received delegated approval from City Council for all long-term Right of Way permits until 2025 (except for Greenwood Station).
- Cashflow/budget burn rate impact: Timing of finalizing the Memorandum of Understanding (MOU) for projects managed by Metrolinx impacts expenditures (Dundas W.). Action Plan: Finalize MOU with Metrolinx and obtain approvals for payment authorization. Discussion is ongoing.

Next Steps

- Detailed design is expected to be completed for Museum Second Exit/Entrance combined with Easier Access in Q4 2021.

Note:

- **EFC includes \$1.5B in unfunded post 2030.
- *P6 In-year adjustment

Purchase of Buses

Description

Replacement of old vehicles to maintain service reliability, increase system accessibility for customers, increase fleet capacity to match customer demand and reduce overcrowding. Advance the TTC's transition towards zero-emissions fleet by 2040 and the City of Toronto's TransformTO target of Net-Zero by 2050, or sooner.

Financials

Program Start	Forecast Completion Year	Total Approved Budget	Spend to Date	Estimated Final Cost
Ongoing	2035	\$899.3M	\$207.2M	\$3,572.9M
Overall Performance		2021 YTD Budget	2021 YTD Actuals	2021 Approved Budget
Current Status	Outlook to Completion			
G	Y	\$1.2M	\$1.3M	\$86.1M

Project Deliverables

- Hybrid-Electric Buses – Request for Proposal targeted for Q2 2021. Deliveries expected to commence in 2022 (298 buses in 2022 and 39 buses in 2023).
- eBuses – Request for Proposal targeted for Q4 2021. Deliveries expected between 2023 and 2025 (approximately 300 eBuses).

Progress Update (P5-P6)

- Hybrid Electric Buses:
 - The RFP was released to the market on June 28, 2021 and is closing on August 11, 2021. Contract award is anticipated for October 2021 (deliveries commencing in 2022).
- eBuses:
 - The technical and commercial terms are being developed with the expectation of market release in Q4 2021. TTC is engaging Ontario Public Transit Association (OPTA) members for participation in this procurement.

Key Issues/Risks and Mitigation Activities

- eBus Reliability and Fleet Availability: Percentage of eBus availability and reliability is lower than expected. Action Plan: Meet with vendors weekly to review repairs and report on availability and reliability daily.
- Schedule interdependency: eBus delivery and operation is contingent on the charging systems infrastructure schedule. Delay of bus procurement will impact the Bus Rebuild Program. The program team is working with all stakeholders to ensure alignment of schedules.
- Shortfall in Program Funding: The current ongoing program of bus procurements for 2021-2030 is only funded up to 2025 and the electrification infrastructure program is only 1/3^d funded through the City of Toronto's City Building Fund. The City and TTC are continuing to work with the other levels of government to close the funding gap to ensure state-of-good-repair and greening of our bus fleet.

Next Steps

- Hybrid-Electric Bus: RFP evaluation (August-September 2021), Contract award (October 2021), Design reviews (Q4 2021), Bus deliveries (2022).
- eBus: Issuance of RFP (October 2021).

Note:

- This project is included under 4.11 Purchase of Buses as indicated in Appendix 1.

e-Bus Charging Systems

Description

Construction of the e-Bus electrification infrastructure advance the TTC's transition towards zero-emissions fleet by 2040 and the City of Toronto's TransformTO target of Net-Zero by 2050, or sooner.

Financials

Program Start	Forecast Completion Year	Total Approved Budget	Spend to Date	Estimated Final Cost
2016	2035	\$117.9M	\$39.6M	\$696.2M
Overall Performance		2021 YTD Budget	2021 YTD Actuals	2021 Approved Budget
Current Status	Outlook to Completion			
G	Y	\$0.5M	\$0.5M	\$17.7M

Project Deliverables

- Phase 1 - Charging infrastructure to support 60 eBuses at three Garages (Arrow, Mt. Dennis and Eglinton): completed on June 30, 2021.
- Phase 2 - up to 50 charging stations installation at each garage: completion expected in 2028.
- Phase 3 – 50% of charging stations installation at each garage: completion expected in 2035.
- Phase 4 – 100% of charging stations installation at each garage: completion expected in 2036.
- Memorandum of Understanding (MOU) between TTC, Ontario Power Generation (OPG) and Toronto Hydro-Electric Systems Ltd (THESL) for the electrification of TTC's fleet: completed.
- Principal Agreement between TTC and OPG: draft completion expected by Q3 2021.
- Feasibility Studies for the electrification infrastructure at 8 bus garages to support the eBus procurement plan: Arrow, Mt. Dennis, Eglinton, Birchmount, Malvern, Queensway, Wilson and McNicoll garages, completion expected by December 2021.
- Full Fleet (eBuses, electric Wheel Trans and Operational Support vehicles) electrification feasibility study: completion expected by Q1 2022.

Progress Update (P5-P6)

- Discussions are ongoing with OPG regarding the development of the Principal Agreement to establish a partnership between OPG and TTC for the development and installation of charging infrastructure required to support the eBus procurement plan.
- Completed the electrification feasibility study for Arrow Road Garage on May 19, 2021.
- Completed the Enbridge "main line" upgrade for Arrow Road Garage on May 31, 2021.

- The Amending Agreement between TTC and THESL for the maintenance of the Battery Energy Storage Systems (BESS) at Arrow, Mt. Dennis and Eglinton garages was signed off by THESL on June 29, 2021. TTC approval is expected by July 2021.

Key Issues/Risks and Mitigation Activities

- Impact of new technology adoption on operations and maintenance: All stakeholders will continue to be engaged to minimize disruption to operations. In addition, a full fleet electrification study has commenced to provide an overall strategy and recommendations for TTC to transition from vehicles powered by fossil fuel to a zero-emission fleet by 2040.
- Shortfall in program funding: The ongoing program of bus procurements for 2021-2030 and the electrification infrastructure program is only 1/3rd funded through the City of Toronto's City Building Fund. The City and TTC will continue to work with the other levels of government to close the funding gap to ensure state-of-good-repair and greening of our bus fleet.
- Impact of Long-lead items and weather conditions: Project Team continued ongoing engagement to minimize impact to schedule.

Next Steps

- BESS installations at Arrow, Mt. Dennis and Eglinton Garages to be completed by the end of July 2021.
- Birchmount Proof of Concept (PoC) to commence in September 2021.
- Execution of the operating agreement with THESL for ongoing maintenance of the BESS Systems at Arrow, Mt. Dennis and Eglinton garages is targeted for September 2021.
- Status update of negotiating position and commercial terms for the TTC-OPG Principal Agreement to be presented to the TTC Board in Q4 2021.

Note: This project is included under 3.2 Equipment as indicated in Appendix 1.

Wheel Trans 10-Year Transformation Program

Description

Implement new policies, processes and systems to support a new service delivery model that integrates Wheel-Trans (WT) customers into the TTC's conventional network through a 'Family of Services' (FOS) approach.

Financials

Program Start	Forecast Completion Year	Total Approved Budget	Spend to Date	Estimated Final Cost
2017	2026	\$49.8M	\$28.9M	\$49.8M
Overall Performance		2021 YTD Budget	2021 YTD Actuals	2021 Approved Budget
Current Status	Outlook to Completion			
G	Y	\$0.9M	\$0.8M	\$4.1M

Project Deliverables

- Phase 1-4 (Reservation, Scheduling & Dispatch (RSD))
 - Family of Services (FOS) operationalized in 2018
 - Upgrade of the Integrated Voice Response (IVR) system completed in 2018
 - Full complement of 128 6-metre ProMaster mini-buses in service by Dec 2019
 - Customer Relationship Management facilitating mass emailing capability implemented in 2019
 - Upgraded RSD to enhance FOS capabilities and introduced Mobile App pilot in 2020
 - Construction of 16 Access Hubs completed in 2020
 - Conditional trip matching in progress
 - RSD Go-Live scheduled for Q4 2021
- Phase 5-8 - Reservation, Scheduling & Dispatch Improvements: Initiated assessment.

Progress Update (P5-P6)

- Scheduling & Dispatch project: Phase 4 development underway
- Customer Relationship Management: Phase 3, with target implementation of October 2021.
- Reporting and Analytics: Phase 3 with target implementation July 2021 and Phase 4 September 2021 are both underway.
- Access Hubs: road repairs at Neilson and Ellesmere pending.
- Communications: Spring Access Newsletter was printed and mailed and e-copy has now been distributed.

Key Issues/Risks and Mitigation Activities

- Potential risk that there will be negative customer response to mandatory re-registration and conditional trip matching (requiring capable customers to utilize the fully accessible TTC network). Action Plan: Communicate benefits of re-registering to customers. Current efforts are having a positive impact with over 6,500 customers re-registered.
COVID-19: Delayed the launch of Conditional Trip Matching and re-registration. Action Plan: To be evaluated in Q3 2021 via Toronto Public Health guidance and Customer Surveys.

Next Steps

- Family of Services Project: Sept 2021 – Stop Markers Installed - Wave 5
- Scheduling & Dispatch Project Phase 4 (Including CRM, IVR, Chat tool and Automatic Vehicle Locator system):
 - Training Material Review and Approval - July/Aug 2021
 - Quality Assurance Cycle 1 - Aug/Sep 2021
 - Training Delivery for Ops - Sep 2021
 - Phase 4 Go Live – Oct 2021
- Reporting & Analytics Project Phase 3:
 - Phase 3 Screen 2 and 3 Go Live - July 2021
 - Phase 4 Go Live (Screens 5-10) - Aug/Oct 2021.

Note:

- This project is included under 3.9 Building and Structures as indicated in Appendix 1.

Fare Collection / PRESTO

Description

Transforming the TTC fare collection processes including TTC's scope of work supporting Metrolinx activities for the implementation of the PRESTO farecard system, overall project management, assistance with equipment installation, upgrades to TTC facilities to accommodate PRESTO equipment, and oversight to ensure the PRESTO system fully meets TTC's business requirements.

Financials

Program Start	Forecast Completion Year	Total Approved Budget	Spend to Date	Estimated Final Cost
2012	2021	\$79.8M	\$60.8M	\$79.8M
Overall Performance		2021 YTD Budget	2021 YTD Actuals	2021 Approved Budget
Current Status	Outlook to Completion			
Y	Y	\$1.5M	\$0.7M	\$4.0M

Project Deliverables

- Measure fare compliance system-wide.
- Human Machine Interface (HMI): a) Provide customers with additional fare payment information including displaying card balances, b) time remaining in the 2-hour transfer window, and c) and eliminate the feature that identifies Fair Pass Program recipients.
- Settlement Negotiation – deliver all the outstanding requirements from the Metrolinx e-Master Agreement.

Progress Update (P5-P6)

- HMI:
 - Completed and accepted Project schedule for Phase 1
 - Completed User Acceptance Testing Test Strategy
- TTC / Metrolinx Settlement Negotiation:
 - 17 Delivery Plans are revised for legal to review and for governance approval
 - Legal Definitive Agreement is in progress.

Key Issues/Risks and Mitigation Activities

- HMI - Additional scope (addition of the mobile device refresh initiative) to the Phase 2 of the project could potentially increase the cost and impact schedule. Mitigation: Determine additional work required and get budget approval.
- Farecard Implementation: Metrolinx is proposing a 2-phased approach to the Farecard implementation which will result in delays. Action Plan: Obtain Request for Comments for the proposed approach, and get formal approval.

Next Steps

- HMI - Completion of Design
- TTC / Metrolinx Settlement Negotiation - Signoff and approval of all 17 Delivery Plans and legal settlement agreement.

Note:

- This project is included under 5.4 Fare System as indicated in Appendix 1.
- Faregate program is not included in this up-date.
- Approved budget and completion year adjusted to reflect approval to end of 10-year envelope.

Stations Transformation

Description

To enhance the customer experience by introducing Customer Service Agents (CSA) and infrastructure improvements which will result in increased safety and security of TTC stations, employees and customers.

Financials

Program Start	Forecast Completion Year	Total Approved Budget	Spend to Date	Estimated Final Cost
2017	2024	\$50.8M	\$27.5M	\$50.8M
Overall Performance		2021 YTD Budget	2021 YTD Actuals	2021 Approved Budget
Current Status	Outlook to Completion			
⚠️	🟢	\$3.0M	\$3.2M	\$8.8M

Project Deliverables

- Introduction of CSA's to proactively assist customers facing barriers in navigating the system.
- Upgrading the Public Announcement system (PA).
- Upgrading the stations Passenger Assistance Intercoms (PAI) 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 to serve as central command posts monitoring the stations and responding to emergencies in an efficient manner.

Progress Update (P5-P6)

- Elevator Passenger Assistance Intercom (PAI) upgrade completed at 5 stations (total of 15 stations completed).
- 360 degree cameras upgrade completed at 7 stations (total of 29 stations completed).
- CCTV bulkhead monitors installed and commissioned at Bloor-Yonge and Union hubs.

Key Issues/Risks and Mitigation Activities

- Full implementation of the CSA model will be achieved with implementation of the fare collection policy currently in development.

Next Steps

- CCTV bulkhead monitors to be installed in Kipling and York U hubs in Q4 - 2021
- Completion of Sheppard and St Clair West Hubs projected to be completed in Q4 - 2021
- All PAI upgrades projected to be completed in Q4 - 2021.

Note: This program is included under 3.9 Building and Structures as indicated in Appendix 1.

VISION

Description

Implementation of a new Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL) System on the TTC's bus and streetcar fleets to: a) enable tracking and managing communications with TTC's fleet of over 2,000 buses and streetcars b) provide better information for scheduling and planning; c) provide better real-time information to provide operators and customers during their trip; d) provide more efficient Transit Signal Priority to keep TTC vehicles moving; and e) provide more efficient yard management and crew sign-ups.

Financials

Program Start	Forecast Completion Year	Total Approved Budget	Spend to Date	Estimated Final Cost
2016	2022	\$114.7M	\$83.1M	\$114.7M
Overall Performance		2021 YTD Budget	2021 YTD Actuals	2021 Approved Budget
Current Status	Outlook to Completion			
Y	Y	\$3.0M	\$2.6M	\$34.2M

Project Deliverables

- Data and voice communications, automatic vehicle location and stop display, stop announcements, vehicle performance monitoring: Completed.
- Integrating with the onboard camera and automatic passenger counting systems: Completed.
- Operator Performance: In Progress, 95% complete, target completion Q3 2021.
- Integrating the Yard Management System at all streetcar, car-houses and bus garages: In Progress, Construction 70% complete, Clever Devices Commissioning 10% complete, with Target completion in 2022.

Progress Update (P5-P6)

- Operator Performance: Completed deployment to Fleet of Streetcars and Buses. Working with Clever Devices to address issue with measurement of speed limits onboard vehicles, 95% complete.
- Yard Management: Completed construction at Arrow Road Garage. Commissioning at Leslie Barns and Arrow Garages is in progress. Clever Devices issues with central software has resulted in the commissioning of certain bus garages and streetcar carhouses to be delayed until 2022.

Key Issues/Risks and Mitigation Activities

- Software and hardware issues were identified during the testing of the Smart Yard solution provided by Clever Devices, which has delayed the completion of testing and re-forecasting of the final roll-out of Yard Management to 2022. Action Plan: Issues escalated to Senior Executives at Clever Devices. Currently working with Clever Devices to develop a strategy to compress the schedule and advance the completion date.
- COVID-19 quarantine protocols have affected the availability of Cable and Electrical Crew members thus impacting the schedule. Action Plan: Proceeding with indoor and external work ensuring that public health and safety directives for physical distancing are being observed. Impacts are being continually assessed.

Next Steps

- Completion of Deployment of Operator Performance to Surface Fleet.
- Commissioning of Yard Management for Leslie Barns.

Note: This project is included under 7.1 Computer Equipment & Software as indicated in Appendix 1.

SAP Enterprise Resource Planning Program

Description

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

Financials

Program Start	Forecast Completion Year	Total Approved Budget	Spend to Date	Estimated Final Cost
2015	2025	\$272.8M	\$81.9M	\$272.8M
Overall Performance		2021 YTD Budget	2021 YTD Actuals	2021 Approved Budget
Current Status	Outlook to Completion			
G	G	\$5.3M	\$4.3M	\$16.5M

Project Deliverables and Status

Phase 2

- Finance Accounts Payable (Release1) – Launch Completed, Project Closeout in Progress.
- SAP Costing Solution for Operations – Solution Design Phase in Progress, targeted completion by Sept 2022
- Time, Attendance and Workforce Scheduling System – In Progress, targeted completion by 2025.
- New Learning Management System (LMS) – Launch Completed, targeted completion by Q3 2021.
- Employee Engagement Platform – In Progress, assessment phase to start in Q3 2021
- Employee Mobile App – Launch Completed, Project Closeout in Progress.

Phase 3

- Procurement and Category Management/Materials Management – In Progress, assessment phase targeted completion by Q3 2021.
- Asset Accounting – In Progress, assessment phase targeted completion by Q3 2021.

Progress Update (P5-P6)

- MyTTC | Learning Centre (LMS) – Hypercare support for Corporate Launch and User Adoption
- SAP Time and Attendance: RFP Negotiations completed.
- SAP Asset Accounting: Current state Capital Accounting processes in progress - 60% completed
- SAP Costing Solution Release 1: Percentage of Solution Design completed - 65%

Key Issues/Risks and Mitigation Activities

- N/A

Next Steps

- SAP Procurement & Category / Materials Management: Assessment Report Completion by Q3 2021.

Note:

- The EFC represents the total SAP program cost with the future phases.
- This project is included under 7.1 Computer Equipment & Software as indicated in Appendix 1.
- Approved budget and completion year adjusted to reflect approval to end of 10-year envelope.