MAJOR PROJECTS UPDATE
Financial Period Ended December 31, 2024

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This report has been prepared by the Portfolio Management Office in consultation with the Project Teams. Financials are reflected as of December 31, 2024, in line with the year-end financial reporting, with project updates up to March 27, 2025.

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Overview

This is the 2024 year-end Major Projects Update report. The scope of this quarterly report focuses on the performance and delivery of major capital projects and programs that are fully or partially funded in the TTC's 10-Year Capital Budget and Plan, a subset of the total 15-Year Capital Investment Plan, which has been prioritized for investment.

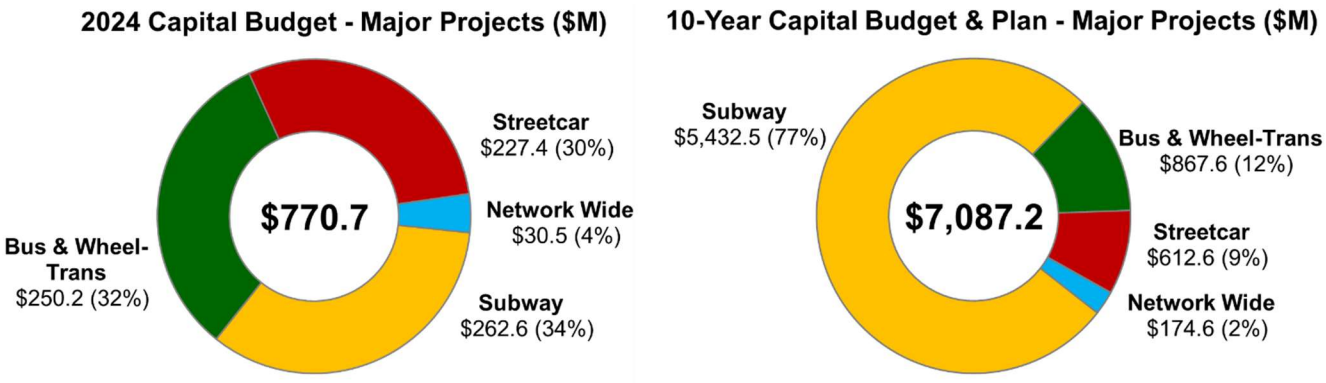
Each major project/program is tied to strategic directions and objectives outlined in the Board-approved 2024-2028 TTC Corporate Plan: Moving Toronto, Connecting Communities. Investment in the TTC's capital assets will advance the following key strategic directions: 1) Build a Future Ready Workforce; 2) Attract New Riders, Retain Customer Loyalty; 3) Place Transit at the Centre of Toronto's Future Mobility; 4) Transform and Modernize for a Changing Environment; and 5) Address the Structural Fiscal Imbalance.

Major Projects and Programs

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

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

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



Key Highlights

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

Purchase of New Subway Trains: Federal matching funding was confirmed under the Canada Public Transit Fund. The RFP was issued in December 2024.

Line 2 Automatic Train Control: The RFP was issued in December 2024. The Intent to Bid, Stage 1 Pass/Fail, and Stage 2 Cybersecurity submissions have been received.

Bloor-Yonge Capacity Improvements: Received Board approval to award contract for the development phase of the Progressive Design Build (PDB).

Easier Access Program: Made High Park Station accessible in March 2025 and awarded construction contract for Old Mill Station.

Green Bus Program: Received 63 of the 340 eBuses and commissioned 41 Charge Points at Eglinton and Birchmount garages.

Scarborough Rapid Transit: Received Notice to Proceed from the Ministry. Completed 100% Detailed Design for Phase 2 Busway and issued the Request for Tender.

Purchase of Wheel-Trans Buses: Received 49 of the 85, six-metre ProMaster buses, of which 46 are in service.

Wheel-Trans 10-Year Transformation: Issued the RFPs for the Automatic Vehicle Location and Integrated Voice Recognition upgrades to improve customer experience.

Purchase of 60 Streetcars: To date, 36 of 60 accessible streetcars have been delivered, of which 35 are in service.

Hillcrest Facility: Commenced Phase 1 construction to facilitate the storage of 25 accessible streetcars and temporary pre-servicing requirements.

VISION: Smart Yard system was operationalized at Arrow Road Garage to track and dispatch vehicles efficiently.

SAP: Kicked-off Release 2 to modernize Time and Attendance administration for Union non-Operators.

Mode-Based Portfolio Dashboard

Category 3 / Major Projects & Programs	Project/Program				Financial Summary ($ Millions)								Status Outlook to Completion			
	Corporate Plan Action	Type	Start Year	Forecast Completion Year	Spend-to-Date	2024 YTD Budget	2024 YTD Actual	2024 Budget	10-Year Approved Budget & Plan	Total Approved Budget	Total 15-Year CIP Unfunded	Total Projected EFC	Scope	Cost	Schedule	Overall
Subway Portfolio																
Easier Access Phase III	2.2.7	LEGIS	2007	2027	$798.4	$142.4	$142.4	$142.4	$513.8	$1,169.8	-	$1,169.8	G	Y	Y	Y
Station Second Exits Program	2.4.2	H&S	2002	2033	$51.4	$17.2	$17.2	$17.2	$144.4	$178.6	$27.9	$206.5	G	Y	G	Y
Fire Ventilation Upgrades	2.4.2	SOGR	1998	Ongoing	$374.7	$5.1	$5.1	$5.1	$222.0	$591.7	$50.0	$641.7	G	Y	G	Y
New Subway Train Procurement: Line 2 - 55 T1 Replacement Trains	2.4.3	SOGR	2020	2035	$4.1	$1.2	$1.2	$1.2	$635.4*	$638.2*	$1,591.5*	$2,229.7	G	G*	G	G
New Subway Train Procurement: Line 1 - 25 Growth Trains	3.1.1	Growth	2020	TBD	$4.4	$0.4	$0.4	$0.4	$284.3	$288.3	$713.5	$1,001.8	G	Y	Y	Y
Line 2 - Automatic Train Control (ATC) Resignalling	2.4.3	SOGR	2021	2036	$31.0	$16.0	$16.0	$16.0	$592.5	$607.6	$273.5	$881.1	G	G	G	G
Line 2 - Capacity Enhancement Program (Line 2 CEP)	3.1.3	SI	2019	2041	$44.4	$12.8	$12.8	$12.8	$875.4	$907.0	$1,798.3	$2,705.3	G	Y	Y	Y
Line 1 - Capacity Enhancement Program (Line 1 CEP)	3.1.1	SI	2019	2041	$83.3	$20.6	$20.6	$20.6	$974.0	$1,036.7	$5,221.0	$6,257.7	G	Y	Y	Y
Bloor-Yonge Capacity Improvements	3.1.2	SI	2015	2035	$122.7	$42.7	$42.7	$42.7	$1,181.7	$1,261.8	$252.2	$1,514.0	G	Y	Y	Y
Stations Transformation	2.2.3	SI	2017	2025	$46.3	$4.3	$4.3	$4.3	$8.8	$50.8	-	$50.8	G	G	G	G
Total Subway Portfolio					**$1,560.7**	**$262.6**	**$262.6**	**$262.6**	**$5,432.5**	**$6,730.6**	**$9,927.9**	**$16,658.5**				
Bus & Wheel-Trans Portfolio																
SRT Right-of-Way (ROW) Conversion to Busway	2.3.3	SOGR	2015	2027	$26.5	$8.6	$8.2	$8.6	$75.5	$93.8	-	$93.8	G	G	G	G
Wheel-Trans 10-Year Transformation	2.2.7	LEGIS	2017	2027	$35.7	$1.8	$1.8	$1.8	$15.9	$49.8	-	$49.8	G	G	G	G
Purchase of Wheel-Trans Buses (Gasoline & Electric)	2.2.7	SOGR	2016	2026	$75.3	$12.8	$12.3	$12.8	$31.5	$94.5	$351.5	$445.9	G	G	G	G
Purchase of Hybrid Buses	3.3.1	SOGR	2018	2024	$394.9	$149.2	$145.2	$149.2	$155.4	$405.1	-	$405.1	G	G	G	G
Purchase of eBuses	3.3.1	SOGR	2021	2026	$228.2	$31.1	$25.3	$31.1	$508.8	$711.7	$4,019.2	$4,730.9	G	G	R	R
eBus Charging Systems	3.3.1	SOGR	2016	2026	$195.8	$46.6	$46.4	$46.6	$80.5	$229.9	$943.0	$1,172.9	G	G	R	R
Total Bus & Wheel-Trans Portfolio					**$956.3**	**$250.2**	**$239.0**	**$250.2**	**$867.6**	**$1,584.9**	**$5,313.7**	**$6,898.5**				

Outlook to Completion	
G	On Track
Y	At Caution / Tracking Behind
R	At Risk / Missed Target

Total Category 3 Portfolio ($ Millions)							
Spend-to-Date	2024 Year-End Budget	2024 Year-End Actual	2024 Budget	10-Year Approved Budget & Plan	Total Approved Budget	Total 15-Year CIP Unfunded	Total Projected EFC
$3,246.0	**$770.7**	**$721.8**	**$770.7**	**$7,087.2**	**$9,611.4**	**$15,241.6**	**$24,853.0**

YTD: Year-to-Date
EFC: Estimated Final Cost
H&S: Health & Safety
SI: Service Improvements
LEGIS: Legislated
SOGR: State-of-Good-Repair
CIP: Capital Investment Plan

Note: **1)** Total Projected EFC = Total Approved Budget + Total 15-Year CIP Unfunded **2)** Spend-to-Date = Total Spent to 2023 + 2024 YTD Actuals

The above financials will be updated in the Q1 2025 Major Projects Update report to reflect the Council-approved 2025-2034 Budget, which includes the Federal government commitment for funding 55 New Subway Trains through the Canada Public Transit Fund.

Mode-Based Portfolio Dashboard (Continued)

Category 3 / Major Projects & Programs	Project/Program				Financial Summary ($ Millions)								Status Outlook to Completion			
	Corporate Plan Action	Type	Start Year	Forecast Completion Year	Spend-to-Date	2024 YTD Budget	2024 YTD Actual	2024 Budget	10-Year Approved Budget & Plan	Total Approved Budget	Total 15-Year CIP Unfunded	Total Projected EFC	Scope	Cost	Schedule	Overall
Streetcar Portfolio																
Purchase of 60 Streetcars	3.1.5	Growth	2019	2026	$358.7	$205.4	$168.5	$205.4	$325.9	$516.1	-	$516.1	G	G	G	G
Hillcrest Facility	3.1.5	SI	2021	2029	$13.0	$5.0	$5.0	$5.0	$139.7	$147.7	-	$147.7	G	Y	G	Y
Russell Carhouse	3.1.5	SOGR	2018	2029	$38.5	$17.0	$17.0	$17.0	$147.0	$168.4	-	$168.4	G	G	G	G
Total Streetcar Portfolio					**$410.2**	**$227.4**	**$190.5**	**$227.4**	**$612.6**	**$832.3**	**-**	**$832.3**				
Network Wide Portfolio																
VISION - CAD/AVL	2.1.2	SOGR	2016	2025	$103.6	$6.6	$5.9	$6.6	$14.0	$111.7	-	$111.7	G	G	Y	Y
SAP ERP Implementation	4.3.2	SOGR	2014	2027	$143.2	$23.6	$23.6	$23.6	$153.2	$272.8	-	$272.8	G	G	G	G
PRESTO	2.2.6	Growth	2012	2027	$72.1	$0.3	$0.3	$0.3	$7.4	$79.2	-	$79.2	Y	G	R	R
Total Network Wide Portfolio					**$318.9**	**$30.5**	**$29.8**	**$30.5**	**$174.6**	**$463.7**	**-**	**$463.7**				

Outlook to Completion	
G	On Track
Y	At Caution / Tracking Behind
R	At Risk / Missed Target

Total Category 3 Portfolio ($ Millions)							
Spend-to-Date	2024 Year-End Budget	2024 Year-End Actual	2024 Budget	10-Year Approved Budget & Plan	Total Approved Budget	Total 15-Year CIP Unfunded	Total Projected EFC
$3,246.0	**$770.7**	**$721.8**	**$770.7**	**$7,087.2**	**$9,611.4**	**$15,241.6**	**$24,853.0**

YTD: Year-to-Date
EFC: Estimated Final Cost
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SOGR: State-of-Good-Repair
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Note: **1)** Total Projected EFC = Total Approved Budget + Total 15-Year CIP Unfunded **2)** Spend-to-Date = Total Spent to 2023 + 2024 YTD Actuals

Subway Portfolio

Easier Access Program

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

Performance Scorecard (Outlook Status)

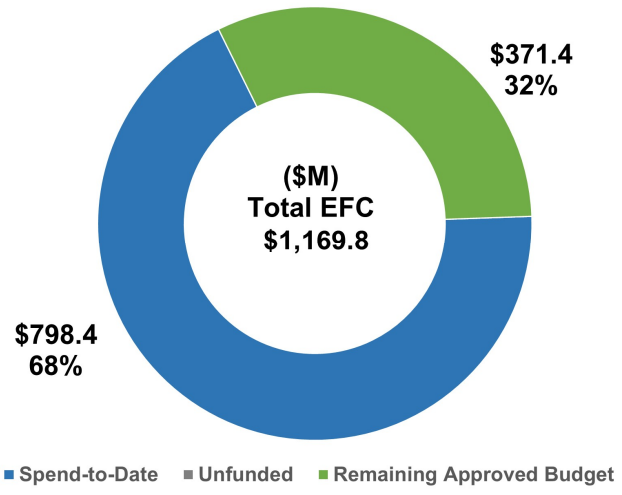
Scope	G	Cost	Y[1]	Schedule	Y[2]	Overall	Y

Scope Description

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

Financials: Cost and Budget

Project/Program Start	2007
Forecast Completion Year	2027
Estimated Final Cost (EFC)	$1,169.8M
Total Approved Budget	$1,169.8M
10-Year Approved Budget (2024-2033)	$513.8M
2024 Budget	$142.4M
2024 YTD Budget	$142.4M
2024 YTD Actuals	$142.4M



Schedule and Progress Update

To date, 58 of 70 subway stations (83%) have been made accessible, with High Park Station becoming accessible in March 2025.

The following summarizes the remaining 12 stations in the program:

- Construction continues to progress at all 12 stations, with 11 stations expected to be accessible in 2025/2026.
- The temporary bus terminal at Warden Station was put into service on January 5, 2025.

- The contract for Old Mill, which was the final station to enter the construction phase, was awarded on January 29, 2025. A Quantitative Risk Assessment is being completed for Old Mill to determine the risk allocation and establish the completion date.

A detailed report was provided to the TTC Board in December 2024 (Report Link), which outlined all program activities for the remaining stations. For stations that are not accessible as of January 1, 2025, a contingency service plan was developed for the interim period, where elevator access is delayed beyond January 1, 2025. This interim service plan ensures accessibility to the subway system. The table below provides the status and the anticipated Elevator in Service (EIS) dates for each of the remaining stations to be constructed in the program.

Program Schedule (As of February 28, 2025)

Station Projects	Phase	Construction % Complete	Elevators-in-Service	Status
Rosedale	Construction	93%	Q2 2025	G
Christie	Construction	79%	Q3 2025	G
Warden (EA/Re-dev)[3]	Construction	66% 31%	Q4 2025	G
Summerhill	Construction	75%	Q4 2025	G
Greenwood	Construction	74%	Q1 2026	R[5]
Islington (EA/Re-dev)[4]	Construction	32%	Q1 2026	G
Lawrence	Construction	78%	Q2 2026	G
College	Construction	80%	Q2 2026	G
Museum	Construction	79%	Q3 2026	Y[5]
Spadina	Construction	70%	Q3 2026	G
King	Construction	41%	Q4 2026	G
Old Mill	Construction	1%	TBD	N/A

Notes:

[3]The Warden EA contract will provide accessibility from the Passenger Pick-Up and Drop-Off (PPUDO) drop-off point to the concourse (first elevator) and the concourse to the subway (second elevator). In tandem with the temporary bus terminal, implemented on January 5, 2025, the completion of the Easier Access component will make this station fully accessible.

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

Key Issues and Action Plans

- Old Mill Station: Construction was previously impacted as property acquisitions were required through negotiated agreements. This issue was resolved in 2024. The construction contract was awarded, and work commenced in Q1 2025. The forecasted date for the Elevator-In-Service (EIS) will be determined upon completion of the Quantitative Risk Assessment.
- [5]Greenwood Station and Museum Station: The elevator subcontractor under the general contractor defaulted on the contracts for Museum and Greenwood stations. This has delayed the EIS date for Greenwood Station to Q1 2026 from Q2 2025, and the EIS date for Museum Station to Q3 2026 from Q2 2026. A new subcontractor has been onboarded and the TTC is working with the general contractor to identify opportunities for schedule recovery at both stations.
- [2]The overall program schedule has been flagged at caution (yellow) due to the above schedule delays for two of the remaining 12 stations in the program. With the exception of Old Mill Station, all stations are forecasted to have elevators in service by the end of 2026.

Key Risks and Mitigation Activities

- Staff continue to work with contractors, third parties, and relevant stakeholders to mitigate construction issues, look for opportunities to advance work by removing constraints, and accelerate activities, where feasible.
- The program is experiencing cost pressures due to current market conditions, construction complexities, escalations as well as labour shortages. The TTC is continuing to monitor costs and look for opportunities to reduce costs, where possible.
- [1]Program cost status is reflected at caution, while due diligence is underway to assess potential cost impacts of schedule delays associated with Greenwood and Museum stations, as outlined above.

Next Steps

- Continue to advance the construction at the remaining 12 stations.

Station Second Exits Program

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

Performance Scorecard (Outlook Status)

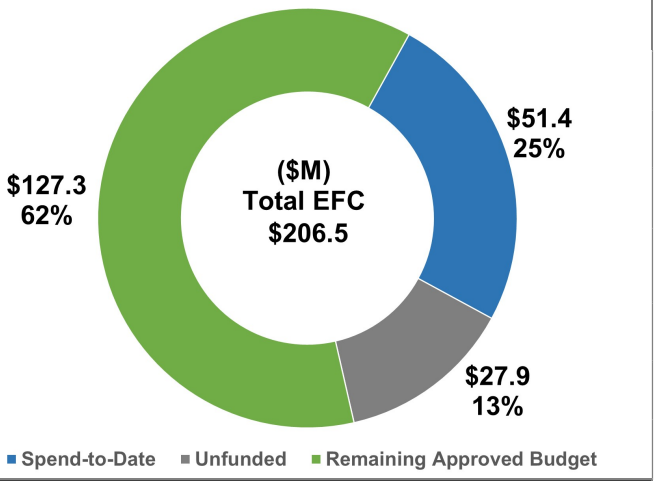
Scope	G	Cost	Y[1]	Schedule	G	Overall	Y

Scope Description

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

Financials: Cost and Budget

Project/Program Start	2002
Forecast Completion Year	2033
Estimated Final Cost (EFC)	$206.5M
Total Approved 2024 Budget	$178.6M
10-Year Approved Budget (2024-2033)	$144.4M
2024 Budget	$17.2M
2024 YTD Budget	$17.2M
2024 YTD Actuals	$17.2M



Schedule and Progress Update

As of March 20, 2025, nine of 14 stations in the Second Exits program are complete.

- Second Exits have been completed at Broadview, Castle Frank, Pape, Dufferin, Woodbine, Wellesley, Chester, Museum, and Donlands stations.
- In 2024, the Second Exits/Entrances at Museum and Donlands stations opened in May and August, respectively.
- The status of the Second Exits/Entrances at the remaining five stations is outlined below.

Station Second Exits/Entrances (As of March 20, 2025)				
Station	**Current Phase**	**Second Exits/ Entrances In-Service**	**Status**	
College	Construction	2026	In Progress	G
Dundas West	Construction	2026	In Progress	G
Summerhill	Detailed Design	2027	In Progress	G
Greenwood	Planning	TBD	N/A	
Dundas	Planning	TBD	N/A	

Key Risks and Mitigation Activities

- To address unforeseen site conditions or labour issues during construction at College and Summerhill stations, and future construction at Greenwood and Dundas stations, the TTC will work collaboratively with contractors to develop and execute mitigation plans, as required.
- To mitigate concerns resulting from construction complexities at Greenwood Station that may impact the community, the TTC will conduct additional Councillor and stakeholder outreach prior to a final Second Exit location.

Next Steps

- Obtain permits and approvals, and finalize property easement agreements for Summerhill Station by Q3 2025.
- Continue to advance the construction of Second Exits at College and Dundas West stations.

Note:

- [1]$27.9M is unfunded in the 10-Year Capital Budget and Plan (2024-2033).

Fire Ventilation Upgrades

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

Performance Scorecard (Outlook Status)							
Scope	G	**Cost**	Y[1]	**Schedule**	G	**Overall**	Y

Scope Description

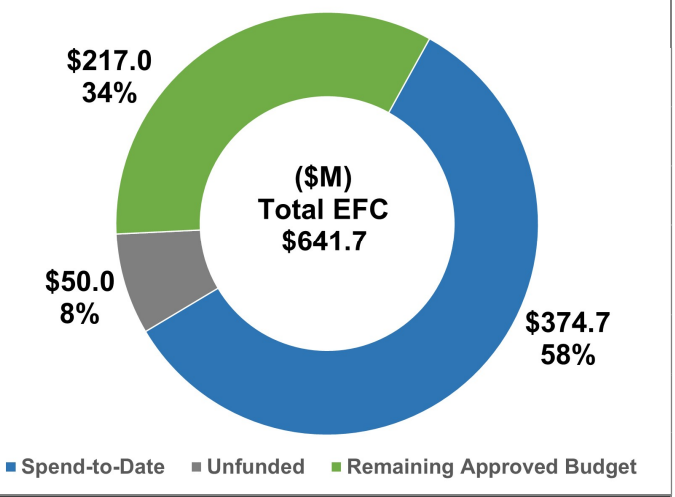
Initiated in 1998 as a fire and life safety initiative to provide a tenable environment to evacuate TTC customers and employees safely from subway tunnels as well as stations in the event of fire or smoke, and provide adequate ventilation in the tunnels for crews conducting maintenance. This program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

Elements include:

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

Financials: Cost and Budget

Project/Program Start	1998
Forecast Completion Year	Ongoing
Estimated Final Cost (EFC)	$641.7M
Total Approved 2024 Budget	$591.7M
10-Year Approved Budget (2024-2033)	$222.0M
2024 Budget	$5.1M
2024 YTD Budget	$5.1M
2024 YTD Actuals	$5.1M



Schedule and Progress Update

To date, the following work has been completed:

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

- Completed Scope Design Review of the Subway Ventilation Equipment Replacement at Russell Hill ESB, Dupont Station, and Spadina Station (Line 1 and Line 2) in October 2024.
- As part of the Eglinton Crosstown LRT project, the testing and commissioning of the new Subway Ventilation Equipment at Eglinton Station was completed at the end of 2024.

The following work is currently in progress as part of the program:

- Detailed Design for the Subway Ventilation Equipment Replacement at Russell Hill ESB, Dupont Station, and Spadina Station (Line 1 and Line 2).
- Scope Design Review for the Subway Ventilation Equipment Replacement at St Patrick and Queen's Park stations, Donlands Station, and Union Streetcar Loop.
- Condition Assessment Study of the Subway Ventilation Equipment and associated services for future locations.

Key Risks and Mitigation Activities

- To mitigate concerns resulting from construction complexities for the State-of-Good-Repair (SOGR) Subway Ventilation Equipment Replacement contracts that may impact the community, the TTC is co-ordinating with local Councillors, as required, and City staff in the early design stage to support the traffic lane closure.
- [1]Higher costs due to current market conditions, design maturity, supply chain issues, cost escalations and/or exchange rates may result in an increase to the estimated final cost of contracts. The TTC will continue to monitor, update escalation projections, and identify potential offsets to the greatest extent possible.

Next Steps

- Progress Scope Design Review for the Subway Ventilation Equipment Replacement contracts at St Patrick and Queen's Park stations, Union Streetcar Loop and Donlands Station.
- Progress Detailed Design of Subway Ventilation Equipment Replacement contracts at Russell Hill ESB, Dupont Station and Spadina Station (Lines 1 and 2).
- Continue to advance the Condition Assessment Study of Subway Ventilation Equipment and associated services for future locations.

Note:

- $50.0M is unfunded post-2033.

Purchase of New Subway Trains (T1 Replacement + Growth)

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

Performance Scorecard (Outlook Status)							
Scope	G	**Cost**	G[1]	**Schedule**	G[1]	**Overall**	G[1]

Scope Description

The purchase of 80 New Subway Trains (NST) to replace the Line 2 subway fleet at the end of its design life, and support Line 1 growth. This will increase operational efficiencies and accommodate ridership growth based on current forecasts. The scope includes:

- Base order of 55 subway trains to replace the 30-year-old T1 fleet on Line 2.
- Contract options for 25 additional subway trains to accommodate growth on Line 1 by 2032 to increase capacity.

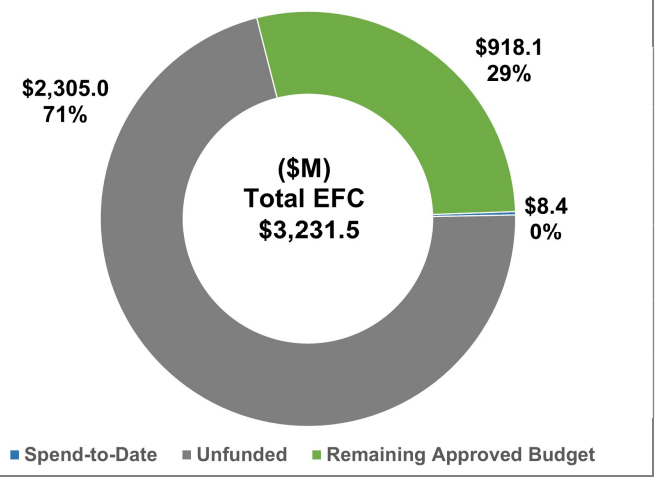
Not included in the Estimated Final Cost (below) are additional contract options as follows:

- 15 expansion trains for Metrolinx: Eight for Yonge North Subway Extension (YNSE) and seven for Scarborough Subway Extension (SSE) for opening expansion service in early 2030s. These 15 trains will be included in the base order procurement with full funding committed by the Province.
- 17 additional trains to meet future growth requirements (post-2032) for both Line 1 and Line 2 out to 2041. These 17 trains will be included as contract options.

Note: The procurement of new trains is interdependent with the implementation of the Automatic Train Control system on Line 2, and achieving 2041 target headway objectives of the Line 1 and Line 2 Capacity Enhancement Programs.

Financials: Cost and Budget[2]

Project/Program Start	2020
Forecast Completion Year	2035[3]
Estimated Final Cost (EFC)	$3,231.5M
Total Approved 2024 Budget	$926.5M
10-Year Approved Budget (2024-2033)	$919.7M
2024 Budget	$1.6M
2024 YTD Budget	$1.6M
2024 YTD Actuals	$1.6M



Schedule and Progress Update

55 T1 Replacement Trains:

- On November 27, 2023, the Province announced a commitment of $758 million toward the purchase of 55 replacement trains for Line 2, subject to matching funding from the Federal government as part of the New Deal Agreement. On November 29, 2024, the Federal government announced its commitment for the remaining one-third matching funding of $758 million through the Canada Public Transit Fund.
- The Request for Proposal (RFP) was issued on December 9, 2024, and the Proponent Submissions will be received by July 2025. The contract is expected to be awarded by the end of Q2 2026.

25 Growth Trains:

- The contract option for 25 growth trains is included in the active procurement for the new subway trains. There is insufficient funding to exercise the contract option for the 25 growth trains at this time.
- The TTC will continue to pursue intergovernmental funding for the additional 25 trains to accommodate growth on Line 1.

[1]Note: Following the full funding commitment received for the procurement for 55 T1 replacement trains for Line 2, the project delivery schedule has been re-baselined, and the status has been reset to on track (green). However, the contract option for the 25 growth trains for Line 1 remains unfunded and the status is reflected at caution (yellow).

Key Risks and Mitigation Activities

55 T1 Replacement Trains:

- Fluctuations in market conditions are being monitored.

25 Growth Trains:

- Without the 25 growth trains, the YNSE may open with degraded service, as the existing Line 1 fleet is not sufficient to meet service requirements. The Train Maintenance and Storage Facility (TMSF) is interdependent with the 25 growth trains as it is a prerequisite for the maintenance and storage requirements. Additionally, target headways outlined in the Line 1 Capacity Enhancement Program are dependent on the availability of the 25 growth trains.

Next Steps

55 Line 2 Replacement Trains:

- Continue procurement activities, with the RFP submissions expected in July 2025 and the contract award forecasted for Q2 2026.

25 Line 1 Growth Trains:

- Continue intergovernmental funding discussions.

Notes:

- [2] Financials reflect the 2024-2033 Budget and will be updated in the Q1 2025 Major Project Update report to reflect the Council-approved 2025-2034 Budget, which will include the Federal government commitment for funding 55 New Subway Trains through the Canada Public Transit Fund.
- [3] The forecast completion year only reflects the procurement of the 55 trains for Line 2.

Line 2 – Automatic Train Control (ATC) Resignalling

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

Performance Scorecard (Outlook Status)							
Scope	G	**Cost**	G	**Schedule**	G	**Overall**	G

Scope Description

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

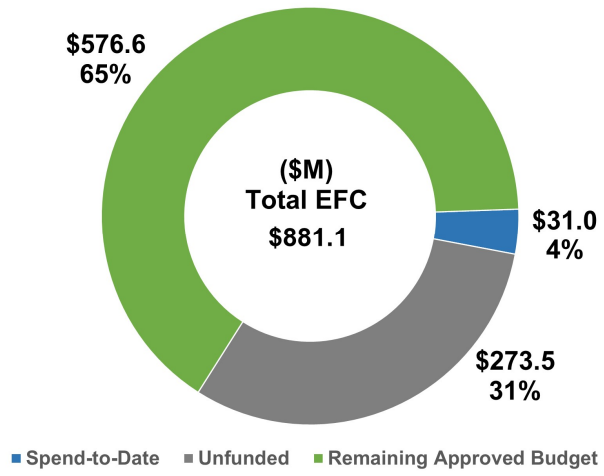
The implementation of ATC on Line 2 is a State-of-Good-Repair (SOGR) program and is intended to modernize the existing fixed-block signalling system that was first implemented on Line 2 in 1966 and is currently more than 59 years old. The scope of the program includes:

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

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

Financials: Cost and Budget

Project/Program Start	2021
Forecast Completion Year[1]	2036
Estimated Final Cost (EFC)	$881.1M
Total Approved Budget	$607.6M
10-Year Approved Budget (2024-2033)	$592.5M
2024 Budget	$16.0M
2024 YTD Budget	$16.0M
2024 YTD Actuals	$16.0M



Schedule and Progress Update

- The Request for Proposal was issued to market in December 2024, with submissions received for the Intent to Bid, Stage 1 Pass/Fail, and Stage 2 Cybersecurity.

Enabling Works:

- The ATC infrastructure enabling works are progressing, with 100% completion of Phase 1 (Kennedy to Main Street) and 55% completion of the cable route installation for Phase 2 (Main Street to Donlands).
- The enabling design work for ATC infrastructure is progressing with 20% completion of the Line 2 fiber backbone, 50% of design completion for Phase 1 and 2 facilities, and 60% completion of the Cable Route Management System (CRMS) design.

Issues and Action Plan

- The implementation of ATC on Line 2 is contingent on the delivery of the interdependent 55 Trains for Line 2, which have a direct impact on the schedule and cost of the ATC program. As a result of the full funding commitment received for these trains, the schedule and cost have been re-baselined, and the status has been reset to on track.
- The current Line 2 T1 trains operate on a fixed-block signalling system, which is more than 59 years old. Current challenges of the existing fixed-block signalling infrastructure include, but are not limited to, expected deterioration of cabling, component obsolescence and discontinuation of parts. An additional study is in progress to determine the scope and cost to maintain the existing fixed-block system until the planned cutover at the end of 2036.

Next Steps

- Commence ATC Supplier RFP staged evaluations.
- Complete the ATC Line 2 enabling works with the cable route installation for Phase 2 (Main Street to Donlands) and ground screw designs for High Park to Kipling.
- Continue to progress the designs for the Line 2 fiber backbone, and ATC facilities for Phases 1 and 2 (Kennedy to Donlands).

Notes:

- [1]The forecast completion year of 2036 reflects the achievement of the phased ATC cutover, which is contingent on the NST delivery schedule.
- $273.5M is unfunded post-2033.

Line 2 – Capacity Enhancement Program (Line 2 CEP)

Strategic Alignment to Corporate Plan	Project Type
Objective 3.1: Build Network Capacity to Support Growth to 2041 **Action 3.1.3:** Leverage Line 2 Modernization to Enhance Line 2 Capacity Long Term	Service Improvements
	Asset Class
	Various

Performance Scorecard (Outlook Status)							
Scope	G	**Cost**	Y[1]	**Schedule**	Y	**Overall**	Y[2]

Scope Description

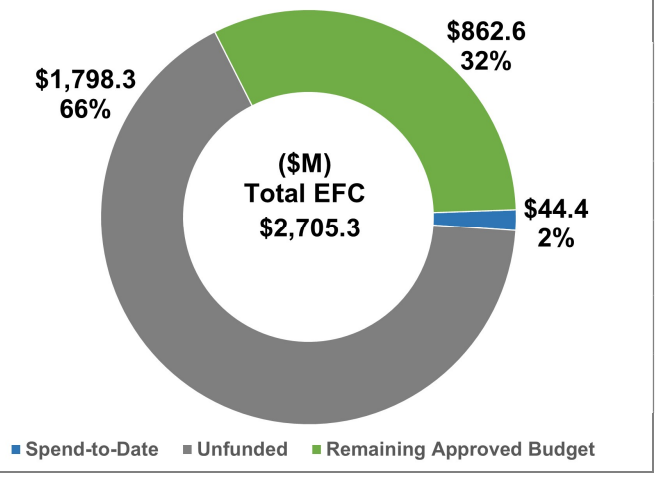
This program includes modifications to Greenwood Yard to accommodate the T1 replacement trains, maintenance requirements and other infrastructure enhancements to expand capacity and improve circulation on Line 2. The goal is to expand Line 2 capacity by achieving headways of up to 120 seconds by 2041. This will enable Line 2 to move 33,000 passengers per hour at peak times. This will also address overcrowding, reduce travel times, and improve customer experience.

The current scope includes:
1. *Station Capacities*: Station Modifications to improve station capacities and increase service.
2. *Systems and Infrastructure:* Electrical Traction Power Upgrades; Guideway Enhancement.
3. *Facilities and Yards – Greenwood Yard*: Facility Carhouse Modification; Overhaul Shop Modifications; and Signalling System Upgrades.

Out of scope, but interdependent: The full benefits of the Line 2 CEP will be realized with the completion of separate, but interdependent projects, including the procurement of the New Subway Trains to replace the T1 fleet, and Line 2 Automatic Train Control (ATC).

Financials: Cost and Budget

Project/Program Start	2019
Forecast Completion Year	2041
Estimated Final Cost (EFC)	$2,705.3M
Total Approved Budget	$907.0M
10-Year Approved Budget (2024-2033)	$875.4M
2024 Budget	$12.8M
2024 YTD Budget	$12.8M
2024 YTD Actuals	$12.8M



Discussion:

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

Schedule and Progress Update

1. Station Capacity – Modifications and Upgrade:

- Spadina Station Streetcar Platform Extension: Tender preparation is in progress, and the Contract Award is expected in Q3 2025. There was a minor schedule impact due to a delay in obtaining permits.
- Jane Station New Fare Line and Staircase Modification: Detailed Design (100%) was completed in February 2025. Detailed Design (100%) Review is in progress and expected to be completed by Q3 2025.

2. Systems and Infrastructure:

Traction Power:

- Lansdowne Substation Upgrade: Preliminary Design (30%) was completed in December 2024. Preliminary Design (30%) Review is in progress and expected to be completed by Q2 2025.
- Positive and Negative Feeders (PNF) in multiple substations (Delaware, and Indian Grove): Detailed Design (100%) was completed in December 2024. Detailed Design (100%) Review is in progress and expected to be completed by Q2 2025.
- Positive and Negative Feeders (PNF) – Broadview: Construction is in progress and is expected to be completed by Q2 2026.
- Positive and Negative Feeders (PNF) – Kennedy Station: Third-Party Agreement with Metrolinx is in progress for design and construction.
  Duct Bank Installation in multiple stations (Warden, Victoria Park, Bedford, and Asquith): Detailed Design (100%) is in progress and expected to be completed by Q1 2026.

Guideway Enhancement:

- Extension Storage Track – Warden Station: Feasibility and Concept Design (10%) Review was completed in July 2024. Preliminary Design (30%) has commenced and is expected to be completed by Q4 2025.

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

- Yard Signalling: Technical Specifications Development for Computer-Based Interlocking (CBI) system is in progress, which will protect 100% of yard vehicle movements against Red Signal Violations. The completion date has been extended to Q1 2026 to incorporate additional requirements associated with Design-Build delivery model.
- Yard Signalling Equipment Room: Detailed Design (100%) has commenced and is expected to be completed by Q3 2025.

- Facility Carhouse Modifications: Detailed Design (100%) is in progress and completion has been extended to Q2 2025 to implement the design changes required to align with the new Ontario Building Code (OBC 2024) and the City's Net Zero Strategy, which aims to reduce greenhouse gas emissions to net zero by 2040.
- Overhaul Shop Modifications: Stage Gate 2 was approved in November 2024. Preliminary Design (30%) is in progress and expected to be completed by Q1 2025.

Key Risks and Mitigation Activities

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

Next Steps

1. Station Capacity – Modifications and Upgrade:

- Spadina Station Streetcar Platform Extension: Contract Award by Q3 2025.
- Jane Station New Fare Line and Staircase Modification: Complete Detailed Design (100%) Review by Q3 2025.

2. Systems and Infrastructure

Traction Power:

- Lansdowne Substation Upgrade: Complete Preliminary Design (30%) Review by Q2 2025 and obtain Stage Gate 3 approval by Q4 2025.
- Positive and Negative Feeders (PNF) in multiple substations (Delaware, and Indian Grove): Complete Detailed Design (100%) Review by Q2 2025.
- PNF – Broadview: Construction is in progress and is expected to be completed by Q2 2026.
- Duct Bank Installation in multiple stations (Warden, Victoria Park, Bedford, and Asquith): Complete Detailed Design (100%) by Q1 2026.

Guideway Enhancement:

- Extension Storage Track – Warden Station: Complete Preliminary Design (30%) by Q4 2025.

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

- Yard Signalling: Complete Technical Specification Development by Q1 2026.
- Yard Signalling Equipment Room: Complete Detailed Design (100%) by Q3 2025.
- Facility Carhouse Modifications: Address Net Zero and new Ontario Building Code (OBC 2024) requirements and complete Detailed Design (100%) by Q4 2025.
- Overhaul Shop Modifications: Complete Preliminary Design (30%) by Q2 2025.

Notes:

- [1]$150.6M is currently unfunded in the 10-Year Capital Budget and Plan (2024-2033), and $1,647.7M is unfunded post-2033.

Line 1 – Capacity Enhancement Program (Line 1 CEP)

Strategic Alignment to Corporate Plan	Project Type
Objective 3.1: Build Network Capacity to Support Growth to 2041 **Action 3.1.1:** Advance the Line 1 Capacity Enhancement Program	Service Improvements
	Asset Class
	Various

Performance Scorecard (Outlook Status)							
Scope	G	**Cost**	Y[1]	**Schedule**	Y	**Overall**	Y[2]

Scope Description

Under current forecasts, Line 1 is projected to have 1.328 million daily boardings[3] by 2041. This requires an increase in train service frequency to accommodate growth in demand. The goal is to expand Line 1 capacity before 2041, by achieving headways of up to 100 seconds, enabling Line 1 to move 39,600 passengers per hour at peak times. To achieve program objectives, investment is required in existing infrastructure to enhance capacity, including a new Train Maintenance and Storage Facility (TMSF).

The current scope of the Line 1 CEP includes:

1. *Station Capacities (Structures)*: Station modifications to improve station capacities and increase service at St Andrew, St George, and King stations. Tactics implementation to improve passenger flow at 12 stations, including three pilot stations: St Andrew, St George, and Dundas.

2. *Systems and Linear Infrastructure*: Electrical Traction Power Upgrades; additional Fire Ventilation requirements to achieve target headways and Guideway Enhancement.

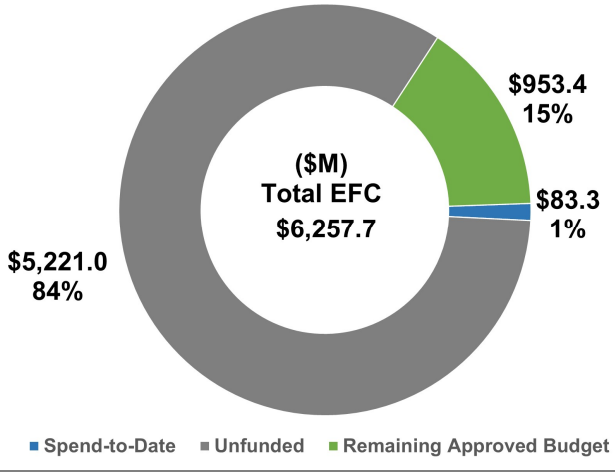
3. *Facilities and Yards*: A new TMSF to meet the following requirements:

- Storage for 34 trains, including a test track, and access track to the site.
- Carhouse with seven Bays for preventative and corrective maintenance to support daily service.
- Operations and Infrastructure (O&I) facility to support maintenance activities (small shop building, outdoor and indoor storage tracks for workcars, material storage and staging area).
- Ancillary facilities (Traction Power Substation (TPSS) and Hostler platform).

Out of scope, but interdependent with the program:

- Achieving increased headways is also dependent on the procurement of new trains for Line 1 to accommodate growth. A total Line 1 fleet of 122 trains is required by 2041 based on current forecast and program design (see above).
- Achievement of the benefits of investments by Federal, Provincial, and Municipal governments in the Yonge North Subway Extension is dependent on investments to increase capacity across Line 1 to meet demand, reduce crowding, and improve customer experience.

Financials: Cost and Budget	
Project/Program Start	2019
Forecast Completion Year	2041
Estimated Final Cost (EFC)	$6,257.7M
Total Approved Budget	$1,036.7M
10-Year Approved Budget (2024-2033)	$974.0M
2024 Budget	$20.6M
2024 YTD Budget	$20.6M
2024 YTD Actuals	$20.6M



Discussion:

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

Schedule and Progress Update

Station Capacity – Modifications and Upgrades:

- King Station – Concourse Expansion and Additional Exit: This additional scope will enable the installation of additional elevators at King Station. Detailed Design (100%) is in progress and expected to be completed by Q1 2026.
- Tactics Implementation: Assessment for 12 stations is ongoing, and the implementation schedule is expected to be established by Q3 2025.

Systems and Infrastructure:

- New Traction Power Substation at Highway 407 Station: Preliminary Design (30%) Review is in progress and expected to be completed by Q3 2025.
- Positive and Negative Feeders (PNF) and Duct Bank Replacement in multiple substations (Orde, Yonge Street, Duncan – Part 1, and Davisville): Detailed Design (100%) is in progress and is expected to be completed by Q4 2026.
- PNF and Duct Bank Replacement – Granby Station: Incorporation of additional design requirements is expected by Q1 2025.
- Negative Reinforcing Cables (NRC) – Vaughan Metropolitan Centre to Sheppard West: Construction has commenced and is expected to be completed by Q3 2027.
- NRC – Sheppard West to Wilson: Detailed Design (100%) was completed in December 2024, and Detailed Design (100%) Review is in progress and expected to be completed by Q3 2025.

Fire Ventilation Requirements:

- St Clair West Station Fire Ventilation System: Detailed Design (100%) was completed in November 2024, and Detailed Design (100%) Review is in progress and expected to be completed by Q3 2025.
- Markdale Emergency Service Building (ESB) Fire Ventilation System: Stage Gate 3 was approved in November 2024. Detailed Design (100%) is in progress and expected to be completed by Q2 2026.

Train Maintenance and Storage Facility (TMSF):

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

Key Issues and Action Plan

- [1]A new TMSF is essential to store and maintain the NSTs required for Line 1. However, both the TMSF and the 25 growth trains for Line 1 are not fully funded. Funding for these growth trains and TMSF is part of the TTC's ongoing intergovernmental funding advocacy.
- The availability of the TTC Operations workforce and workcars is critical for the successful delivery of Line 1 Traction Power portfolio projects. The TTC continues to develop a short- and long-term resource strategy. A proposed action plan to address resource constraints was identified for further review to assist with developing a prioritization matrix for resource allocation.

Key Risks and Mitigation Activities

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

Next Steps

<u>Station Capacity – Modifications and Upgrades:</u>

- King Station – Concourse Expansion and Additional Exit: Complete Detailed Design (100%) by Q1 2026.
- Tactics Implementation (multiple stations): Complete assessment for 12 stations and implementation schedule by Q3 2025.

<u>Traction Power:</u>

- New Traction Power Substation at Highway 407 Station: Complete Preliminary Design (30%) by Q3 2025.
- Positive and Negative Feeders (PNF) and Duct Bank Replacement in multiple substations (Orde, Yonge Street, Duncan – Part 1, and Davisville): Complete Detailed Design (100%) by Q4 2026.
- PNF and Duct Bank Replacement – Granby Station: Commence Tender package preparation by Q4 2025.

- Negative Reinforcing Cables (NRC) – Vaughan Metropolitan Centre to Sheppard West: Complete Construction by Q3 2027.
- NRC – Sheppard West to Wilson: Complete Detailed Design (100%) Review by Q3 2025.

Fire Ventilation Requirements:

- St Clair West Station Fire Ventilation System: Complete Detailed Design (100%) Review by Q3 2025.
- Markdale Emergency Service Building (ESB) Fire Ventilation System: Complete Detailed Design (100%) by Q2 2026.

Train Maintenance and Storage Facility (TMSF):

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

Note:

- [3]Current planning assumptions for capital projects for horizon year 2041 are based on pre-pandemic projections. Forecasts are under review to update to 2051 horizon, and with updated land use, population, etc.
- $3,056.2M is currently unfunded in the 10-Year Capital Budget and Plan (2024-2033), and $2,164.8M is unfunded post-2033.

Bloor-Yonge Capacity Improvements (BYCI)

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

Performance Scorecard (Outlook Status)							
Scope	G	**Cost**	Y[1]	**Schedule**	Y[2]	**Overall**	Y

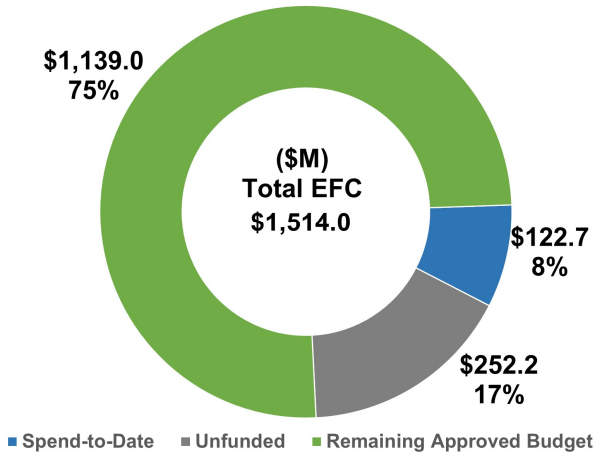
Scope Description

This project provides for a design retrofit and expansion of the Bloor-Yonge interchange station to address overcrowding, improve accessibility, and accommodate future ridership growth from expansion. This includes:

- A new Line 2 eastbound platform and expanded Line 1 platforms to enhance capacity for passengers.
- Line 2 original platform reconfiguration to enhance capacity for westbound passengers.
- A modified main entrance.
- A new accessible entrance on Bloor Street.
- New escalators, elevators, and stairs.
- One new electrical substation to power new and existing areas of the station and ventilation systems.
- New fan plants to improve ventilation and utility upgrades.
- New public art and station finishes.
- Platform Edge Doors (PEDs) on Line 1 platforms and enabling PED infrastructure for Line 2 platforms. The addition of PEDs to the project scope is currently unfunded. The impacts of the additional scope will be assessed during the Development Phase and reported back to the TTC Board by Q2 2026.

Financials: Cost and Budget

Project/Program Start	2015
Forecast Completion Year	2035
Estimated Final Cost (EFC)[1]	$1,514.0M
Total Approved Budget	$1,261.8M
10-Year Approved Budget (2024-2033)	$1,181.7M
2024 Budget	$42.7M
2024 YTD Budget	$42.7M
2024 YTD Actuals	$42.7M



Schedule and Progress Update

- The BYCI project is receiving approved intergovernmental funding through the Investing in Canada Infrastructure Program – Public Transit Infrastructure Stream. In July 2022, the project received approval from all three orders of government for a total estimated cost of $1.514 billion. The Federal government has committed up to $500 million and the Province has committed up to $449.2 million in contributions.
- Early Works construction for the relocation of existing utilities was substantially completed in October 2024. Utility relocations, including sewer and hydro within the Bloor Street East right-of-way, are necessary prior to the commencement of the main construction work.
- Brookfield has tendered the chiller plant, construction commenced in Q1 2025 and is expected to be completed by the end of Q2 2026.
- An Independent Value Assessor (IVA) was retained in November 2024 to assist with the development and validation of the Target Price during the Development Phase.
- The Progressive Design-Build (PDB) Request for Proposal (RFP) evaluations were completed, and approval to award the PDB contract for the Development Phase to Kenaidan Murphy Joint Venture (KMJV) was received at the February 24, 2025 Board meeting. The contract was subsequently signed in March 2025. The Development Phase is expected to be completed in early 2027.
- [2]The program schedule was impacted due to the prolonged property negotiations and the extension of the RFP in-market period to address proponent concerns. Opportunities to mitigate the project schedule will be examined with KMJV during the Development Phase.

Key Issues and Action Plan

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

Key Risks and Mitigation Activities

- [1]The estimated final cost (EFC) of the project is currently “at caution” as the team works through the Development Phase of the project with KMJV. Mitigation strategies will be implemented to manage project scope and costs in accordance with the approved budget. Please see Confidential Appendix A, which responds to the February 2025 Board request for a detailed project cost breakdown.
- Future negotiations and/or expropriations may impact the property requirements of the project. The TTC, City, and CreateTO will continue to minimize schedule impacts.
- The scope addition of PEDs will support safety and assist with overcrowding, which is not included in the Class 3 estimate. The cost, schedule, and operational impacts will be assessed during the Development Phase and presented to the Board by Q2 2026.
- Escalation costs (rates) will be monitored by the project team, with any adjustments to the cost estimate to be undertaken as part of the Development Phase work.

Next Steps

- Commence the Detailed Design of the Development Phase.

Notes:

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

Stations Transformation

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

Performance Scorecard (Outlook Status)							
Scope	G	**Cost**	G	**Schedule**	G[1]	**Overall**	G

Scope Description

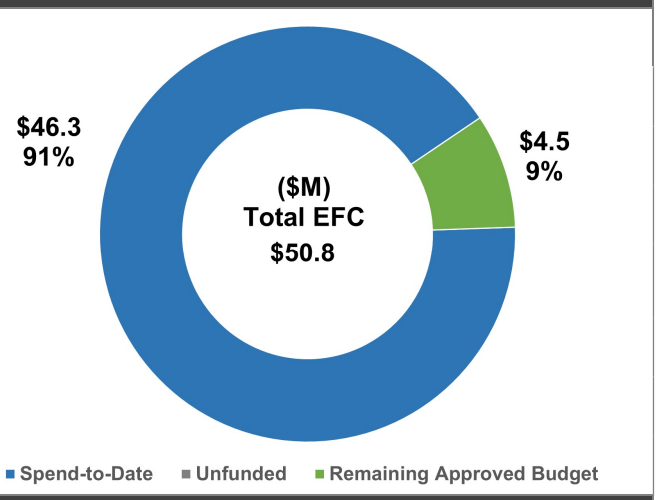
Enhance the customer experience by introducing Customer Service Agents (CSAs), and infrastructure improvements, which will result in increased safety and security of TTC stations, employees, and customers.

The Stations Transformation Program includes the following capital investments:

- Upgrading the Public Announcement (PA) System.
- Upgrading the stations' Passenger Assistance Intercoms (PAIs) by making them user-friendly, improving sound quality and live video feed for customers needing assistance.
- Installing/upgrading existing CCTV cameras to increase coverage to 90% at all stations.
- Constructing six Zone Hubs (York University, Union, Kipling, Bloor-Yonge, St Clair West, and Sheppard-Yonge) to serve as central command posts, monitoring the stations and responding to customer requests in an efficient manner.
- In addition to these infrastructure improvements under this program, the TTC has introduced CSAs to proactively assist customers facing barriers in navigating the system.

Financials: Cost and Budget

Project/Program Start	2017
Forecast Completion Year	2025
Estimated Final Cost (EFC)	$50.8M
Total Approved Budget	$50.8M
10-Year Approved Budget (2024-2033)	$8.8M
2024 Budget	$4.3M
2024 YTD Budget	$4.3M
2024 YTD Actuals	$4.3M



Schedule and Progress Update

Passenger Assistance Intercoms (PAIs) (Completed – Q4 2021):

- This upgraded system features a dual button that provides an option for customers to request information (from the Hub) or emergency response (the call connects to the

Transit Control Centre). This helps triage calls to the appropriate areas for action. Furthermore, this system has a built-in camera, which enables staff to have visibility of the customer requesting assistance.

Real-Time Monitoring System (RTMS) for Escalators and Elevators (Completed – Q4 2022):

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

CCTV Fare Gate Monitors (Completed – Q1 2023):

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

Zone Hubs (Completed – Q2 2023):

- The construction and commissioning of six Zone Hubs was completed, while the East Zone Hub (Main Station) will be included as part of the SSE program. These Hubs provide zone management, security monitoring and the ability to respond efficiently to customer service requests.

CCTV Cameras (In Progress):

- The additional camera coverage provides added visibility for Stations staff to improve customer service and augment the safety and security of TTC customers and employees. To date, a total of 64 of 70 stations have at least 90% camera coverage. The TTC plans to have the camera coverage increased to 90% at six of the remaining stations by the end of 2025.
  Note: Since Q1 2022, all stations had at least 75% camera coverage.
- Currently assessing the feasibility to expand the scope of the program to install cameras in 40 integrated bus and streetcar bays. These additional cameras will provide increased security and help mitigate fare evasion using video analytics.

Public Announcement (PA) System (In Progress):

- The upgraded PA system provides improved sound quality and is a more robust and reliable system compared to the existing system. As of March 23, 2025, a total of 54 of 70 stations (77%) have been upgraded.

Customer Service Agents (CSA) (In Progress):

- Following the ratification of the Collective Bargaining Agreement (CBA), implementation of the CSA model has commenced and is forecasted to be completed by Q2 2025.

Key Issues and Action Plan

- CCTV Cameras: There was a delay in the schedule to effectively manage ongoing construction work for the Easier Access Program.
- PA System Upgrades: Tracking behind schedule due to certification delays, and the project team is working to accelerate the installation, where possible.

[1]Based on the above, the program, originally forecasted to be completed by Q4 2024, has been re-baselined with a forecasted completion date of Q4 2025.

Next Steps

- CCTV Cameras: Complete 90% camera coverage at six remaining stations in Q2 2025.
- PA System: Complete upgrades at the remaining 16 stations.
- CSA Model: Complete implementation by Q2 2025.

Bus and Wheel-Trans Portfolio

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

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

Performance Scorecard (Outlook Status)							
Scope	G	**Cost**	G	**Schedule**	G	**Overall**	G

Scope Description

The following was implemented as part of Phase 1:

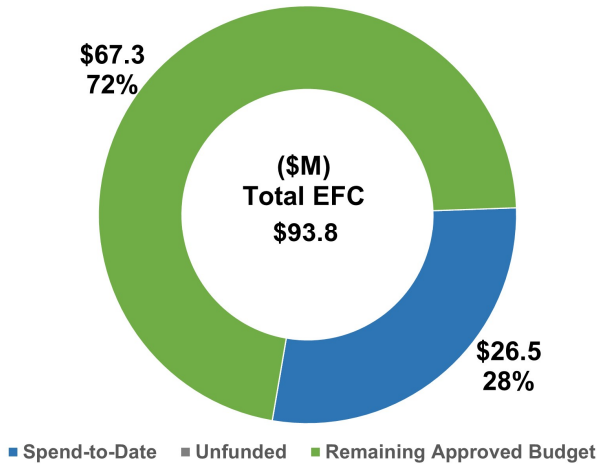
- Express bus service via Kennedy and Midland, between Scarborough Centre and Kennedy stations.
- Modifications to the bus platforms at Scarborough Centre and Kennedy stations.
- Construction of a temporary bus terminal at Kennedy Station.
- Transit Priority Measures to facilitate efficient operation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

The following will be implemented as part of Phase 2:

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

Financials: Cost and Budget

Project/Program Start	2015
Forecast Completion Year	2027
Estimated Final Cost (EFC)	$93.9M
Total Approved Budget	$93.9M
10-Year Approved Budget (2024-2033)	$75.5M
2024 Budget	$8.6M
2024 YTD Budget	$8.6M
2024 YTD Actuals	$8.2M



Schedule and Progress Update

<u>The following is the status of the Busway:</u>

- The 100% Detailed Design of the Busway was completed in December 2024, along with the final cost estimates, which remain within the approved budget. The contract for the Busway was tendered in February 2025 and is expected to be awarded in Q2 2025 to commence the construction of the Busway.
- Transit Rail Project Assessment Process (TRPAP) was completed and received a Notice to Proceed from the Ministry of the Environment, Conservation and Parks (MOECP) on December 9, 2024.

- Property acquisitions from Hydro One Networks Inc. (HONI) and private third parties are required for a bus stop and pedestrian walkway ramp at Tara Avenue, a bus stop at Lawrence Avenue East, and a bus ramp at Ellesmere Road. The technical review by HONI is complete for the Tara Avenue bus stop, and discussions are ongoing with property owners for the Lawrence Avenue East and Ellesmere Road bus stops.
- The Early Works package to remove wayside systems, including track from the SRT ROW between Kennedy and Ellesmere stations was completed in December 2024.

Key Risks and Mitigation Activities

- Property-related matters continue to be the longest lead items to finalize before construction of the Busway can commence. The TTC has commenced the property acquisitions through City of Toronto Real Estate Management for private properties required at the Lawrence Avenue East bus stop and at Ellesmere Road busway. HONI has completed the technical review for the required properties at Tara Avenue bus stop and walkway.
- To expedite the property acquisitions, the TTC is acquiring short-term temporary construction licenses and easements to allow construction to proceed, and requested that the expropriation of the private properties commence in parallel with negotiations. The Stage 1 Expropriation Report was approved by City Council in July 2024.

Next Steps

- Award the construction contract for the Busway in Q2 2025.

Wheel-Trans 10-Year Transformation Program

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

Performance Scorecard (Outlook Status)							
Scope	G	**Cost**	G	**Schedule**	G	**Overall**	G

Scope Description

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

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

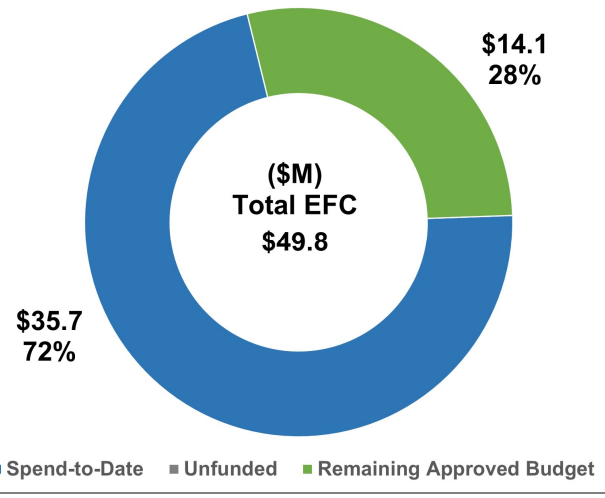
- FOS, Re-Registration and Conditional Trip Matching.
- Construction of 16 Access Hubs.
- Upgrading the RSD system to enhance FOS capabilities and introduction of the Mobile App pilot.
- Launch of the Wheel-Trans Mobile Application.
- Implement the Customer Relationship Management technology.

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

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

Financials: Cost and Budget

Project/Program Start	2017
Forecast Completion Year	2027
Estimated Final Cost (EFC)	$49.8M
Total Approved Budget	$49.8M
10-Year Approved Budget (2024-2033)	$15.9M
2024 Budget	$1.8M
2024 YTD Budget	$1.8M
2024 YTD Actuals	$1.8M



Schedule and Progress Update

Phase 1-4 (Completed):

- Family of Services (FOS): The FOS approach (currently optional) provides Wheel-Trans customers with options for a multi-modal trip that is fast, flexible, and efficient. The FOS expansion includes: a) connections with 82 bus and streetcar routes with approximately 500 strategically located transfer/connections to conventional system stops for Wheel-Trans customer pick-up and drop-offs; b) 5,000 non-vehicle transfers (walking stops); and c) accessible subway stations (interdependent with the Easier Access Program). The TTC will identify an additional 100+ FOS transfer stops on a further 14 bus routes to ensure that there is complete coverage across the city, of which there are 50 approved FOS stops pending operationalization in 2025. The TTC will continue with the testing of FOS trip solutions to ensure that they are optimal for both customers and the TTC.
- Re-Registration: Wheel-Trans introduced new eligibility criteria and an application process in January 2017, in accordance with Provincial legislation. The Wheel-Trans Self-Serve Portal allows customers to register/re-register online, eliminating the need for a paper application. Customers can also appeal their eligibility decision online. Approximately 19,000 customers were required to re-register. As of March 20, 2025, a total of 16,264 customers have re-registered, with 9,635 still active and using the service. There are 2,736 legacy customers that still need to re-register by December 2026.
- Conditional Trip Matching (implementation subject to Board approval): Customers with conditional eligibility will be provided with a one-trip solution that matches their conditions/abilities. If none of the registered conditions are present, they will be offered an FOS trip (connection to accessible-conventional services).
- Access Hubs: All 16 Access Hub shelters are in service, providing customers with large, accessible, well-lit, and heated locations to transfer to and from the accessible-conventional TTC system.
- Mobile App: Mobile Application, full release for both iOS and Android, went live in September 2023. There have been 6,500 application downloads; in the last four weeks (February to March), there have been 10,832 trips booked. A rolling average indicates 8.60% of all trips are booked with the Mobile App.
- Customer Relationship Management (CRM): Completed automation of the customer applications tracking and service contacts. This process involved integration with the CRM system, the TTC's document management provider and the Wheel-Trans RSD system.

Phase 5-8 (In Progress):

- The final phases (5-8) of the program are forecasted to be completed by Q3 2027, in alignment with the TTC's 5-Year Accessibility Plan. The contract was awarded to the vendor in August 2024 to upgrade the RSD software.
- The RFPs for Automatic Vehicle Location (AVL) and Integrated Voice Recognition (IVR) were issued in February 2025 and March 2025, respectively. As a result of the revised procurement timeline estimates, the program has been re-baselined and is now forecasted to be completed in Q3 2027.

Next Steps

- Award the contract for the AVL and IVR projects by Q3 2025.
- Continue with the FOS trip testing solutions.
- Continue with the re-registration campaign for legacy Wheel-Trans customers.

Purchase of Wheel-Trans Buses

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

Performance Scorecard (Outlook Status)							
Scope	G	**Cost**	G	**Schedule**	G	**Overall**	G

Scope Description

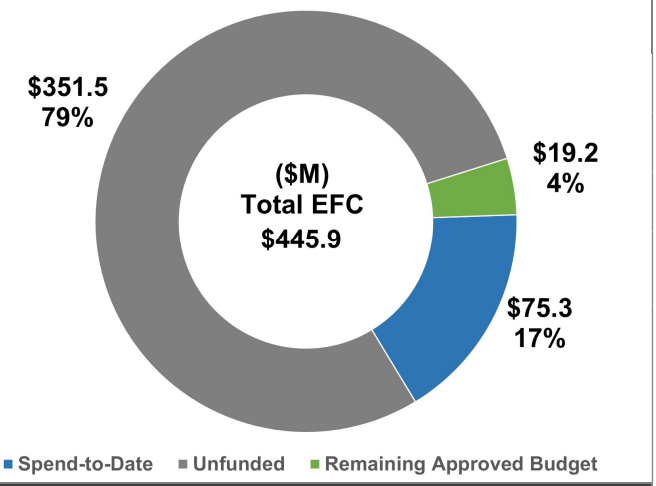
Improved accessibility, customer experience, vehicle reliability and safety by replacing existing Wheel-Trans buses at end-of-life with the procurement and deployment of:

- 138, 7m ProMaster buses between 2021 and 2024.
- 85, 6m ProMaster buses between 2023 and 2025. Note: Contract amendments were issued for the supply and delivery of an additional 62, 6m ProMaster buses for delivery in 2024 and 2025 to meet fleet plan requirements.
- Five Zero-Emission Wheel-Trans buses for delivery between 2025 and 2026 (pilot).

The program status of "green" pertains only to the current scope of the program that is funded. Note: Current funding allows for the procurement of up to 231 Wheel-Trans buses for delivery between 2022 and 2026. This includes five zero-emission Wheel-Trans pilot buses with deliveries commencing in 2025. Post-2025, the Wheel-Trans program outlines a plan for the procurement of approximately 521 buses, which includes 396 zero-emission buses to be delivered between 2026 and 2035.

Financials: Cost and Budget

Project/Program Start	2016
Forecast Completion Year	2026[1]
Estimated Final Cost (EFC)	$445.9M
Total Approved Budget	$94.5M
10-Year Approved Budget (2024-2033)	$31.5M
2024 Budget	$12.8M
2024 YTD Budget	$12.8M
2024 YTD Actuals	$12.3M



Schedule and Progress Update

- 2025 marks the 50th anniversary of Wheel-Trans service. Plans are underway to celebrate Wheel-Trans throughout the year with customers and employees.

138, 7m ProMaster Buses (Complete):

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

85, 6m ProMaster Buses:

- As of February 26, 2025, the TTC has received 49 of 85 buses, of which 46 are in service, and the remaining 36 buses are expected to be delivered by the end of 2025.

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

- The Board approved the procurement authorization of five zero-emission Wheel-Trans buses at its February 24, 2025 Board meeting and the contract was awarded in March 2025. Bus deliveries are expected to commence in Q4 2025.
- Completed the detailed design of 10 charge points at Lakeshore Garage.

Wheel-Trans Buses	Total	Start Date	# Delivered	# In-Service	Forecasted End Date	Status
7m ProMaster	138	2021	138	138	Complete	G
6m ProMaster	85	2023	49	46	Q4 2025	G
Zero-Emission	5	2025	N/A	N/A	Q4 2026	G

Key Issues and Action Plan

85, 6m ProMaster Buses:

- In 2024, there was a limited chassis allocation for the Canadian market, which resulted in lower-than-expected bus deliveries. This deficit has since been eliminated, and the remaining 12 chassis are now scheduled to be delivered by Q2 2025.

Key Risks and Mitigation Activities

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

- The program is currently funded for Wheel-Trans bus procurements to the end of 2026. Zero-emissions Wheel-Trans buses and charging infrastructure beyond 2026 will require funding to maintain fleet State-of-Good-Repair and transition the fleet to achieve the zero-emissions target by 2040. This plan is aligned with the City's TransformTO Action Plan. The lead time, from funding approval through to commissioning, for electric buses is approximately two years.

Next Steps

85, 6m ProMaster Buses:

- Receive the remaining 36 vehicles by the end of Q4 2025.

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

- Commence deliveries in Q4 2025.

Note:

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

Purchase of Buses (Hybrid and Electric)

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

Performance Scorecard (Outlook Status)

Scope	G	Cost	G	Schedule	R[1]	Overall	R

Scope Description

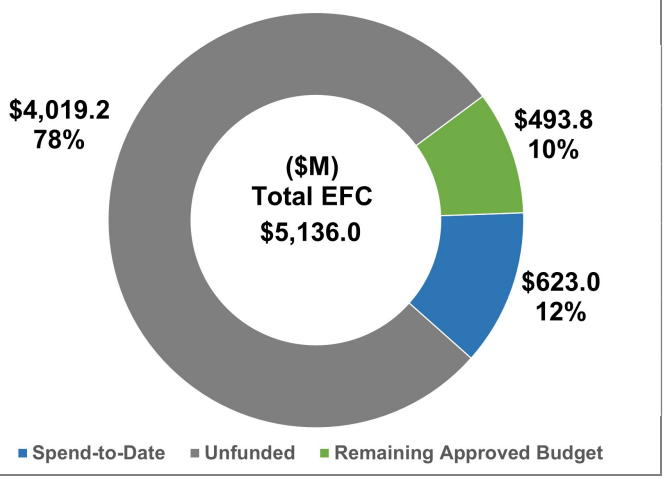
The procurement of replacement vehicles at end-of-life to maintain service reliability, increase system accessibility for customers, increase fleet capacity to match customer demand, and reduce overcrowding. The TTC's Green Bus Program is a strategy to transition the accessible-conventional bus fleet to zero emissions by the year 2040. To meet this target, the electrification of the TTC's bus fleets is necessary to transform the fleet to zero emissions by replacing diesel and hybrid buses as they reach end-of-life.

Current funding allows for the procurement of 336 hybrid-electric buses between 2023 and 2024, and 340 zero-emission, battery-electric buses (eBuses) between 2024 and 2025 under the Zero Emission Transit Fund (ZETF).

The program status only reflects the current scope of the program that is funded.
Note: Post-2025, the Green Bus Program outlines a plan for approximately 1,840 zero-emission buses to be delivered up to 2035. This plan is in alignment with the City of Toronto's TransformTO Action Plan and the C40 Fossil-Fuel-Free Streets Declaration. This scope is currently unfunded and is a key capital priority for the TTC.

Financials: Cost and Budget

Project/Program Start	2018
Forecast Completion Year	2026
Estimated Final Cost (EFC)	$5,136.0M
Total Approved Budget	$1,116.8M
10-Year Approved Budget (2024-2033)	$664.2M
2024 Budget	$180.4M
2024 YTD Budget	$180.4M
2024 YTD Actuals	$170.4M



Buses	Total	Start Date	# Delivered	Forecasted End Date	Status
Hybrid-Electric					
New Flyer	202	Q2 2023	202	Completed – Q4 2024	
NOVA	134	Q2 2023	134	Completed – Q4 2024	
eBuses					
New Flyer	204	Q2 2024	62	Q1 2026	R
NOVA	136	Q3 2024	1	Q1 2026	R

Progress Update

336 Hybrid-Electric Buses (Completed):

- As of December 31, 2024, all 336 buses have been delivered and are available for service.

340 Zero-Emission Buses (eBuses):

- Pre-production meetings were completed and the lead bus from both suppliers was delivered in July 2024.
- As of March 17, 2025, 63 out of 340 vehicles have been delivered, of which 35 are in service.

Key Issues and Action Plan

336 Hybrid-Electric Buses:

- Fleet availability is slightly below the contractual target (95%), averaging 92% in 2024. However, as is typical of new fleets, availability is trending upwards, with both vendors working to identify root causes and implement solutions to ensure targets are met by the end of Q2 2025.

[1]340 Zero-Emission Buses (eBuses):

- The bus industry is experiencing supply chain issues, which are causing delays to bus deliveries. The vendors are working with parts suppliers to provide support with on-site production.
- Buses are experiencing battery fault codes that affect bus performance and range. The root cause has been identified, and a retrofit campaign is in progress to replace all battery packs with “certified” battery packs.

The above issues will likely result in a schedule delay from Q4 2025 to Q1 2026.

Key Risks and Mitigation Activities

Post-2025 Zero-Emission Buses (eBuses):

- The 1,840 eBuses and related charging infrastructure required between 2027 and 2035 are currently partially funded in the TTC’s Capital Investment Plan. The remaining funding is critical to maintain service levels and achieve TransformTO goals. The lead time from full funding approval through to commissioning, for eBuses is approximately two years. Therefore, a delay in funding will result in a gap in the planned steady-state procurement and may require buses from the existing fleet to be kept in service longer than expected.

Next Steps
336 Hybrid-Electric Buses: • Continue to drive improvements in the reliability and availability of the hybrid-electric bus fleet. • Complete lessons learned and project closure. 340 Zero-Emission Buses (eBuses): • Continue the delivery and commissioning of the eBuses. • A comprehensive Green Bus Program Update to the Board is planned for Q3 2025.

Notes:

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

eBus Charging Systems

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

Performance Scorecard (Outlook Status)							
Scope	G	**Cost**	G	**Schedule**	R[1]	**Overall**	R

Scope Description

This program includes the installation of charge points for electric buses, an upgrade of power at each facility, installation of substation, battery energy storage system, and natural gas emergency backup generators to advance the TTC's transition toward a zero-emissions fleet. This supports the City of Toronto's TransformTO target of Net Zero by 2040. Currently, only Phase 1 and Phase 2a are funded under the Federal Zero-Emissions Transit Fund (ZETF), allowing for the installation of a total of 248 charge points between 2023 and 2025:

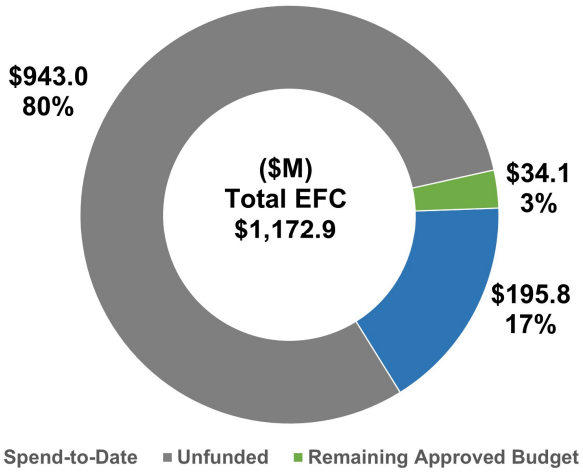
- Phase 1 – Commission 124 charge points.
- Phase 2a – Commission 124 charge points.

Additional funding will be required for charging infrastructure to support the ongoing electrification of the bus fleet, which includes the following scope of work:

- Phase 2b – Up to 50% electrification at each garage.
- Phase 3 – 100% electrification at each garage.

Financials: Cost and Budget

Project/Program Start	2016
Forecast Completion Year	2026
Estimated Final Cost (EFC)	$1,172.9M
Total Approved Budget	$229.9M
10-Year Approved Budget (2024-2033)	$80.5M
2024 Budget	$46.6M
2024 YTD Budget	$46.6M
2024 YTD Actuals	$46.4M



Schedule and Progress Update

Background:

- Pilot Program (out of scope of ZETF): The TTC worked with Toronto Hydro for the installation and commissioning of 60 charge points to support the pilot fleet of 60 Zero-Emission Buses (eBuses), which was completed in September 2020.
- Principal Agreement: In August 2022, the TTC and PowerON signed the Principal Agreement, and upon execution, PowerON was issued the Notice to Proceed (NTP).
- Federal Funding: In April 2023, the TTC secured $349 million in Federal funding towards the TTC's procurement of 340 eBuses and delivery of 248 charge points to meet the TTC's eBus fleet requirements.

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

As of March 27, 2025:

- All eight projects within the program for Phase 1 and 2a have been baselined at Stage Gate 3.
- 41 of 248 Charge Points have been commissioned and are in service. See the table below for a status update.

Garage (Projects)	# of Charge Points	Current Phase	Forecasted / Actual End Date[2]	Status
Phase 1				
Arrow Road (*extension of pilot program*)	10	In-Service	February 2024	Completed
Eglinton	21	In-Service	March 2025	Completed
Birchmount	10	In-Service	March 2025	Completed
Wilson	26	Construction	September 2025	Y
Malvern	30	Construction	September 2025	Y
McNicoll	27	Construction	September 2025	R
Phase 2a				
Eglinton	56	Construction	April 2026	R
Mount Dennis	68	Construction	April 2026	R
Total	**248**			

Key Issues and Action Plan

- Commissioning at the first two Phase 1 garages (Eglinton and Birchmount), following the original pilot program, took longer than anticipated. This is attributed to the challenges associated with the roll-out of the initial phase of a new program. Lessons learned have been incorporated into future Phase 1 and Phase 2a deliverables, including the incorporation of risk-based project schedule contingencies as reflected below:

- Wilson is forecasting a four-month shift from May 2025 to September 2025.
- Malvern is forecasting a three-month shift from June 2025 to September 2025.
- McNicoll is forecasting a two-month shift from July 2025 to September 2025.
- Eglinton is forecasting a nine-month shift from July 2025 to April 2026.
- Mount Dennis is forecasting a six-month shift from October 2025 to April 2026.

- Adequate charge points may not be in operation in time for eBus deliveries. PowerON and the TTC continue to closely monitor all program activities and, in parallel, are exploring opportunities to accelerate the overall schedule. In addition, mitigation plans are being developed with all key stakeholders to address the impact of any potential delays.

Key Risks and Mitigation Activities

- Post-2025 (Phase 2b and Phase 3), an additional 1,761 charge points will be required to operate the future eBus deliveries between 2027 and 2035 (currently partially funded in the TTC's Capital Investment Plan). The remaining funding is critical to ensure the charging infrastructure is operational in advance of the eBus deliveries and to achieve the zero-emissions target by 2040. The lead time from the commitment of full funding through to commissioning for the required charging infrastructure is approximately two years.
- Lessons learned from the current program phase need to be evaluated and incorporated into future phases of the program. This is new technology being adopted by the TTC and requires ongoing change management support.

Next Steps

- An independent review of the Charging System Program is being initiated to assess the program's health. A comprehensive update on the Green Bus Program will be brought to the Board in Q3 2025.

Phase 1:

- Commercial Operation at Malvern, McNicoll, and Wilson garages.

Phase 2a:

- Continue construction at Eglinton and Mount Dennis garages.

Note:

- The forecast completion year represents the funded scope of the program.
- $722.3M is currently unfunded in the 10-Year Capital Budget and Plan (2024-2033), and $220.7M is unfunded post-2033.
- [2]The forecasted end date represents when charge points are available for commercial operations.

Streetcar Portfolio

Purchase of 60 Streetcars

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

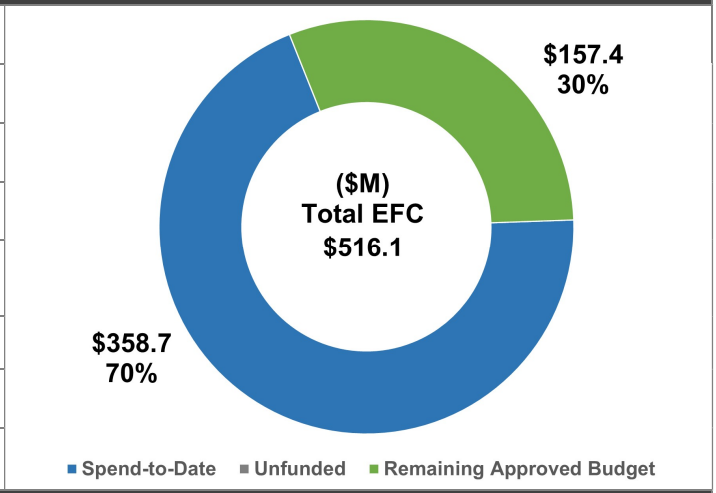
Performance Scorecard (Outlook Status)							
Scope	G	**Cost**	G	**Schedule**	G	**Overall**	G

Scope Description

This project provides for the procurement of 60 new, accessible streetcars to address latent service demand, projected increases in travel time due to traffic congestion, and growth.

Financials: Cost and Budget

Project/Program Start	2019
Forecast Completion Year	2026
Estimated Final Cost (EFC)	$516.1M
Total Approved Budget	$516.1M
10-Year Approved Budget (2024-2033)	$325.9M
2024 Budget	$205.4M
2024 YTD Budget	$205.4M
2024 YTD Actuals	$168.5M



Schedule and Progress Update

- The TTC received $360 million in funding toward the TTC Streetcar Program (60 Streetcars and Hillcrest Facility) from the Provincial and Federal governments. The Contribution Agreement with Infrastructure Canada was completed in October 2024.
- The third (of four) Canadian Content Audit was completed in September 2024, with the final audit to be completed in Q4 2025.
- Production work for major sub-assemblies continues at Alstom's Thunder Bay, Ontario and La Pocatière, Quebec locations. Project closure activities have commenced at Alstom's Sahagun, Mexico facility. As of February 24, 2025, 36 streetcars have been delivered, of which 35 are in service.

Key Issues and Action Plan

- Certain parts have been delayed due to ongoing supply chain issues, which have impacted the delivery schedule, causing some of the 2024 deliveries to shift to 2025. The TTC is working with Alstom to monitor parts status and assess potential impacts.

Next Steps

- Continue to receive production vehicles and complete the commissioning process.

Hillcrest Facility

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

Performance Scorecard (Outlook Status)							
Scope	G	**Cost**	Y[1]	**Schedule**	G[2]	**Overall**	Y

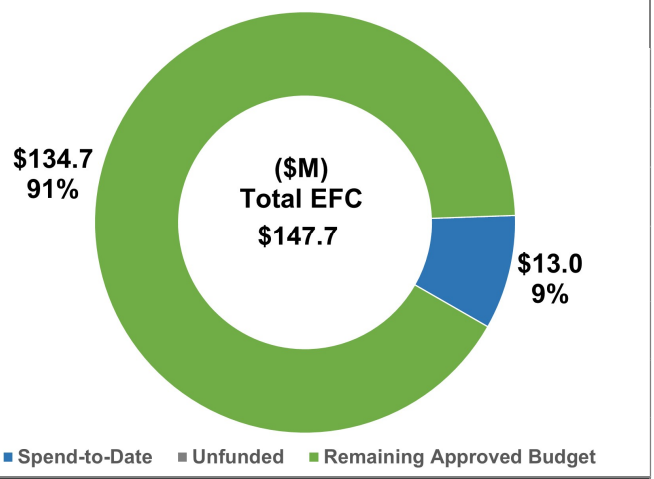
Scope Description

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

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

Financials: Cost and Budget

Project/Program Start	2021
Forecast Completion Year	2029
Estimated Final Cost (EFC)	$147.7M
Total Approved Budget	$147.7M
10-Year Approved Budget (2024-2033)	$139.7M
2024 Budget	$5.0M
2024 YTD Budget	$5.0M
2024 YTD Actuals	$5.0M



Schedule and Progress Update

Hillcrest Maintenance and Storage Facility (MSF):

- The Detailed Design was completed in Q1 2024. The construction contract was awarded in September 2024.
- Notice to Proceed to the contractor was issued in November 2024, and the Phase 1 construction commenced in January 2025.

Project/Phase	Start Date	Forecasted End Date	Status	
Phase 1 (Storage for 25 streetcars; temporary pre-servicing)	Q1 2025	Q4 2028	In Progress	G
Phase 2 (Permanent pre-servicing, including Sand Silo)	Q3 2026	Q3 2029	Not Started	G

Key Issues and Action Plan

- [2]As a result of the Detailed Design completion of Hillcrest Facility, the updated schedule to construct Phase 1 of Hillcrest has resulted in a temporary streetcar storage deficit until the forecasted completion date of 2028 (Phase 1). Based on an options analysis, to mitigate the temporary streetcar storage deficit, the TTC will operate at maximum capacity from its carhouses. In addition, the TTC will continue to provide increased overnight service to various customer segments (i.e. shift workers), which will also support the City's Night Time Economy Strategy.
- [1]The overall project EFC has increased due to the redevelopment of the Hillcrest Hydro Corridor East parking lot. The required amount ($5.2M) will be requested as part of the 2026-2035 budget submission.

Key Risks and Mitigation Activities

- To address potential schedule impacts, the TTC has proactively taken the following steps:
  - Ongoing outreach with the community.
  - Continued co-ordination with the City for related permits and approvals.
  - Continued monitoring and co-ordination of key interdependencies, including the delivery of 60 new streetcars, access for Spur Line, and the Harvey Shop State-of-Good-Repair (SOGR) work.

Next Steps

Hillcrest MSF:

- Continue Phase 1 construction.

Russell Carhouse

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

Performance Scorecard (Outlook Status)							
Scope	G	**Cost**	G	**Schedule**	G[1]	**Overall**	G

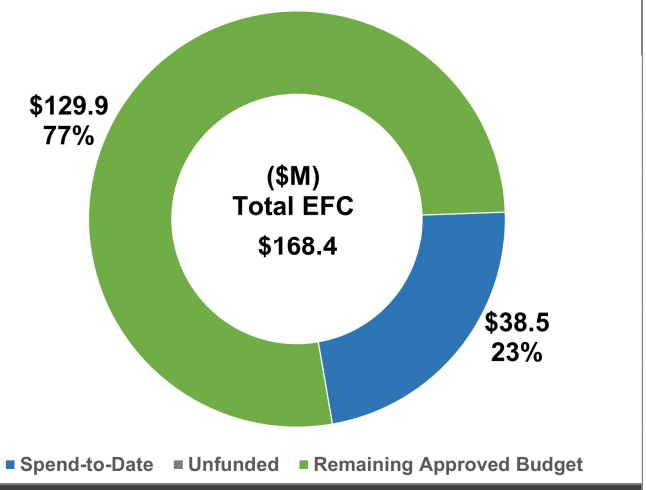
Scope Description

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

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

Financials: Cost and Budget

Project/Program Start	2018
Forecast Completion Year	2029
Estimated Final Cost (EFC)	$168.4M
Total Approved Budget	$168.4M
10-Year Approved Budget (2024-2033)	$147.0M
2024 Budget	$17.0M
2024 YTD Budget	$17.0M
2024 YTD Actuals	$17.0M



Schedule and Progress Update

- [1]The Quantitative Risk Assessment (QRA) was completed for the Carhouse Interior Modifications and Extension project, and the schedule has been updated to reflect a

forecasted end date to Q4 2029 from Q1 2029 to accommodate risk allocation. The project has been re-baselined, and the status has been reset to on track (green).

- The Carhouse Extension, which impacts the streetcar storage requirements, is scheduled to be delivered in Q2 2029, while the Interior Modifications are expected to be completed by Q4 2029.

Track and Yard Overhaul:

- Stage 1 construction was completed in July 2024.
- Stage 2 construction is in progress, with completion expected by the end of May 2025.

Interior Modifications and Carhouse Extension:

- Completed 100% Detailed Design Review, and the bid documents are currently under review with the contract award expected by the end of Q3 2025.

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

Key Issues and Action Plans

- In order to address Streetcar storage and maintenance impacts, the TTC will proactively continue to review efficiencies regarding infrastructure installation timelines at Russell Carhouse. To mitigate any storage and maintenance impacts, the TTC will operate at maximum capacity from its carhouses. In addition, the TTC will continue to provide increased overnight service to various customer segments (e.g. shift workers), which will also support the City's Night Time Economy Strategy.

Key Risks and Mitigation Activities

- The project team is assessing the impact of incorporating Net Zero requirements. These requirements are being evaluated to determine the impact to the budget, schedule, and power availability.
- Recent market trends may impact the overall EFC. The TTC will continue to evaluate and identify potential offsets to the greatest extent possible.

Next Steps

Track and Yard Overhaul:

- Continue with Stage 2 construction and the preparatory work for Stage 3.

Extension and Interior Modifications:

- Award the contract by Q3 2025 and commence construction in series once the Track and Yard Overhaul is substantially complete.

Network Wide Portfolio

VISION – CAD/AVL

Strategic Alignment to Corporate Plan	Project Type
Objective 2.1: Better Serve Customer Demand in an Evolving Operating Environment **Action 2.1.2:** Enhance the TTC's Customer Research and Data Analytics Capacity, Improve Tracking and Communications of the Bus and Streetcar Fleet	SOGR
	Asset Class
	Systems

Performance Scorecard (Outlook Status)							
Scope	G	**Cost**	G	**Schedule**	Y[1]	**Overall**	Y[1]

Scope Description

Implementation of a new Computer-Aided Dispatch/Automatic Vehicle Location (CAD/AVL) System (or VISION) on the TTC's bus and streetcar fleets to provide improved: a) tracking and communications with the TTC's fleet of more than 2,200 buses and streetcars; b) information for scheduling and planning; c) real-time information for Operators and customers during their trip; d) more efficient Transit Signal Priority to keep TTC vehicles moving; and e) management of the assignment and dispatching of vehicles to service through the implementation of the new yard management system.

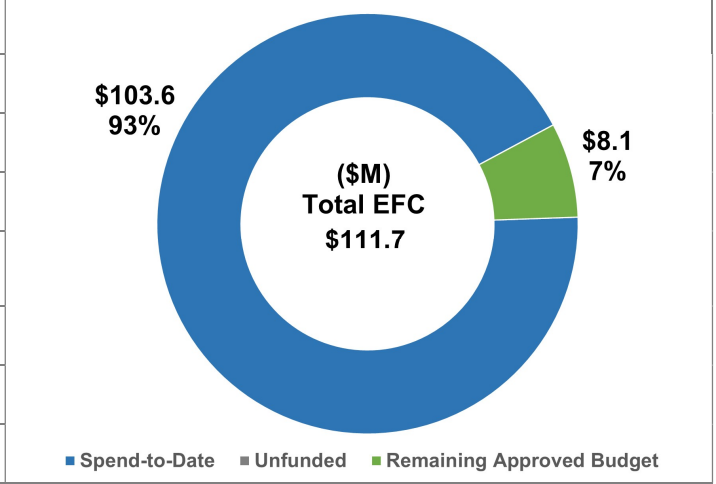
The project scope has been organized into three phases:

Phase 1 (Completed):
- Implement onboard CAD/AVL solution on the TTC's bus fleet (i.e. data and voice communications, automatic vehicle location and stop display, stop announcements, and vehicle performance monitoring).
- Integrate central CAD/AVL solution with existing onboard cameras on buses.

Phase 2 (Completed):
- Install CAD/AVL on 204 streetcars.
- Integrate central CAD/AVL solution with automatic passenger counting systems on buses and streetcars in scope.

Phase 3 (In progress):
- Implement the Operator Performance module (Completed).
- Implement Bustime and upgrades to SMS text messaging (Completed).
- Implement Yard Management System at all streetcar carhouses and bus garages.

Financials: Cost and Budget	
Project/Program Start	2016
Forecast Completion Year	2025
Estimated Final Cost (EFC)	$111.7M
Total Approved Budget	$111.7M
10-Year Approved Budget (2024-2033)	$14.0M
2024 Budget	$6.6M
2024 YTD Budget	$6.6M
2024 YTD Actuals	$5.9M



Schedule and Progress Update

Phases 1 and 2 (Completed):

The benefits from implementing Phases 1 and 2 have resulted in increased ability to manage On-Time Performance, improved customer information and Vehicle-to-Transit-Control communications, as well as a decrease in road calls.

Phase 3 (In Progress):

- Operator Performance Module: Completed speed layer testing and implementation, which has been accepted by Operations.
- Bustime and Upgrades to SMS Text Messaging: The Bustime.ttc.ca website was launched in July 2024, providing customers with predictions for Run-As-Directed (RAD) vehicles (additional vehicles that are used to address gapping so that customers are no longer waiting for long periods of time for the next vehicle). General Transit Feed Specification/Real Time (GTFS/RT) was also launched, which provides customers and third-party app providers with improved information, in real time, of the next vehicle arrivals.

Yard Management System:

- The deployment of the Smart Yard Management System at 11 garages and carhouses is currently in progress. This system enables tracking vehicle locations in these facilities and automatically assigns the scheduled service to the vehicles. The expected benefits of the system include improved pull-out performance and efficiencies for tracking and dispatching vehicles from the yards.
- To date, 85% of the construction and 18% of vendor commissioning have been completed.
  - Final Acceptance for Leslie Barns was completed in March 2024.
  - Smart Yard at Arrow Garage became operational in January 2025.
- Full implementation at all carhouses and garages is forecasted to be completed by Q3 2025.
- Completed Final User Acceptance for the CAD system in December 2024.

Communication will be provided to the Board in Q3 2025 to inform of the benefits of implementing the VISION program.

Key Risks and Mitigation Activities

- The Yard Management project experienced delays in its roll-out phase due to quality assurance issues. The TTC worked closely with the vendor to identify the root causes and implemented appropriate solutions, and continues to closely monitor the progress.
- [1]The Smart Yard implementation at the Russell Carhouse is at caution due to the ongoing construction work at the facility. Risk mitigation and evaluation of options are underway.

Next Steps

- Complete operationalization of the Smart Yard Implementation at Malvern and McNicoll garages by the end of April 2025.
- Roll-out of digital display content to the bus fleet in Q2 2025, which provides customers with real-time arrival predictions of the next three stops on the route.

SAP ERP Implementation

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

Performance Scorecard (Outlook Status)							
Scope	G	**Cost**	G	**Schedule**	G	**Overall**	G

Scope Description

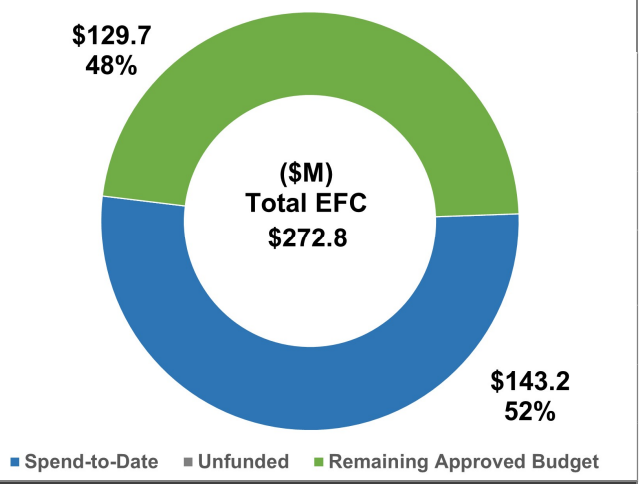
Implementing an industry-standard enterprise software solution that modernizes the TTC's core systems that aligns with the City of Toronto's SAP Roadmap by integrating business processes through the replacement of legacy systems.

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

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

Financials: Cost and Budget

Project/Program Start	2014
Forecast Completion Year	2027
Estimated Final Cost (EFC)	$272.8M
Total Approved Budget	$272.8M
10-Year Approved Budget (2024-2033)	$153.2M
2024 Budget	$23.6M
2024 YTD Budget	$23.6M
2024 YTD Actuals	$23.6M



Schedule and Progress Update

Phase 1 (Completed):

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

Phase 2 (In Progress):

- The TTC's first Employee Communication App was launched in 2020. This application was rolled out to all TTC employees (approximately 17,000) and provides access to corporate information on their mobile devices, including Operator run/crew guides, safety, health and wellness information.
- The MyTTC | Learning Centre online Learning Management System in SuccessFactors was launched in 2021. This platform provides employees with online access to learning. This also allows for certifications to be tracked for regulatory and compliance purposes.
- The SAP Job Costing Release 1 Solution for Operations was completed in Q1 2024.
- The Time, Attendance and Workforce Scheduling System project is in progress and is targeted for completion by 2026. The project is being delivered in three releases (Release 1: Staff, Release 2: Union-Non-Operators, and Release 3: Union-Operators).
  - Release 1: Went live in July 2024, providing Non-Union staff (excluding Engineering, Construction and Expansion (EC&E)) with a single system of record for attendance, absence, and overtime management.
  - Release 2: Was kicked off in January 2025, and workshops are in progress.
  - Release 3: The Transit Operator Workforce Management Solution RFP evaluation was completed, and the contract was awarded in August 2023. Design workshops are in progress, and the first phase (online sign-up) is planned for a Q3 2025 Go-Live.
- Contract Award for a union bidding solution to ensure consistent shift bidding was completed in July 2024. The implementation was kicked off in September 2024, and the first Phase is planned to go live in Q4 2025.

Phase 3 (In Progress):

- The assessment phase for the Asset Accounting Module was completed in Q3 2022.
- The Procurement/Management/Materials Management/Finance is currently in progress, with the assessment phase completed in Q1 2022. The development of the Request for Proposal (RFP) has been completed and was released to the market in November 2023, and the contract award is planned for Q2 2025.

Phase	Start Date	Forecasted End Date	Status
Phase 1			
Recruiting, Onboarding, Organization Management, and Employee Central Service Centre	Jun 2014	Sep 2018	Completed
Payroll and Benefits Administration	Jun 2014	Sep 2018	Completed
Budget Planning, Capital Accounting, Cost Centre Accounting, and General Ledger	Jun 2014	Sep 2018	Completed
Phase 2			
Accounts Payable I	May 2015	Dec 2019	Completed
Corporate Communications Employee Mobile App	Nov 2019	Nov 2020	Completed
Learning Management System	Feb 2021	Oct 2021	Completed
Capital and Operating Job Costing	Apr 2020	Mar 2024	Completed

Phase	Start Date	Forecasted End Date	Status	
Time and Attendance and Workforce Scheduling for all Non-Union Employees (excludes EC&E)	Jul 2021	Jul 2024	Completed	
Union Bidding Assessment	Jul 2023	Jun 2025	In Progress	G
Time and Attendance and Workforce Scheduling for all Maintenance Employees	Nov 2024	Mar 2026	In Progress	G
Time and Attendance and Workforce Scheduling for Transit Operator Employees	Sep 2023	Dec 2026	In Progress	G
Phase 3				
Procurement, Materials/Warehouse Management, Accounts Payable II	Feb 2023	In Progress	Dec 2027	G
Accounts Receivable	Feb 2023	In Progress	Dec 2027	G
Asset Accounting	Feb 2023	In Progress	Dec 2027	G
Employee Engagement	TBD	Not Started	Dec 2027	N/A
Phase 4				
Employee Performance/Compensation Management and Succession Planning	TBD	Not Started	Dec 2027	N/A
Grievance Management	TBD	Not Started	Dec 2027	N/A

Key Risks and Mitigation Activities

- Data quality from legacy systems' records may impact implementation timelines due to the effort required for data cleansing. Records in legacy systems may not be current, which requires additional cleansing efforts prior to loading them into the new SAP system. The project team continues to work with departments to have their data cleansed prior to loading into the new SAP system. Data strategies have been included in all SAP projects.
- Procurement, Materials-Warehouse, Finance: Business procurement policies will need to be finalized prior to the implementation of the new solution. The TTC continues to monitor progress, with an expected resolution by Q2 2025.

Next Steps

Phase 2:

- The implementation partner is scheduled to be onboarded in early 2025. The Time, Attendance and Workforce Scheduling Release 3 – Vacation and Board Period Sign-Up functionality will be launched at the end of Q3 2025.

Phase 3:

- Procurement, Materials-Warehouse, Finance Implementation – Complete the RFP evaluation and request Board approval by Q2 2025.

Note:

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

PRESTO

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

Performance Scorecard (Outlook Status)

Scope	Y	Cost	G	Schedule	R[1]	Overall	R

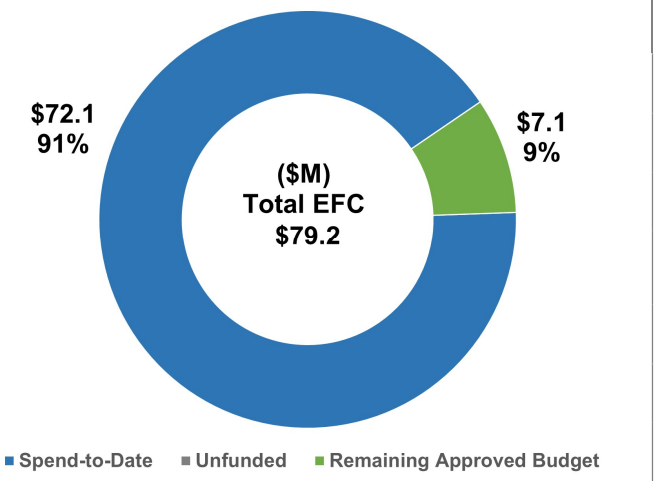
Scope Description

This program provides TTC oversight for the implementation of the PRESTO fare payment method by Metrolinx, as outlined in the Master E-Fare Agreement signed with Metrolinx in 2012 to meet the TTC's business requirements. The scope of work to be completed by Metrolinx includes:

- Modifications and enhancements to the PRESTO system to allow for an e-fare account-based payment system with an open architecture using industry standards to accommodate open-loop financial cards, mobile applications, and future technological innovations ("PRESTO Next Generation").
- Ensuring PRESTO implements and operates a wide range of "managed services" as agreed to in the Master Service Agreement in 2012 (i.e. back-office operations, customer services, revenue collection, and maintenance of all system field equipment).
- Service-Level Agreement for KPI, performance measurement and tracking.

Financials: Cost and Budget

Project/Program Start	2012
Forecast Completion Year	2027
Estimated Final Cost (EFC)	$79.2M
Total Approved Budget	$79.2M
10-Year Approved Budget (2024-2033)	$7.4M
2024 Budget	$0.3M
2024 YTD Budget	$0.3M
2024 YTD Actuals	$0.3M



Schedule and Progress Update

The program milestones achieved since 2012 include:

- Fare payment options with the PRESTO Ticket for customers who would like to purchase one ride, two rides, or a day pass without a PRESTO card. The TTC has transitioned approximately 200 institutions from legacy fares to PRESTO tickets via the implementation of a new bulk Limited Use Medias (LUMs) sales program. A Bulk Sales program was also

set up for Non-Profit organizations (i.e. TDSB) to purchase PRESTO Tickets directly from PRESTO. As a result, this has enabled the TTC to discontinue the sale of legacy fares.
- PRESTO vending machines, which are available at all subway stations as well as the Mobile Fare Payment Application on all streetcars, buses, and Wheel-Trans vehicles, including contracted accessible vans.
- Launch of the City of Toronto's Fair Pass Program in 2018, which provides a discount for eligible adult residents when using the balance on their PRESTO card or a monthly pass.
- Launch of the two-hour transfer in August 2018, which makes short-distance travel more affordable for all customers. In addition, PRESTO payment options have integrated fares allowing customers to travel seamlessly into Mississauga and York Region.
- Implementation of the Human Machine Interface (HMI) on all fare gates, buses, streetcars, and Wheel-Trans vehicles as well as contracted taxis, which provides customers with information on card balances and time remaining in the two-hour transfer window. This also provides the TTC with additional tools to track and enforce fare compliance. In 2021, the TTC implemented an enhancement on the HMI to prevent the use of child cards for fare evasion.
- New fare gate readers have been installed at all subway stations to enable Open Payment and PRESTO Mobile Wallet. The Open Payment option, which was launched in August 2023, allows customers the flexibility and convenience of using Credit/Debit as fare payment. To allow for the launch of Open Payment, all devices (fare gate readers) were refreshed on buses, streetcars, and Wheel-Trans vehicles along with the installation of new smart card readers at all stations.
- PRESTO in Google Mobile Wallet was launched in November 2023, and PRESTO in Apple Mobile Wallet was launched in July 2024. The PRESTO Mobile Wallet allows customers the option to add a PRESTO card to a digital wallet and enables them to pay using their smartphone or smartwatch instead of a physical card.
- Machine Readable Transfers: Phase 1 (Streetcars only) is in progress, with Detailed Design having commenced in January 2025, and is scheduled to be completed by the end of 2025.

Key Issues and Action Plan

- [1]The outstanding settlement requirements were not completed by the planned timeline of Q4 2024 due to the Metrolinx procurement transition (merging of two separate systems into a single account-based system). This has delayed the closing of outstanding settlement agreement gaps within the 2024 target timeline per the Minutes of Settlement and is reflected in the overall status (at risk).
  Based on the last round of discussions, both parties have updated the plan, resulting in the removal of obsolete requirements. Metrolinx has also agreed to the revised set of outcome-based requirements that will be fulfilled through the Transition Program. The project is forecasted to be completed by 2027, subject to agreement with Metrolinx by 2026.

Key Risks and Mitigation Activities

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

Next Steps

- Expand PRESTO Third-Party Network by installing PRESTO Fare Vending Machines at four Neighbourhood Improvement Areas (NIAs).
- Complete Phase 1 of Machine-Readable Transfer by enabling QR code printing on all Single Ride Vending Machines on Streetcars and QR code scanning on all payment validators on TTC buses, Streetcars, and Fare Gates at TTC stations.
- Complete TTC Fare Vending Machine/Automated Vending Machine functionality enhancement by Q2 2026.
- Continue progressing the updated outcome-based requirements through the Transition Program.