Attachment 1
Management Responses – Accepted and in progress

All recommendations in this attachment are currently Accepted and in progress. Since the previous update the three recommendations below have changed status from "Pending further assessment and potential resourcing" (Nov. 2025) to "Accepted and in progress" (March 2026).

Section 7.2.3 Maintenance performance Management

i. **UITP Recommendation**
   For the subway, Mean Time to Repair (MTTR) values should be measured and tracked. Mean Time Between Failures (MTBF) is considered to be the performance of the equipment. MTTR values indicate the performance of the maintenance team as well as the performance of logistics, administration and decision-making processes. It is essential that this data is included in the TTC's Key Performance Indicator (KPIs).

   MTBF/MDBF are the main KPIs for railway maintenance and operations. A standard method has to be developed further and used for both the streetcar and subway vehicles and infrastructure.

   With the implementation of Maintenance Management Systems (MMS), a standard procedure has to be further developed to measure MTTR for both Streetcar and Subway maintenance vehicles and infrastructure which shows the performance of maintenance, logistics and administration.

   Key Performance Indicators (KPIs) should be categorized depending on the effects on the operation and/or safety like significant, marginal and minor. One can refer to EN 5012610 standards, RAMS: Reliability, Availability, Maintainability and Safety, to categorize MTBF/MTTR. Informative section Annex B of these standards is allocated to give information about the Reliability, Availability Maintainability, and Safety (RAMS) parameters as well as safety.

ii. **TTC Management Response Update**
   The TTC is developing an Asset KPI Framework to standardize asset performance metrics where applicable. Starting with RAMS KPIs including Mean Distance Between Failures (MDBF), Mean Time Between Failure (MTBF) and Mean Time to Repair (MTTR), to align with international standards such as EN 50126.

   Harmonization of KPIs will consist of:

   - Developing a consistent method for identifying and calculating KPIs
   - Identifying data gaps
   - Rolling out process to embed KPIs in MMS

A PowerBI Dashboard for displaying enterprise level asset KPIs will be designed and rolled out as part of the MMS implementation. Relevant KPIs may include: asset age, remaining service life, MDBF, MTTR, MTBF, condition index, failure frequency, and availability. The Asset KPI Framework is targeted for completion by Q4 2026. The standardized KPIs will allow for consistent, repeatable reporting on asset performance. This will equip management with actionable, real-time intelligence to prioritize interventions, improve reliability, guide long-term asset planning, and gauge progress against meeting corporate objectives.

Resourcing: Can be delivered within approved budgets.

Section 7.3.1 Setting & Monitoring KPIs

i. **UITP Recommendation**
Set up data sources and link them for the sake of KPIs, which will allow steering and improving the maintenance processes.
Consider harmonizing KPIs between streetcar and subway vehicles to help management easily identify possible problems and create actions
Analyze the impact of maintenance and state of infrastructure on KPIs in order to derive strategies for improvements in daily processes.
Standard Key Performance Indicator (KPI) set should be used for both Streetcar and Subway Operations & Maintenance (O&M):

- MTBF indicates performance of the components and systems
- MTTR indicates performance of the maintenance management, including Administration & Logistics.

Data driven asset management has potential for improvement. It's necessary to continually review and track your KPIs and their performance on a monthly, quarterly, or other predefined reporting frequency. Regular monitoring makes it easy to see the time frame in which something may have underperformed or overperformed, as well as what may have happened within this period to cause the change.

ii. **TTC Management Response Update**
This recommendation is addressed through the Asset KPI Framework initiative described under Section 7.2.3 (Maintenance performance Management) including harmonized RAMS KPIs, MMS integration, and enterprise Power BI reporting. See Section 7.2.3 for full details.

Section 7.6.5 Operational Speed of Streetcars

i. **UITP Recommendation**
Streetcar priority is one of the solutions to increase operational speed. It is promising to see that a priority scheme has been started. This should be continued and expanded to all lines.

Loop detectors should be installed in the tramway network in order to give the streetcar priority at intersections. The location of streetcar station stops should be reviewed to determine the best location at cross streets.

Consider bolstering streetcar operator training to speed up the process at junctions. Certain specific turnouts should be converted to motorized two- switch operations, activated by the destination or route transmitted from vehicle. Each location should be linked to locking detection of the switch and associated confirmation by visual route indicator signal.

Advanced traffic management should be considered. Congestion management policy, parking policy, and street management in the city center will help increase operational speed, the attractiveness of public transport, and support its financial sustainability.

ii. **TTC Management Response Update**
As directed by recent City Council and TTC Board motions, the TTC is exploring and implementing, where possible, recommendations for removing on-street parking, prohibiting or restricting left turns during high-peak periods on key routes, reviewing the distance between streetcar stops and internal policies governing transit speeds on surface routes including requirements to slow at intersections and have speed limits below those of parallel cars, and examining line management data to uncover specific sources of unreliability and delay, as additional measures to speed up streetcar lines. The TTC will work with the City Manager and report back on these initiatives in Q1 2026 as directed by City Council and the TTC Board.

Resourcing: Need for additional resources will be assessed post Q1 2026 update to City Council and the TTC Board.

The remaining recommendations listed below were already classified as "Accepted and in progress" and continue to advance as explained in each Management Response.

Section 7.1.1 Road Traffic Congestion

i. **UITP Recommendation**
Various initiatives should be considered to reduce the use of private automobiles in the city center along the major streetcar and bus routes. The following initiatives should be considered:
   a. Congestion charging
   b. Low Emissions Zone (LEZ)
   c. Emissions charging
   d. Taxing of parking spaces provided by employers and car parking providers
   e. No parking along routes used by streetcars
   f. Removal of cycle lanes along routes used by streetcars
   g. Introduction of one-way only traffic for automobiles on two-way streetcar routes or a combination of some of the above.

ii. **TTC Management Response Update**
The TTC continues to work closely with the City of Toronto on congestion management. The City's latest update on their Congestion Management Plan is due to City Council by Q2 2026. This update will include responses to City Council motions to provide updates on transit signal priority strategies; expanding on-street parking and left-turn restrictions; and traffic agent deployment to support transit operations, among other directives.

Resourcing: As part of the TTC's 2026 operating and capital budget submissions to City Council, additional labour resources have been approved under the Capital budget and non-labour resources approved under the Operating budget to help accelerate and expand transit signal priority implementation in the city.

Section 7.1.2 Cost Benefit Analysis

i. **UITP Recommendation**
It is important that the cost benefit and analysis process throughout the TTC should be standardized. This could enhance objectivity and demonstrate value for money priorities in the ordering of projects for the capital plan.

ii. **TTC Management Response Update**
Statement of Intent and Business Case templates are under development and expected to be completed by the end of Q1, 2026. The templates will be integrated into the review of the Project Management Framework, which is expected to be finalized in Q2, 2026 and launched in Q2/3, 2026.

Resourcing: Can be delivered within approved budgets.

Section 7.1.4 Non-Revenue Vehicles

i. **UITP Recommendation**
It is important that an effective and reliable non-revenue fleet is available at all times to provide maintenance and emergency repair facilities. A detailed plan
for the maintenance and renewal of non-revenue vehicles should be developed and included in the TTC's asset management and capital investment plans.

ii. **TTC Management Response Update**
In collaboration with EAM, the Rail Cars and Shops Department (RCS) completed a Work Car Asset Strategy in January 2026. The Asset Strategy formalized collaboration between asset owners (RCS) and major stakeholders (Operational Safety and Planning and Track and Structures Departments, etc.) to align vehicle capital decision making with infrastructure asset renewal and fleet performance. The Strategy formalizes and documents the development and reporting of fleet performance metrics (KPIs) and capital decision-making for fleet planning for inclusion in the TTC's capital investment program. The Work Car Asset Strategy will further be operationalized when the Maintenance Management System (MMS) is fully implemented, resulting in vehicle performance, preventive maintenance programs, renewal schedules and KPIs being embedded directly within the enterprise asset tool. EAM will assess the completeness of maintenance and renewal plans for all other non-revenue fleets by Q1 2027.

Resourcing: Can be delivered within approved budgets.

Section 7.2.2 Maintenance Optimization

i. **UITP Recommendation**
Condition-based maintenance and (as a long-term target) predictive maintenance strategies should be further developed to increase the efficiency of maintenance and minimize costs (based on time series of measured data). The introduction of condition-

based maintenance, however, requires a setup of regular inspections and measurements (as an example for track: manual or vehicle-based measurements, e.g. track geometry, rail wear, catenary stagger and wear, ultrasonic testing, eddy current testing, laser-based gauge clearance inspections, manual turnout inspection) at fixed intervals.

The peer review team understands that the TTC is performing measurements in-house as well as contracting external measurement companies to measure subway/streetcar track. When implementing a condition-based (or even predictive) maintenance, it is crucial to have master data of your track layout set up in a way that linear measurements can be stored, localized and compared to historical data in a time series. To ensure an efficient maintenance regime, optimization of maintenance practices should be prioritized. Currently, there are notable misalignments in the planning process for track infrastructure. For example, the installation of a different type of streetcar turnout at the Leslie Barns yard, compared to the rest of the network, highlights inconsistencies that could impact operations and maintenance efficiency. This includes harmonizing condition assessments across various vehicle types-such as rail-bound, rubber-tired, and hi-rail non-revenue vehicles-to support consistent decision-making.

Finally, the development of an infrastructure renewal plan should go beyond financial considerations to also account for the availability and capacity of TTC personnel, equipment, and external contractors.

ii. TTC Management Response Update

The TTC continues to enhance its approach to condition assessment by capitalizing on important technological innovations. A Track Geometry Measurement System (TGMS) and Non-destructive Testing (NDT) equipment will be added to the Track Inspection Vehicle (TIV) over the next three years to increase the data collected on track conditions. This much larger data set will improve prediction of rail wear, geometry degradation, presence or growth of internal rail defects and rail corrugation. This will improve planning of rail replacement, anchor bolt or tie replacement, tamping, rail milling and rail grinding.

EAM will develop an Asset Condition Assessment Framework to guide the development of asset class condition methodologies and enable a consistent approach for aggregating asset class condition data to the enterprise condition rating standard. This will enable the collection of robust condition data to support evidence-informed asset renewal planning by Q3 2026.

Resourcing: Can be delivered within approved budgets.

Section 7.3.2 Track related KPI's

i. UITP Recommendation

The peer review team recommends developing KPI's for infrastructure, based on an industry benchmark we can recommend KPI's in the following structure:

Best Practices: Potential Infrastructure based KPI's are (based on quarterly reporting of Wiener Linien)

#	METRIC	DESCRIPTION	COMMENT
T1	Civil structures	Timely execution of detailed structural inspections (every 6 or 1O years depending on type of structure) --> No. of inspections executed in time	
T2	Civil structures	Number of defects found	
T3	Alarms	Number of smoke alarms (or other alerts)	Three categories (low/medium/high impact on operation)
T4	MTBF	Mean Time Between Failures for any equipment. Refer to maintenance KPI	e.g.: Subway: MTBF for signaling devices: limit value 0,73 days
T5	MTTR	Mean Time to Repair for any equipment. Refer to maintenance KPI	e.g.: Subway: MTTR for signaling devices: target value 1,3 hours
T6	Rail breaks	Number of rail breaks for streetcar and Subway	break/ grooved head break / surface crack / rail head break. Target can be defined based on historical data.
T7	Track Walks	Timely execution of track walks	Streetcar and Subway
TB	Track Measurement	Timely execution of measurement car runs	Streetcar and Subway
T9	Track Measurement	Completeness of measurement data validity in percentage of total measured track length	Streetcar and Subway
T10	Defects	Number of Defects – Subway / Streetcar	new within period / repaired within period / Remaining unsolved
T11	Defects	Number of Defects with Categories – Subway / Streetcar	4+ and 5 (5 being worst); 1-3 not reported
T12	Disruption	Number of Service Disruptions	Number of service disruptions caused by track defects (with effect on passenger operations / without effect on passenger operations)
T13	Low Speed Orders	Restricted speed zones in switches (in % of total switch length)	e.g.: Target value 0,25% --> current value 3,5%
T14	Low Speed Orders	Restricted speed zones (in % of total track length).	e.g.: Target value 0,30% --> current value 6%
T15	Track Replacement	Annual track replacement rate (in % of network length) - Streetcar / Subway	e.g.: --> target value 3,5%; reached 3%
T16	Switch Replacement	Annual track replacement rate (in % of network length) - Streetcar / Subway	e.g.: --> target value 3,5%; reached 3%
T17	MTTR	Annual switch replacement rate (in % of total no. of switches) - Streetcar / Subway	e.g.: target value 5,7%; reached 5%

T18	Loss of Revenue KM	Loss of revenue km due to infrastructure related failures	e.g.: overall arithmetical 3,5h, overall median 1,3h, medial for failures relevant to operation 1,2h
T19	Loss of Revenue KM	Loss of revenue km due to infrastructure related failures	loss of revenue km. in % to total loss of revenue km: provided in total numbers and as a percentage
T20	Low Speed Orders	Restricted Speed zones	Total amount, effects on punctuality and Top5 sections with worst effect.

ii. TTC Management Response Update
This recommendation is addressed through the Asset KPI Framework initiative described under Section 7.2.3 (Maintenance performance Management) including harmonized RAMS KPIs, MMS integration, and enterprise Power BI reporting. See Section 7.2.3 for full details.

Section 7.4.2 Heavy customization on Maintenance Management System (MMS) (Feedback from end users)

i. UITP Recommendation
By leveraging the MMS out-of-the-box (OOTB) design during implementation offers a more sustainable and efficient approach compared to extensive customizations, especially for:
- Lower upfront cost and faster deployment
- Easier for upgrade in the future
- Higher software stability and reliability
- Easier to maintain
- Creates culture change to adopt the new best practices to gain efficiency in terms of cost and time

Use of a dashboard to extract data directly (MMS database, Application Programming Interface (API) query, etc.) from the MMS to build various real-time dashboards:
- Data quality (data missing fields, data accuracy, data consistency)
- End-user behavior (usage frequency, whether work orders closed on time, abnormal behavior)
- Use the MMS out-of-the-box solutions and limit customization.

ii. TTC Management Response Update
MMS will be implemented using out-of-the-box functionality, with configuration minimized. Any requested customization will require a documented use case and business justification and will be subject to joint review and approval by ITS and EAM.
Dashboards available through MMS are currently under review to determine suitability and alignment with an enterprise level Asset KPI Framework aligned with MMS timelines. A PowerBI Dashboard for displaying enterprise level asset KPIs will be established by Q4 2026.

Resourcing: Can be delivered within approved budgets.

Section 7.4.3 Improve staff familiarity with MMS operations

   i.   **UITP Recommendation**
        "Shadow Run" period should be arranged on selected assets after User Acceptance Test, before official launch of MMS:
        - Test functionality (bugs checking, output validation, together with the satellite systems)
        - Workflow fit test (refine the process)
        - Avoid disruption with parallel run with old system during shadow run period.
        - Staff buy-in

   ii. **TTC Management Response Update**
        A project schedule for training and User Acceptance Testing (UAT) has now been established by the MMS Contractor. A post UAT shadow environment will be created by performing a mock cutover/dry run of production-like transactions in a pre-production environment before the business process 'Go-Live' in Q3 2026.

        Resourcing: Can be delivered within approved budgets.

Section 7.5.1 Investment Planning

   i.   **UITP Recommendation**
        There needs to be better co-ordination between the procurement of equipment and systems so that it is aligned with the construction of new or extended lines and new stable facilities for vehicles. In deciding the number of vehicles required for a fleet, the following should be considered:

        - The maximum number of vehicles required for peak service.
        - Plus, one or two manned spare vehicles with one each near terminals

        Plus, additional vehicles for maintenance coverage. The number will depend on the size of the peak operating fleet and the supplier's recommended maintenance intervals.

   ii. **TTC Management Response Update**
        Fleet plans are reviewed multiple times throughout the year and are developed based on service requirements, maintenance needs, spare ratio targets, and planned future extensions. Oversight is provided through the Portfolio Review Board, which supports coordinated planning, implementation, and procurement of projects and programs, and enables cross-departmental consultation to proactively manage interdependencies. By Q1 2027, the TTC's Procurement Policy will be updated to formally require departments to submit annual acquisition plans. This change will strengthen procurement scheduling and execution, improve workforce and resource planning, align activities with approved budgets, and provide greater visibility into interdependencies across the organization.

        Notwithstanding these planning processes, fleet requirements are inherently subject to a degree of uncertainty. Factors outside the TTC's direct control including changes in ridership patterns, unforeseen events (such as pandemics), funding conditions, project delays, and shifts in technology or policy may impact fleet requirements over time.

        Resourcing: Can be delivered within approved budgets.

Section 7.5.2 Consistence Between Service & AM Plans

   i.   **UITP Recommendation**
Service levels or KPIs should be cascaded to asset level, and with annual performance reviewed in the AM Plan.
A change of maintenance regime and new capital works should be considered to enhance asset performance or optimization based on the performance review result.

   ii.   **TTC Management Response Update**
As per O. Reg 588/17 the Asset Management Plan will be reviewed and updated every five years in alignment with the City of Toronto. EAM will consult with Service Planning on a method for cascading Service Level KPIs down to asset level KPIs by Q3 2026.

     Resourcing: Can be delivered within approved budgets.

Section 7.5.3 Asset Life

   i.   **UITP Recommendation**
Reviews of asset performance and asset life should be based on an established framework that is consistently applied across all departments. A centralized database for asset life should be established, and any changes to asset life should be permitted only based on evidence obtained from a thorough review.

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A centralized database (e.g. MMS) for asset life should be established, and any changes to asset life should be permitted only based on evidence obtained from a thorough review.

   ii.   **TTC Management Response Update**
EAM is planning the development of an asset renewal model that will include asset life forecasts and interventions and the information will ultimately be reflected in MMS. As a first step EAM will develop an Asset Condition Assessment Framework by Q3 2026. This would be followed by application of the Framework to each asset class by Q2 2027. The condition data would then be used to forecast asset remaining life under the renewal model. Target timeline for completion of asset specific condition assessments is Q2 2027.

     Resourcing: Can be delivered within approved budgets.

Section 7.5.4 Enhance decision-making and operational stability by implementing a risk management framework

   i.   **UITP Recommendation**
The creation of a risk management system and risk register, including safety and service risks, as part of the decision-making framework for prioritizing resources such as capital works and maintenance works budgets.

ii.   **TTC Management Response Update**
The TTC's Enterprise Risk Management (ERM) methodology is currently being used to assess asset risks, however EAM will explore the development of an asset-specific risk framework with tailored evaluation criteria. This framework will serve as a critical input into asset management planning. The TTC will consult with UITP and conduct benchmarking in Q3 2026.

Resourcing: Can be delivered within approved budgets.

Section 7.5.5 Opportunity to enhance the comprehensive competency framework to support subway staff development

i.   **UITP Recommendation**
Assess the knowledge and experience requirements for subway staff roles. Require mandatory qualification from completion of maintenance work training before starting to work on site. Refresher training should also be scheduled for all staff to update and reinforce the required skillset. Regular Technical Audit is also required to ensure the workers meet the required maintenance standards, regulations and safety requirements.

ii.   **TTC Management Response Update**
The Subway Vehicle Technician (SVT) Program has been recognized by the Ontario Association of Certified Engineering Technicians and Technologists (OACETT) as equivalent to Certified Technician (C.Tech.) level. Rail Cars and Shops is adding this mandatory certification for all SVTs. This supports strong technical competency. Completion of OACETT certification for all SVT's is targeted for Q4 2027. The TTC will also assess the feasibility of refresher training and regular technical audits.

Resourcing: Additional non-labour funding will be sought through the 2027 operating budget process to fund OACETT exam fees which are estimated to be under $10,000.

Section 7.5.6 Asset Renewal

i.   **UITP Recommendation**
Renewal plans should be based not only on financial aspects but should also include the TTC personnel and equipment requirements as well as contractor capacities.
The setting up and running of projects should include costs for TTC project personnel related to each contract in order to provide a sound basis for financing and to illustrate true costs.

ii.   **TTC Management Response Update**
EAM will work with Finance and the Portfolio Management Office to ensure personnel, equipment, and contractor requirements are sufficiently embedded into capital asset renewal plans, project business cases and project summaries. For the 2027 budget process expected to launch in April/May 2026, opportunities for enhancing the way information is collected will also be explored.

Resourcing: Can be delivered within approved budgets.

Section 7.6.2 Early Departure

   i.   **UITP Recommendation**
Streetcar and subway trains should not be permitted to depart from any station early except under recovery strategies in order to balance headways.

  ii.   **TTC Management Response Update**
TTC has removed early departure permissibility for surface transit, including Streetcar. Streetcars are expected to depart strictly according to their scheduled times, except in cases where physical constraints or safety concerns necessitate otherwise. The TTC is currently undertaking a Bunching and Gapping Pilot which has resulted in an overall increase of 4.47% in headway adherence and a 7% increase in on-time departures for the pilot routes. The Bunching and Gapping Pilot continues to Q4 2026. When operations are running normally and an operator leaves ahead of schedule, the Vision system generates an alert that supervisors review. Each instance is followed up and documented to maintain an accurate record and reinforce schedule-adherence expectations.

      Resourcing: Can be delivered within approved budgets.

Section 7.6.3 On-time performance (OTP)

   i.   **UITP Recommendation**
OTP should be measured at the arrival time to certain specific stations along the route and both terminals. It should be measured and recorded for each trip at certain stations, preferably where the crossovers are located in addition to the terminal stations. Detailed records of in-service delays should be kept and analyzed to detect trends and "hotspots" where improvement is required. This will help to keep the planned intervals between vehicles during operation.

  ii.   **TTC Management Response Update**
The TTC continues to make progress in implementing strategies to increase On-Time Performance (OTP) and reduce bunching and gapping on streetcar and bus routes. The Bunching and Gapping Pilot which commenced in March 2025 measures OTP at terminals and headway adherence at all timing points. It showed that Transit Control Supervisors monitoring select pilot routes with fewer vehicles to monitor and the added presence of on-street supervisors have decreased rates of bunching and gapping. Operators were more likely to adhere to expected headways when frequent messaging, direct communication and active route management were completed. Improved adherence by one vehicle also had a cascading effect, enabling subsequent buses or streetcars on the route to maintain scheduled spacing.

The pilot remains ongoing to assess the suitability for expansion to additional routes; and to identify routes that will derive the greatest benefit. To date the pilot has resulted in a measurable reduction in bunching and gapping on all routes tested and an overall increase of 4.47% in headway adherence.

In November 2025, the pilot also introduced an AI-enabled, real-time predictive tool in partnership with York University that uses General Transit Feed Specification (GTFS), GPS data, distance, and vehicle speed to identify early indicators of potential bunching and gapping. The tool it is hoped will allow operational adjustments at first indication to maintain scheduled service intervals. The Bunching and Gapping Pilot continues to Q4 2026.

The TTC is currently working to update its data acquisition systems to be able to analyze adherence to schedule at various timing points along routes the results of which will be reviewed in Q3 2026.

Resourcing: Can be delivered within approved budgets.

Section 7.6.7 Streetcar & Subway Vehicles

i. UITP Recommendation
Capital purchase of vehicles and equipment should be closely aligned with proposed extensions to streetcar and subway lines. The timing of vehicle purchases needs to be better coordinated with line construction.

Spares provision should be tied to the maintenance periods recommended by the supplier. The periods will then inform the requirement for workshop facilities, inspection roads, examination roads and lifting roads, plus space for overhauls and accident repairs.

ii. TTC Management Response Update
This recommendation is addressed through the action plan described under Section 7.5.1 (Investment Planning) including fleet planning, spare ratio targets, Portfolio Review Board oversight and a Procurement Policy update requiring annual acquisition plans. See Section 7.5.1 for full details.

Section 9.1 Safety & Security

i. UITP Recommendation
Define and monitor separate safety and security KPIs for each line to identify correlations between service delivery performance and asset reliability, enabling the root causes of incidents to be better understood.

Ensure that a risk analysis is reviewed and updated following each incident or near-miss report. Conduct thorough incident investigations to identify root causes, and incorporate lessons learned into both refresher and initial training programs for relevant staff.

ii. TTC Management Response Update
Safety and Security KPIs for all four modes (Subway, Bus, Streetcar, and Wheel-Trans) have now been published under the Monthly CEO report using the new mode-specific format. Safety and Security related KPIs for all modes will continue to be reported in this format through the Monthly CEO Report. These KPIs include: Customer Injury Incident Rate; Offences Against Customers; Lost-Time Injuries Rate; Customer Satisfaction with Personal Safety; and Offences Against Employees.

The TTC will consider opportunities to enhance Safety and Security metrics over time, including exploring the potential to incorporate RAMS aligned, asset-related indicators, where appropriate. Areas for consideration may include operational or safety assurance related measures that support alignment with EAM's Asset KPI Framework initiative. Examples of such measures could include safety-critical asset failure trends (e.g., door or ramp failures) or asset safety assurance and inspection compliance metrics. Target date for completion is Q4 2026.

Resourcing: Can be delivered within approved budgets.