MAJOR PROJECTS UPDATE
Financial Period Ended June 28, 2025

Table of Contents

This report has been prepared by the Portfolio Management Office in consultation with the Project Teams. Financials are reflected as of June 28, 2025, in line with the 2025 financial reporting, with project updates up to August 20, 2025.

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Overview

Major Projects and Programs

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 prioritized 15-Year Capital Investment Plan.

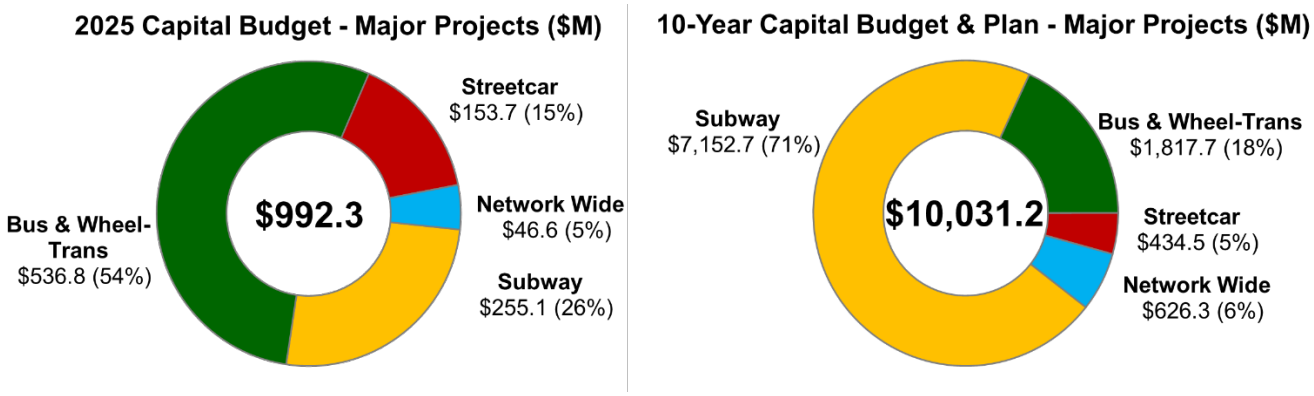
Each major project/program is tied to the strategic directions and objectives outlined in the Board-approved 2024-2028 TTC Corporate Plan: Moving Toronto, Connecting Communities. Investment in the TTC's capital assets will advance the following key strategic directions: 1) Build a Future Ready Workforce; 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.

The TTC's delivery of the capital program is guided by the TTC's Project Management Framework. This framework consists of three project classifications: 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.

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.

The TTC's approved 2025-2034 10-Year Capital Plan is $16.414 billion, of which Category 3 projects comprise 61%, with $10.031 billion in funding allocated across the mode-based portfolios. (See Figure 1 below)

Figure 1. TTC Major Projects and Programs – 2025-2034 10-Year Capital Plan



Key Highlights

Since the last Major Projects Update report, presented to the Board in July 2025, the following are key highlights:

Subway Portfolio

- **Purchase of New Subway Trains:** On August 15, 2025, the TTC shifted to negotiating a single-source contract with Alstom Transport Canada Inc. for the supply of new subway trains. This decision was supported by all funding partners in the face of U.S. tariffs to support Canadian workers and ensure reliable trains for Toronto transit riders.
- **Automatic Train Control, Line 2:** Completed the design of the Cable Route Management System (CRMS). The Request for Proposal for Line 2 ATC continues with proposals expected by the end of Q3 2025.

Bus and Wheel-Trans Portfolio

- **Purchase of eBuses**: 172 of 340 eBuses have been delivered, of which 106 are in service.
- **eBus Charging Systems:** Commissioned 27 charge points at McNicoll Garage in August 2025. To date, 68 of 248 charge points have been commissioned.
- **Purchase of Wheel-Trans Buses:** Received 65 of 85 6m ProMaster buses, of which 62 are in service. An event was held on September 6, 2025 to officially celebrate the 50th anniversary of Wheel-Trans service.

Streetcar Portfolio

- **Purchase of 60 Streetcars:** Nine additional streetcars were delivered. To date, 55 streetcars have been delivered, of which 51 are in service.
- **Russell Carhouse:** Completed Stage 2 of the Track and Yard Overhaul (Tracks 13-18) and commenced Stage 3 construction in June 2025.
- **Hillcrest Facility:** Preliminary Design is underway for the Hillcrest Hydro Corridor East parking lot.

Network Wide Portfolio

- **VISION – CAD/AVL:** Smart Yard System was commissioned at four additional garages: Wilson (June 2025), Queensway (July 2025), McNicoll (July 2025), and Eglinton (August 2025).
- **SAP Release 3:** Testing for the Transit Operator Workforce Management Solution (Phase 1) online sign-up is in progress and is planned for a Q3 2025 Go-Live.

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	2025 YTD Budget	2025 YTD Actual	2025 Budget	10-Year Approved Budget & Plan	Total Approved Budget	Total 15-Year CIP Unfunded	Total Projected EFC	Funding	Scope	Cost	Schedule	Overall
Subway Portfolio																	
Easier Access Phase III	2.2.7	LEGIS	2007	2028	$852.7	$58.7	$54.3	$123.3	$403.4	$1,201.8	-	$1,201.8	G	G	Y	Y	Y
Station Second Exits Program	2.4.2	H&S	2002	2033	$52.8	$2.0	$1.5	$11.3	$146.5	$197.9	$25.6	$223.5	Y	G	Y	G	Y
Fire Ventilation Upgrades	2.4.2	SOGR	1998	Ongoing	$376.4	$1.4	$1.7	$6.2	$230.8	$605.6	$223.0	$828.6	G	G	Y	G	Y
New Subway Train Procurement: Line 2 - 55 T1 Replacement Trains	2.4.3	SOGR	2020	2035	$4.7	$0.7	$0.7	$1.6	$2,216.8	$2,220.9	$53.0	$2,273.8	G	G	G	G	G
New Subway Train Procurement: Line 1 - 25 Growth Trains	3.1.1	Growth	2020	TBD	$4.6	$0.2	$0.2	$0.4	$283.9	$288.3	$723.2	$1,011.5	Y	G	G	Y	Y
Line 2 - Automatic Train Control (ATC) Resignalling	2.4.3	SOGR	2021	2036	$38.4	$7.1	$7.4	$15.5	$605.5	$636.6	$279.2	$915.7	G	G	G	G	G
Line 2 - Capacity Enhancement Program (Line 2 CEP)	3.1.3	SI	2019	2041	$49.7	$3.9	$5.4	$10.2	$966.4	$1,010.8	$1,620.0	$2,630.7	Y	Y	Y	Y	Y
Line 1 - Capacity Enhancement Program (Line 1 CEP)	3.1.1	SI	2019	2041	$92.8	$10.3	$9.5	$21.8	$991.3	$1,074.6	$5,628.4	$6,703.0	Y	G	Y	Y	Y
Bloor-Yonge Capacity Improvements	3.1.2	SI	2015	2035	$155.5	$21.2	$32.8	$60.4	$1,303.5	$1,426.2	$87.8	$1,514.0	G	G	Y	Y	Y
Stations Transformation	2.2.3	SI	2017	2025	$47.8	$1.7	$1.5	$4.5	$4.5	$50.8	-	$50.8	G	G	G	G	G
Total Subway Portfolio					**$1,675.6**	**$107.1**	**$114.9**	**$255.1**	**$7,152.7**	**$8,713.3**	**$8,640.0**	**$17,353.4**					
Bus & Wheel-Trans Portfolio																	
SRT Right-of-Way (ROW) Conversion to Busway	2.3.3	SOGR	2015	2027	$28.7	$2.2	$2.1	$17.8	$67.3	$93.8	-	$93.8	G	G	G	G	G
Wheel-Trans 10-Year Transformation	2.2.7	LEGIS	2017	2027	$36.7	$1.1	$1.1	$2.2	$14.1	$49.8	-	$49.8	G	G	G	G	G
Purchase of Wheel-Trans Buses (Gasoline & Electric)	2.2.7	SOGR	2016	2029*	$80.5	$5.1	$5.3	$11.8	$54.1	$129.4	$385.1	$514.5	Y	G	G	G	G
Purchase of eBuses	3.3.1	SOGR	2021	2026*	$361.4	$91.5	$133.2	$456.8	$1,169.7	$1,397.9	$3,427.7	$4,825.6	R	G	G	R	R
eBus Charging Systems	3.3.1	SOGR	2022	2026*	$200.7	$4.9	$4.9	$48.2	$512.4	$708.2	$1,000.8	$1,709.0	R	G	G	R	R
Total Bus & Wheel-Trans Portfolio					**$708.0**	**$104.7**	**$146.6**	**$536.8**	**$1,817.7**	**$2,379.1**	**$4,813.6**	**$7,192.7**					

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

Total Category 3 Portfolio ($ Millions)								
Spend-to-Date	2025 YTD Budget	2025 YTD Actual	2025 Budget	10-Year Approved Budget & Plan	Total Approved Budget	Total 15-Year CIP Unfunded	Total Projected EFC
$3,226.7	**$307.5**	**$360.7**	**$992.3**	**$10,031.2**	**$12,897.2**	**$13,453.6**	**$26,350.8**

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 2024 + 2025 YTD Actuals

*Forecast Completion Year reflects the funded scope of the projects/programs.

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	2025 YTD		2025 Budget	10-Year Approved Budget & Plan	Total Approved Budget	Total 15-Year CIP Unfunded	Total Projected EFC	Funding	Scope	Cost	Schedule	Overall
						Budget	Actual										
Streetcar Portfolio																	
Purchase of 60 Streetcars	3.1.5	Growth	2019	2026	$437.0	$76.5	$78.2	$142.6	$157.4	$516.1	-	$516.1	G	G	G	G	G
Hillcrest Facility	3.1.5	SI	2021	2029	$17.2	$2.9	$4.2	$6.4	$145.6	$158.6	-	$158.6	G	G	Y	G	Y
Russell Carhouse	3.1.5	SOGR	2021	2029	$44.2	$2.2	$5.8	$4.7	$131.6	$170.0	-	$170.0	G	G	G	G	G
Total Streetcar Portfolio					**$498.4**	**$81.6**	**$88.2**	**$153.7**	**$434.5**	**$844.8**	**-**	**$844.8**					
Network Wide Portfolio																	
TTC Operations Facility	3.1	Growth	2024	2032	$16.7	$0.8	$1.8	$2.1	$481.4	$496.3	-	$496.3	G	G	G	G	G
VISION - CAD/AVL	2.1.2	SOGR	2016	2025	$105.1	$0.7	$1.5	$6.3	$8.1	$111.7	-	$111.7	G	G	G	Y	Y
SAP ERP Implementation	4.3.2	SOGR	2014	2027	$150.4	$12.1	$7.2	$36.0	$129.7	$272.8	-	$272.8	G	G	G	Y	Y
PRESTO	2.2.6	Growth	2012	2027	$72.5	$0.5	$0.4	$2.3	$7.1	$79.2	-	$79.2	G	Y	G	R	R
Total Network Wide Portfolio					**$344.7**	**$14.1**	**$10.9**	**$46.6**	**$626.3**	**$960.0**	**-**	**$960.0**					

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

Total Category 3 Portfolio ($ Millions)								
Spend-to-Date	2025 YTD		2025 Budget	10-Year Approved Budget & Plan	Total Approved Budget	Total 15-Year CIP Unfunded	Total Projected EFC
	Budget	Actual					
$3,226.7	**$307.5**	**$360.7**	**$992.3**	**$10,031.2**	**$12,897.2**	**$13,453.6**	**$26,350.8**

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Note: **1)** Total Projected EFC = Total Approved Budget + Total 15-Year CIP Unfunded **2)** Spend-to-Date = Total Spent to 2024 + 2025 YTD Actuals

Subway Portfolio

Easier Access Program (Phase III)

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

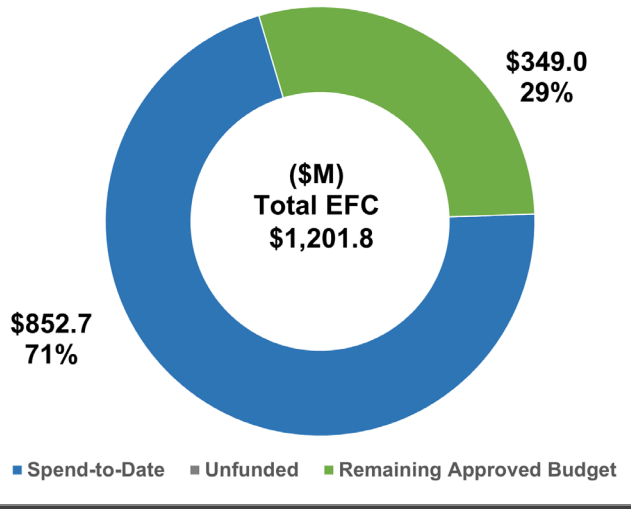
Funding Status	Performance Scorecard (Outlook Status)							
G	Scope	G	Cost	Y[1]	Schedule	Y[2]	Overall	Y

Scope Description

This 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	2028
Estimated Final Cost (EFC)	$1,201.8M
Total Approved Budget	$1,201.8M
10-Year Approved Budget (2025-2034)	$403.4M
2025 Budget	$123.3M
2025 YTD Budget	$58.7M
2025 YTD Actuals	$54.3M



Schedule and Progress Update

To date, 58 of 70 subway stations (83%) have been made accessible.

The following summarizes the status of 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.
- Old Mill Station: The contract was awarded on January 29, 2025. A Quantitative Risk Assessment (QRA) was completed, and the schedule has been updated to reflect a forecasted end date of Q3 2028 to accommodate the risk allocation.

- [3]Rosedale Station: The work has been impacted by the performance of the elevator subcontractor with delays in delivery of elevator components and inadequate resources being supplied to complete the elevator work. TTC staff are working with the contractor to mitigate the delay and Elevator-in-Service (EIS) completion is expected within Q3 2025 (previously Q2 2025).
- [4]Christie Station: The work has recently been impacted due to delays with the elevator door frame fabrication, resulting in the deferral of the EIS date to Q4 2025 from Q3 2025.
- [5]Islington Station: A combination of constructability issues, site conditions, and the recent cancellation of a planned sidewalk closure has impacted the EIS date to Q3/Q4 2026 from Q1 2026. The schedule is subject to further refinement to include known impacts, including the required utility co-ordination work with Toronto Hydro. Mitigation activities are underway to accelerate/recover the schedule, where possible.
- [6] Greenwood and Museum stations: Following the removal of the previous elevator subcontractor at both stations, a new subcontractor was onboarded, and the TTC is working with the general contractor to identify opportunities for schedule recovery.

An update is being provided to the TTC Board at the September 2025 meeting, as part of the 2025 Accessibility Plan Status Report, which outlines 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 to ensure accessibility to the subway system. The table below provides the status and the anticipated EIS dates for the remaining stations.

Program Schedule (As of July 31, 2025)

Station Projects	Phase	Construction % Complete	Elevators-in-Service	Status
Rosedale	Construction	97%	Q3 2025	R[3]
Christie	Construction	89%	Q4 2025	R[4]
Warden (EA/Re-dev)[7]	Construction	80% | 41%	Q4 2025	G
Summerhill	Construction	84%	Q4 2025	G
Greenwood	Construction	87%	Q1 2026	Y[6]
Lawrence	Construction	86%	Q2 2026	G
College	Construction	85%	Q2 2026	G
Museum	Construction	83%	Q3 2026	Y[6]
Spadina	Construction	80%	Q3 2026	G
Islington (EA/Re-dev)[8]	Construction	44%	Q4 2026	R[5]
King	Construction	50%	Q4 2026	G
Old Mill	Construction	1%	Q3 2028	G

Notes:
[7]The Warden EA contract will provide accessibility from the Passenger Pick-Up and Drop-Off (PPUDO) 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.
[8]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

- [1]Site conditions, increased closure costs, third party/utility costs, general cost escalations due to longer-than-planned construction durations, and interim bus service costs have resulted in an increase of approximately $30M to the Estimated Final Cost (EFC), which will be requested through the 2026 Budget submission.
- [2]The overall program schedule has been flagged at caution (yellow) due to the above schedule delays. Apart from Old Mill Station, all remaining 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. An example of this is the continued extended station entrance closures at Museum and Lawrence stations and a planned two-month closure of a secondary entrance at King Station to facilitate the elevator and new fare line work.

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

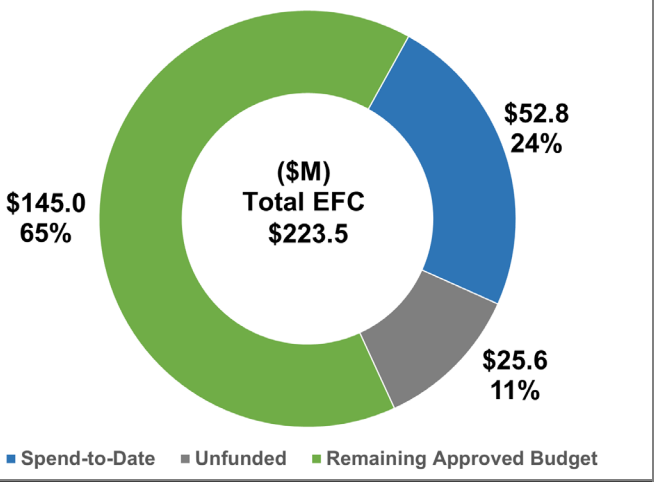
Funding Status	Performance Scorecard (Outlook Status)							
Y[1]	Scope	G	Cost	Y[2]	Schedule	G	Overall	Y

Scope Description

The TTC is adding 14 Second Exits at high-priority 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.

Financials: Cost and Budget

Project/Program Start	2002
Forecast Completion Year	2033
Estimated Final Cost (EFC)	$223.5M
Total Approved Budget	$197.9M
10-Year Approved Budget (2025-2034)	$146.5M
2025 Budget	$11.3M
2025 YTD Budget	$2.0M
2025 YTD Actuals	$1.5M



Schedule and Progress Update

As of May 15, 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.
- Construction continues at College Station and Dundas West Station, which is being managed by Metrolinx.
- Property acquisition and permit approvals are in progress at Summerhill Station.
- Discussions are ongoing with the developer for the integration of a second exit from Dundas Station's northbound platform.
- Dundas West Station: Construction has been delayed due to unforeseen site conditions and additional scope changes requested by the developer at the location.
- The status of the Second Exits/Entrances at the remaining five stations is outlined below.

Station Second Exits/Entrances (As of Aug 7, 2025)				
Station	**Current Phase**	**Second Exits/ Entrances In-Service**	**Status**	
College	Construction	Q2 2026	In Progress	G
Dundas West	Construction	Q4 2027	In Progress	Y
Summerhill	Property Acquisition/ Permit Approvals	Q4 2027	In Progress	G
Greenwood	Planning	TBD	N/A	
Dundas	Planning	TBD	N/A	

Key Risks and Mitigation Activities

- 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.
- To mitigate any potential delay in the completion of the Second Exit at Dundas Station, the TTC will continue to work closely with the City to identify development opportunities.
- [2]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.
- [1]Funding status is at caution as the Lawrence West Station Second Exit is unfunded.

Next Steps

- Obtain permits and approvals and finalize property easement agreements for Summerhill Station by Q3 2025.
- Award construction contract for the Summerhill Station Second Exit and commence the pre-construction phase.
- Continue to advance the Second Exits construction at College and Dundas West stations.
- Continue to advance discussions with the developer to integrate the Second Exit from Dundas Station's northbound platform.

Note:

- [1]$25.6M is unfunded in the 10-Year Capital Budget and Plan (2025-2034).

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

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

Scope Description

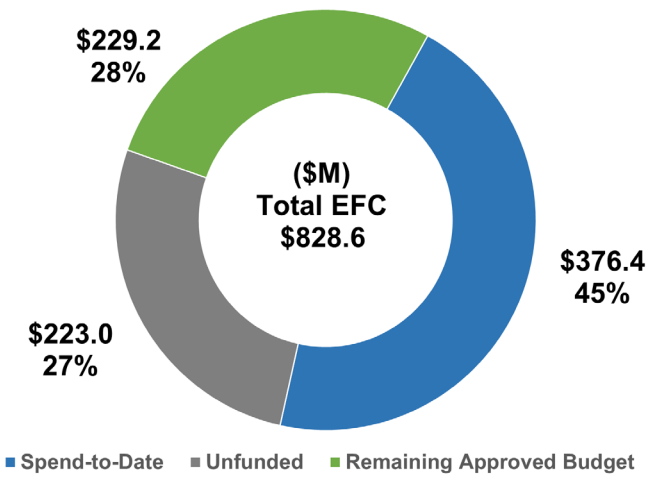
Initiated in 1998 as a fire and life safety initiative, this State-of-Good-Repair (SOGR) program provides a tenable environment to evacuate customers and employees safely from subway tunnels as well as stations in the event of fire or smoke and provides adequate ventilation in the tunnels for crews conducting maintenance. This program also 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)	$828.6M
Total Approved Budget	$605.6M
10-Year Approved Budget (2025-2034)	$230.8M
2025 Budget	$6.2M
2025 YTD Budget	$1.4M
2025 YTD Actuals	$1.7M



Schedule and Progress Update

For more information on work completed to date, please see previous report.

The following work is currently in progress:

- Detailed Design for the Subway Ventilation Equipment Replacement at Russell Hill Emergency Service Building (ESB), Dupont Station, and Spadina Station (Lines 1 and 2).
- Scope Design Review for the Subway Ventilation Equipment Replacement at St Patrick, Queen's Park, and Donlands stations, and Union Streetcar Loop.
- Condition Assessment Study of the Subway Ventilation Equipment and associated services for future locations.
- Identifying and correcting construction deficiencies for the new Subway Ventilation Upgrade system at Eglinton Station is in progress.

Key Risks and Mitigation Activities

- To mitigate concerns resulting from construction complexities for the 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 traffic lane closures at various locations.
- [1]The Estimated Final Cost (EFC) is projected to increase due to design maturity and the request to replace the existing power and communication cable feeds with new fire-rated cables. Additional funding is being requested through the 2026 budget submission.
- 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

- Advance the design for the following Subway Ventilation Equipment Replacement SOGR contracts: Russell Hill ESB, Dupont Station, Spadina Station (Lines 1 and 2), Donlands Station, St Patrick Station, Queen's Park Station, and Union Streetcar Loop.
- Continue to advance the Condition Assessment Study of Subway Ventilation Equipment and associated services for future locations.
- Continue to identify and correct construction deficiencies for the new Subway Ventilation Upgrade system at Eglinton Station.

Note:

- [1]$223.0M is unfunded post-2034.

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

Funding Status	Performance Scorecard – 55 Replacement Trains (Outlook Status)							
G	Scope	G	Cost	G	Schedule	G	Overall	G
Funding Status	**Performance Scorecard – 25 Growth Trains (Outlook Status)**							
Y[1]	Scope	G	Cost	G	Schedule	Y[1]	Overall	Y[1]

Scope Description

The purchase of 80 New Subway Trains (NST) to increase operational efficiencies and accommodate ridership growth based on current forecasts. The scope includes:

- 55 trains to replace the 30-year-old T1 fleet on Line 2 at the end of design life.
- Contract options: 25 additional trains to accommodate growth on Line 1 by 2032.

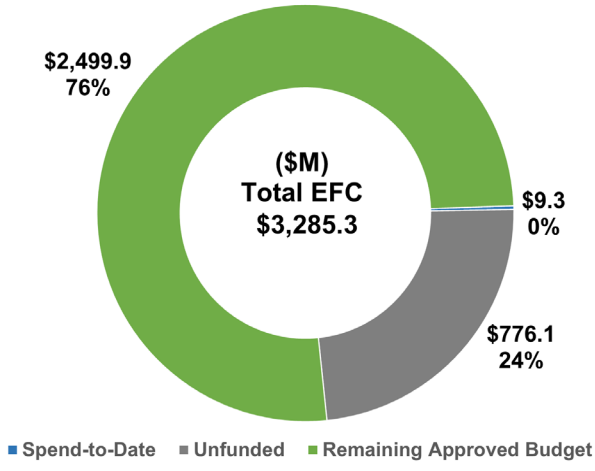
Not included in the Estimated Final Cost (below) are additional requirements:

- 15 expansion trains for Metrolinx (included in the base order with full funding committed by the Province): Eight for Yonge North Subway Extension (YNSE) and seven for Scarborough Subway Extension (SSE) for opening expansion service in early 2030s.
- 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

Project/Program Start	2020
Forecast Completion Year	2035[2]
Estimated Final Cost (EFC)	$3,285.3M
Total Approved Budget	$2,509.2M
10-Year Approved Budget (2025-2034)	$2,500.7M
2025 Budget	$2.0M
2025 YTD Budget	$0.9M
2025 YTD Actuals	$0.9M



Schedule and Progress Update

55 T1 Replacement Trains (Line 2):

- On August 15, 2025, the TTC cancelled the Request for Proposal (RFP) and will be proceeding with a single-source contract currently being negotiated with Alstom Transport Canada for the supply of trains. This approach is supported by funding partners. A report to the TTC Board is expected by year-end.

25 Growth Trains (Line 1):

- The TTC continues to pursue intergovernmental funding for the 25 trains to accommodate growth on Line 1. The TTC has identified the growth trains as a priority project for funding consideration under the Canada Public Transit Fund Metro Region Agreement Stream.

Key Risks and Mitigation Activities

55 T1 Replacement Trains (Line 2):

- The final cost is subject to the outcome of the negotiations. An independent third-party cost assessment to evaluate value for money is to be conducted.

25 Growth Trains (Line 1):

- Without the 25 growth trains, the YNSE may open with degraded service, as the existing Line 1 fleet is insufficient to meet service requirements. The Train Maintenance and Storage Facility (TMSF) is interdependent with the 25 growth trains, a prerequisite for the maintenance and storage requirements. Target headways outlined in the Line 1 Capacity Enhancement Program are also dependent on the availability of the 25 growth trains.

Key Issues and Action Plan

25 Growth Trains (Line 1):

- [1]There is insufficient funding to procure the Line 1 growth trains. The TTC is seeking intergovernmental funding support for Line 1. Project cost and schedule are dependent on timing to secure funding.

Next Steps

55 T1 Replacement Trains (Line 2):

- Continue negotiations with Alstom Transport Canada Inc. and report to the Board in December 2025.

25 Growth Trains (Line 1):

- Continue intergovernmental funding discussions.

Note:

- [2] 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

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

Scope Description

This State-of-Good-Repair (SOGR) program includes the resignalling of Line 2 (Kipling to Kennedy) to modernize the existing fixed-block signalling system that was first implemented on Line 2 in 1966. This program will also improve reliability, on-time service, faster travel times, and increase capacity to reduce overcrowding.

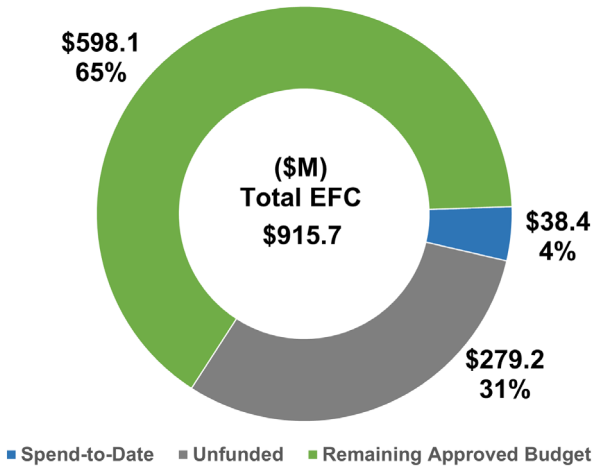
The scope of the program includes:

- Phased 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: To operationalize ATC on Line 2, the existing T1 fleet on Line 2 needs to be replaced with the New Subway Trains. A study is also underway to determine the scope and cost to maintain the existing fixed-block system until the planned cutover to ATC at the end of 2036.

Financials: Cost and Budget

Project/Program Start	2021
Forecast Completion Year	2036[1]
Estimated Final Cost (EFC)	$915.7M
Total Approved Budget	$636.6M
10-Year Approved Budget (2025-2034)	$605.5M
2025 Budget	$15.5M
2025 YTD Budget	$7.1M
2025 YTD Actuals	$7.4M



Schedule and Progress Update

- The Request for Proposal (RFP) was issued to market in December 2024, with Bid Submissions due by the end of Q3 2025 and the Contract Award expected by Q2 2026.

Note: the option for Metrolinx to exercise ATC for the Scarborough Subway Extension (SSE) has been included in the Line 2 ATC RFP.

- An Addendum was issued to address questions from the completed Confidential Commercial Meetings.

Enabling Works:

- The ATC infrastructure enabling works are progressing, with 40% of the Line 2 cable route management system installed.
- The enabling design work for ATC infrastructure is progressing with 50% of the Line 2 fiber backbone layouts, 33% of the Line 2 facilities design, and 100% of the Cable Route Management System (CRMS) design completed to date.

Key Risks and Mitigation Activities

- The implementation of ATC on Line 2 is contingent on the delivery of the interdependent 55 Trains for Line 2, as the existing T1 fleet will need to be decommissioned for cutover to revenue service to occur and unlock the benefits of the ATC system. The TTC continues to closely monitor program schedules.

Next Steps

ATC RFP:

- Commence RFP staged evaluations. Contract Award expected Q2 2026.

Enabling Works:

- Progress with the cable route installation (Chester to Sherbourne) and ground screw installation (Royal York to Kipling).
- Progress with the Signal Equipment Room construction at Victoria Park Station and design at Chester Station.
- Commence the Line 2 Fiber capacity upgrade cable testing in preparation for the installation from Hillcrest to Dupont Station and continue with the fiber backbone design and fiber routing surveys.

Notes:

- [1]The forecast completion year of 2036 reflects the achievement of the phased ATC cutover, which is contingent on the NST delivery schedule.
- $279.2M is unfunded post-2034.

Rogers 5G Implementation

Strategic Alignment to Corporate Plan	Project Type
Objective 2.2: Improve the Customer Experience by Providing a Safe, Accessible, and Comfortable Journey Action 2.2.4: Expand Access to Cellular Service Across the TTC Network	Service Improvements
	Asset Class
	Systems

Performance Scorecard (Outlook Status)							
Scope	G	Cost	N/A	Schedule	G	Overall	G

Scope Description

This program includes the implementation of 5G wireless service across the TTC subway network, including Line 1, Line 2, and Line 4, to improve the customer experience. Full implementation is planned to be completed by the end of 2026, with 80% of tunnel sections going into service by the end of 2025. The scope of the project includes:

- Installation of Rogers 5G assets in tunnel sections on Line 1, Line 2, and Line 4.
- Installation of Rogers 5G equipment at stations on Line 1, Line 2, and Line 4.

Note: Federal Government timelines have mandated that 80% of tunnel sections be completed by the end of 2025 and 100% of tunnel sections be completed by the end of 2026.

Financials: Cost and Budget

The 5G implementation project is a partnership between Rogers Communications and the TTC, with Rogers being the key infrastructure provider funding this project.

Schedule and Progress Update

Line 1 and Line 2: Installation activities are progressing at track level and at stations to install cables, equipment, and assets required to enable 5G wireless service.
Line 4: Work has not yet commenced.

Line 1 Progress:

Tunnel Sections	Track Installation	Station Installation	In Service	Status
Eglinton W - St Clair W	100%	90%	Q3 2025	In Progress
St Clair W - Dupont	55%	75%	Q3 2025	In Progress
Dupont - Spadina	100%	30%	Q3 2025	In Progress
Spadina - St George	100%	25%	Q3 2025	In Progress
Rosedale - Summerhill	65%	0%	Q4 2025	In Progress
Summerhill - St Clair	6%	0%	Q4 2025	In Progress
St Clair - Davisville	73%	0%	Q4 2025	In Progress
Davisville - Eglinton	93%	0%	Q4 2025	In Progress
York Mills - Sheppard	14%	0%	Q4 2025	In Progress
Sheppard - North York Centre	0%	0%	Q4 2025	Not Started
North York Centre - Finch	0%	0%	Q4 2025	Not Started
Eglinton - Lawrence	12%	0%	Q2 2026	On Hold*
Lawrence - York Mills	11%	0%	Q2 2026	On Hold*

*Asbestos abatement required, abatement activities in progress

Line 2 Progress:				
Tunnel Sections	Track Installation	Station Installation	In Service	Status
Kennedy - Warden	100%	90%	Q4 2025	In Progress
Victoria Park - Main	100%	90%	Q4 2025	In Progress
Main - Woodbine	17%	80%	Q4 2025	In Progress
Woodbine - Coxwell	100%	75%	Q4 2025	In Progress
Coxwell - Greenwood	100%	80%	Q4 2025	In Progress
Greenwood - Donlands	100%	80%	Q4 2025	In Progress
Donlands - Pape	100%	77%	Q4 2025	In Progress
Pape - Chester	100%	52%	Q4 2025	In Progress
Chester - Broadview	38%	65%	Q4 2025	In Progress
Broadview - Castle Frank	14%	45%	Q4 2025	In Progress
Castle Frank - Sherbourne	2%	0%	Q4 2025	In Progress
Sherbourne - Yonge	0%	0%	Q4 2025	Not Started
St George - Spadina	0%	10%	Q4 2025	Not Started
Spadina - Bathurst	0%	0%	Q4 2025	Not Started
Bathurst - Christie	0%	0%	Q4 2025	Not Started
Christie - Ossington	0%	0%	Q4 2025	Not Started
Ossington - Dufferin	0%	0%	Q4 2025	Not Started
Dufferin - Landsdowne	N/A	100%	Q2 2025	Completed
Landsdowne - Dundas West	0%	0%	Q4 2026	Not Started
Dundas West - Keele	N/A	100%	Q2 2025	Completed
Keele - High Park	0%	0%	Q4 2026	Not Started
High Park - Runnymede	0%	0%	Q4 2025	Not Started
Runnymede - Jane	0%	0%	Q4 2026	Not Started
Jane - Old Mill	0%	0%	Q4 2026	Not Started
Old Mill - Royal York	0%	0%	Q4 2026	Not Started
Royal York - Islington	0%	0%	Q4 2025	Not Started
Islington - Kipling	N/A	100%	Q2 2025	Completed

Key Issues and Action Plan:

- The schedule may be impacted because of workcar and resource availability, which prioritizes state-of-good-repair activities. The TTC will co-ordinate with internal departments to prioritize Rogers work (where possible) so that workcars are available and assigned.
- Maintenance and capital works windows in the subway system are constrained. Weekend closures, in addition to nightly work, are required to meet schedule. Close co-ordination is required with other SOGR work for track-level access. Evaluating opportunities to improve or maintain existing productivity within the maintenance window.
- Required asbestos removal from Eglinton to York Mills and Dundas West to Lansdowne stations prior to equipment installation has been paused to support Sheppard Station asbestos abatement. Early access closures are being utilized to perform abatement activities to meet schedule.

Next Steps

- Continue track-level equipment installation, supporting the Rogers contractor with station installation and asbestos abatement, as required.
- Test and commission tunnel segments as tunnel and station work is completed.

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

Funding Status	Performance Scorecard (Outlook Status)							
Y[1]	**Scope**	Y[2]	**Cost**	Y[2]	**Schedule**	Y[3]	**Overall**	Y

Scope Description

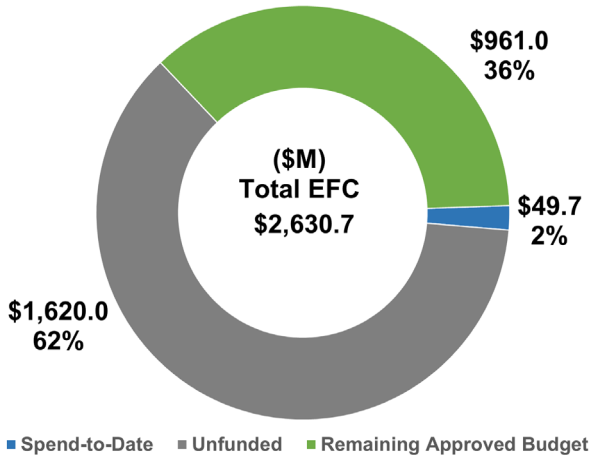
This program provides for the expansion of Line 2 capacity by achieving headways of up to 120 seconds by 2041, enabling the movement of up to 33,000 passengers per hour at peak hours. This will improve customer experience by addressing overcrowding and reducing travel times. The scope includes:

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 procurement of the New Subway Trains and Line 2 Automatic Train Control (ATC).

Financials: Cost and Budget

Project/Program Start	2019
Forecast Completion Year	2041
Estimated Final Cost (EFC)	$2,630.7M
Total Approved Budget	$1,010.8M
10-Year Approved Budget (2025-2034)	$966.4M
2025 Budget	$10.2M
2025 YTD Budget	$3.9M
2025 YTD Actuals	$5.4M



Discussion:

- [1]The Line 2 CEP does not have full funding for all elements approved in the budget.
- Projects within Line 2 CEP are in various stages of the project life cycle, and estimates will be matured as the projects advance through the stage gate process.

Project	Milestone	Forecasted End Date	Status
Station Capacity – Modifications and Upgrades			
Spadina Station Streetcar Platform Extension	Contract Award	Q4 2025	G
Jane Station New Fareline and Staircase Modification	Detailed Design Review	Q3 2025	G
Systems & Infrastructure			
Traction Power Upgrades:			
Lansdowne Substation Upgrade	Preliminary Design Review	Q3 2025	Y[4]
New Danforth Substation	Concept Design Review	Q4 2025	G
Positive and Negative Feeders (PNFs)			
- Delaware	Detailed Design Review	Completed	
- Indian Grove	Detailed Design Review	Q3 2025	G
- Kennedy	Agreement with Metrolinx (Design)	Q3 2025	G
- Broadview	Construction	Q1 2027	R[5]
Duct Bank Installations			
- Warden, Victoria Park, Bedford, Asquith	Detailed Design	Q1 2026	G
Guideway Enhancements:			
Warden Station Storage Track Extension	Preliminary Design	Q4 2025	G
Greenwood Yard:			
Facility Carhouse Modifications	Detailed Design	Q4 2025	Y[6]
Overhaul Shop Modifications	Preliminary Design Review	Q4 2025	G
Yard Signalling	Technical Specifications Development	Q1 2026	G

Schedule and Progress Update

Station Capacity – Modifications and Upgrades:

- Spadina Station Streetcar Platform Extension: Schedule was impacted due to a delay in obtaining permits. Property expropriation approval was obtained in May 2025, and there is no impact on the overall Line 2 CEP Program schedule.

Systems and Infrastructure:

Traction Power Upgrades:

- [4]Lansdowne Substation Upgrade: Preliminary Design Review was delayed to accommodate additional Stakeholder requirements, however there is no impact to the overall program schedule.
- Positive and Negative Feeders (PNFs):
  - Delaware: Detailed Design Review was completed in May 2025.
  - Kennedy: Metrolinx has submitted a draft agreement for the Design portion, which is currently under review. Construction is planned for 2027, and the agreement will be drafted at a later stage due to other Metrolinx priorities.
  - [5]Broadview: Construction was delayed due to the unavailability of TTC resources, however there is no impact to the overall program schedule.

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

[6]Facility Carhouse Modifications: There are further schedule delays due to design changes required to align with the new Ontario Building Code (OBC 2024) and the City's Net Zero Strategy. However, there is no impact on the overall program schedule.

Key Issues and Action Plan

- [2]The addition of Oakvale Substation Upgrades and New Greenwood Yard Substation into Line 2 CEP scope to accommodate new initiatives, mainly due to the implementation of Net Zero requirements to meet the City of Toronto's TransformTO targets, will impact the Line 2 CEP Estimated Final Costs. Funding requirements for both projects have been included in the 2026-2035 budget submission.
- The unavailability of the TTC Operations workforce and workcars is a concern and is impacting the successful delivery of Line 2 Traction Power portfolio projects. The TTC continues to develop and implement a short- and long-term resource strategy.

Key Risks and Mitigation Activities

- [3]The achievement of the interim target outcome of the program to decrease headways by 2031 is at caution as it is dependent on the delivery of the new replacement trains as well as advancing the full scope of the program.
- Potential changes to forecasted customer demand may impact the service levels required for each Target Horizon Year and program objectives. The TTC closely monitors the demand model and adjusts the program scope and schedule, as required.

Next Steps

Systems and Infrastructure:

Traction Power:

- Lansdowne Substation Upgrade: Obtain Stage Gate 3 approval by Q4 2025.
- Jane Station New Fareline and Staircase Modification: Award contract by Q3 2026.
- New Danforth Substation: Obtain Stage Gate 2 approval by Q1 2026.

Greenwood Yard – Carhouse Modifications, Shop Modifications and Signalling:

- Facility Carhouse Modifications: Obtain Stage Gate 4 approval by Q2 2026.
- Overhaul Shop Modifications: Obtain Stage Gate 3 approval by Q2 2026.

Note:

- [1]$37.7M is currently unfunded in the 10-Year Capital Budget and Plan (2025-2034), and $1,582.2M is unfunded post-2034.

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

Funding Status	Performance Scorecard (Outlook Status)							
Y[1]	Scope	G	Cost	Y[2]	Schedule	Y[3]	Overall	Y[3]

Scope Description

This program provides for the expansion of Line 1 capacity by achieving headways of up to 100 seconds by 2037, enabling the movement of up to 39,600 passengers per hour at peak hours. This will help improve customer experience by addressing crowding and reducing travel times.

To achieve program objectives, the current scope of the Line 1 CEP includes:

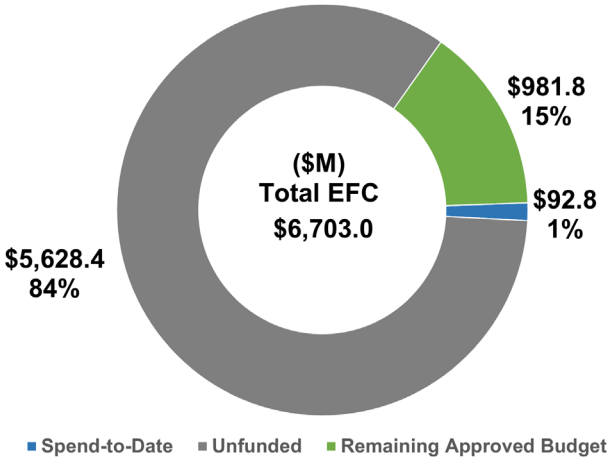
1. *Station Capacities (Structures)*: a) Station modifications to improve station capacities and increase service at St Andrew, St George, and King stations; b) Tactics implementation to improve passenger flow at 12 stations, including three pilot stations: St Andrew, St George, and Dundas.

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 Train Maintenance and Storage Facility (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/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 dependent on the procurement of new trains for Line 1 to accommodate growth. A total Line 1 fleet of 122 trains is required by 2037 based on the current forecast and program design (see above).
- Achievement of the benefits of the investments by the Federal and Provincial governments for 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)	$6,703.0M
Total Approved Budget	$1,074.6M
10-Year Approved Budget (2025-2034)	$991.3M
2025 Budget	$21.8M
2025 YTD Budget	$10.3M
2025 YTD Actuals	$9.5M



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 within Line 1 CEP are in various stages of the project life cycle and estimates will 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 2037 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.

Project	Milestone	Forecasted End Date	Status
Station Capacity – Modifications and Upgrades			
King Station – Concourse Expansion and Additional Exit	Detailed Design	Q3 2026	Y[4]
Tactics Implementation (12 Stations)	Implementation Schedule	Q3 2025	G
St. Andrew – Concourse Modification Phase 2	Preliminary Design	Q3 2025	Y[5]
Systems and Infrastructure			
Traction Power Upgrades:			
New Traction Power Substation at Highway 407 Station	Preliminary Design Review	Completed	G
Positive and Negative Feeders (PNFs) and Duct Bank Installations			
- Orde, Yonge Street, Duncan – Part 1	Detailed Design	Q2 2026	G
- Davisville	Detailed Design Review	Q4 2025	G
- Granby Station	Tender Package Ready	Q3 2025	G

Project	Milestone	Forecasted End Date	Status
Negative Reinforcing Cables (NRC)			
- Vaughan Metropolitan Centre to Sheppard West	Construction	Q4 2029	R[6]
- Sheppard West to Wilson	Detailed Design Review	Q3 2025	G
- Wilson to Yorkdale	Detailed Design	Q4 2025	G
Fire Ventilation Requirements			
St Clair West Station Fire Ventilation System	Stage Gate 4 Approval	Q4 2025	G
Markdale Emergency Service Building (ESB) Fire Ventilation System	Detailed Design Review	Q1 2026	G
Lytton ESB Fire Ventilation System	Preliminary Design	Q3 2026	G
Train Maintenance and Storage Facility (TMSF):			
TMSF	Stage Gate 2	Q3 2026	Y[2,3]

Schedule and Progress Update

Station Capacity – Modifications and Upgrades:

- [4]King Station – Concourse Expansion and Additional Exit: Detailed Design (100%) completion schedule has been impacted due to delays in the Toronto Hydro design. However, there is no impact on the overall Line 1 CEP schedule.
- [5]St Andrew – Concourse Modification Phase 2: A value engineering exercise, which is currently underway, has impacted the finalization of the Preliminary Design; however, there is no impact to the overall program schedule.

Systems and Infrastructure:

Traction Power Upgrades:

- New Traction Power Substation at Highway 407 Station: Preliminary Design Review was completed in May 2025; however, the preferred site may no longer be available as the Ministry of Transportation (MTO) is considering it for other use. As a result, two alternative sites that were previously identified during the Feasibility Study are being reconsidered by Infrastructure Ontario (IO) and Metrolinx.
- [6]Negative Reinforcing Cables (NRC) – Vaughan Metropolitan Centre to Sheppard West: Construction has slowed down due to the unavailability of the TTC Operations workforce and workcars and is now scheduled for completion in Q4 2029.

Fire Ventilation Requirements:

- St Clair West Station System: Completed Detailed Design Review (July 2025).

Train Maintenance and Storage Facility (TMSF):

- [2,3]The TTC is undertaking the necessary due diligence for potential site locations for a Line 1 TMSF, which is in the planning phase.
- Tender for the Owner's Engineer Request for Proposal (RFP) is planned to commence by Q3 2025.

Key Issues and Action Plan

- [1]A new TMSF is essential to store and maintain the trains 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 unavailability of the TTC Operations workforce and workcars is a concern and is impacting the successful delivery of Line 1 Traction Power portfolio projects. The TTC continues to develop a short- and long-term resource strategy.

Key Risks and Mitigation Activities

- Potential changes to the forecasted 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.
- [3]Ongoing stakeholder consultations on the site selection for the new TMSF continue to be a risk in achieving the benefits of the Line 1 CEP Program.

Next Steps

Systems and Infrastructure:

Traction Power:

- Positive and Negative Feeders (PNF) and Duct Bank Replacement:
  - Orde Station: Detailed Design Submission to be completed by Q3 2025.
  - Granby Station: Contract Award is expected by Q4 2025.

Fire Ventilation Requirements:

- St Clair West Station Fire Ventilation System: Obtain Stage Gate 4 approval by Q4 2025.
- Markdale Emergency Service Building (ESB) Fire Ventilation System: Obtain Stage Gate 4 approval by Q2 2026.

Train Maintenance and Storage Facility (TMSF):

- Award Owner's Engineer contract by Q1 2026.
- Continue due diligence activities and consultation with stakeholders on the site selection.

Note:

- Current planning assumptions for capital projects for horizon year 2041 are based on pre-pandemic projections. Forecasts are under review to update with the new 2051 horizon, and with updated land use, population, etc.
- $3,201.2M is currently unfunded in the 10-Year Capital Budget and Plan (2025-2034), and $2,427.2M is unfunded post-2034.

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

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

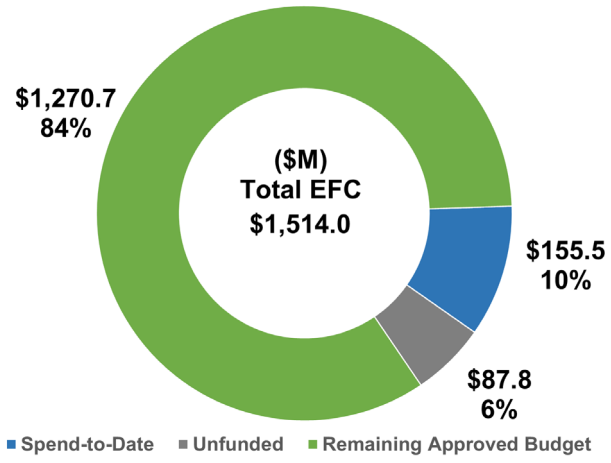
Scope Description

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.
- 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.

Financials: Cost and Budget

Project/Program Start	2015
Forecast Completion Year	2035
Estimated Final Cost (EFC)[1]	$1,514.0M
Total Approved Budget	$1,426.2M
10-Year Approved Budget (2025-2034)	$1,303.5M
2025 Budget	$60.4M
2025 YTD Budget	$21.2M
2025 YTD Actuals	$32.8M



Schedule and Progress Update

- The BYCI project is receiving approved intergovernmental funding through the Investing in Canada Infrastructure Program – Public Transit Infrastructure Stream. 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.

- Brookfield commenced construction for the chiller plant in Q1 2025 and is forecasted to be completed by the end of Q2 2026.
- The Progressive Design-Build (PDB) contract for the Development Phase was awarded to Kenaidan Murphy Joint Venture (KMJV), and the Development Phase is expected to be completed in early 2027.
- Development Phase activities kicked off, including the submission of several key plans, due diligence planning, and project governance has been established.
- Communication strategies are ongoing to inform riders about the project, with additional funding signs and new project signs being installed inside Bloor-Yonge Station, a pop-up event hosted during the PRIDE Parade, and project-specific newsletters.

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.
- [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.

Key Risks and Mitigation Activities

- Future negotiations and/or expropriations may impact the property requirements of the project. The TTC and City will continue to co-ordinate to minimize schedule impacts.
- Opportunities to mitigate schedule impacts due to prolonged property negotiations and the extension of the RFP in-market period will be examined by the TTC, with KMJV, during the Development Phase, and will also include alignment with the funding timeline (Oct. 2033).
- Potential increase in the estimated cost regarding the Toronto Hydro utility realignment plan, which is currently under development and being negotiated with Toronto Hydro to mitigate. The TTC will continue to monitor project escalation costs, with any adjustments to the cost estimate to be undertaken as part of the Development Phase work.
- Platform Edge Doors (PEDs) and Net Zero costs are currently unfunded. The scope addition of PEDs will support safety and assist with overcrowding. The cost, schedule, and operational impacts will be assessed during the Development Phase and presented to the Board by Q2 2026.
- To establish Value for Money and achieve agreement on a Target Price with the successful Proponent for the Construction Phase, an Independent Value Assessor has been retained.

Next Steps

- Continue with the Validation Period to review the 30% baseline estimate and schedule, undertake due diligence activities, and prepare the Development Phase plan.
- Further examine Value Engineering opportunities to address increased Development Phase costs.

Note:

- 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.

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

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

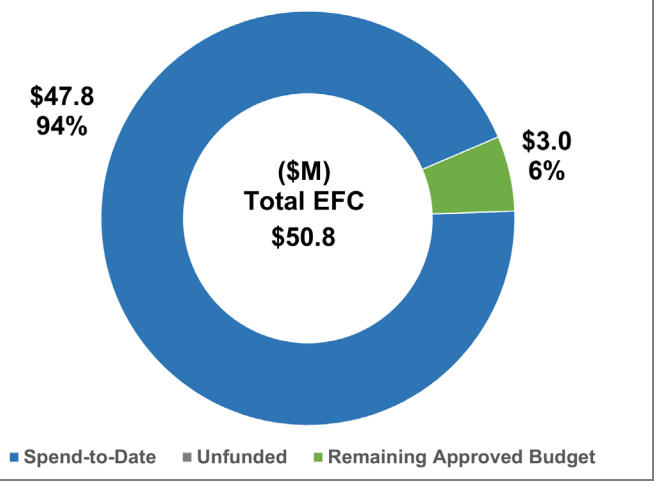
Scope Description

Implement infrastructure improvements and other station initiatives, to improve customer experience, and increase safety and security of TTC stations, employees, and customers. The scope includes:

- Upgrades to the Public Announcement (PA) System.
- Upgrades to the stations' Passenger Assistance Intercoms (PAIs) by making them user-friendly, improving sound quality, and live video feed for customers needing assistance.
- Upgrades of the existing CCTV cameras to increase coverage to 90% at all stations.
- Construction of 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.
- Introduce Customer Service Agents (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 (2025-2034)	$4.5M
2025 Budget	$4.5M
2025 YTD Budget	$1.7M
2025 YTD Actuals	$1.5M



Schedule and Progress Update

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

- This upgraded system helps to efficiently triage calls to the appropriate areas for action.

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, which provide visual deterrence for fare evasion, and the ability for CSAs to monitor the stations.

Six Zone Hubs (Completed – Q2 2023):

- These Hubs provide zone management, security monitoring, and the ability to respond efficiently to customer service requests.

Public Announcement (PA) System (Completed – Q2 2025):

- The upgraded PA system provides improved reliability and sound quality. As of May 29, 2025, all 70 stations have been upgraded.

Customer Service Agents (CSA) (Completed – Q2 2025):

- Following the ratification of the Collective Bargaining Agreement (CBA), implementation of the CSA model was completed in May 2025.

CCTV Cameras (In Progress):

- Improve customer service and augment the safety and security of TTC customers and employees by increasing camera coverage to 90% from 75%.
- To date, a total of 67 of 70 stations have at least 90% camera coverage, with planned completion of the remaining three stations by the end of 2025.

Next Steps

- CCTV Cameras: Complete 90% camera coverage at the remaining stations by Q4 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 **Action 2.3.3:** Build the Line 3 Busway	SOGR **Asset Class** Various

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

Scope Description

The following was implemented as part of Phase 1:

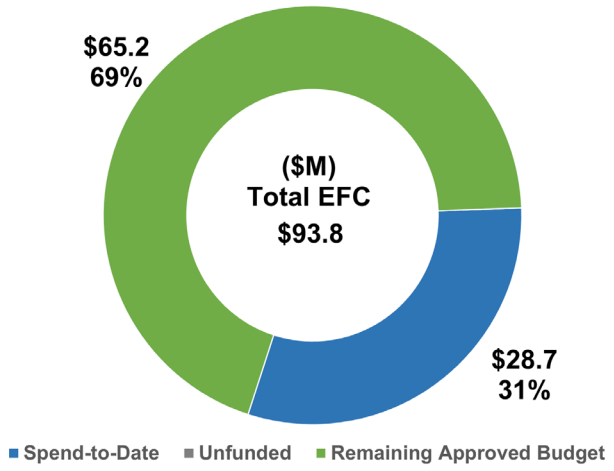
- Provided express bus service via Kennedy and Midland, between Scarborough Centre Bus Terminal and Kennedy Station.
- Modifications to the bus platforms at Scarborough Centre and Kennedy locations.
- Construction of a temporary bus terminal at Kennedy Station.
- Transit Priority Measures to facilitate the 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)	$93.8M
Total Approved Budget	$93.8M
10-Year Approved Budget (2025-2034)	$67.3M
2025 Budget	$17.8M
2025 YTD Budget	$2.2M
2025 YTD Actuals	$2.1M



Schedule and Progress Update

<u>Phase 2 – Busway:</u>

- The contract for the Busway was tendered in February 2025. The contract for the Busway implementation was awarded in June 2025, and work commenced on July 22, 2025.
- Property acquisitions are required from Hydro One Networks Inc. (HONI) and private third parties 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 license agreement for the HONI property easements for the Tara Avenue Bus Stop was issued in July 2025.

The property easements for the Lawrence Avenue East and Ellesmere Road locations are being negotiated in parallel with a Stage 2 expropriation report, which was approved by City Council in May 2025. The property acquisition is forecasted by the end of 2025.

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 property acquisitions through the City of Toronto Real Estate Management for private properties required at the Lawrence Avenue East bus stop and at Ellesmere Road busway.
- The TTC is continuing to negotiate with private properties for the required easements, and in parallel is conducting expropriation actions, in case negotiations with private properties are unsuccessful.
- Metrolinx has issued a conditional permit to proceed with the construction, and the property licensing agreement is being finalized, to reflect the change of use from SRT ROW to a Busway. Ongoing co-ordination is required due to the close proximity of construction work to the GO train operation and to prevent flagging requirement from Metrolinx, which will impact the schedule.

Next Steps

- Awaiting an acceleration plan proposal from the contractor. Upon receipt of the proposal, negotiations to finalize the proposed plan will take place immediately over the following two to three weeks. A report will be provided to the Board at the October 2025 meeting.

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

Funding Status	Performance Scorecard (Outlook Status)									
G	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 conditional eligible 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.

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

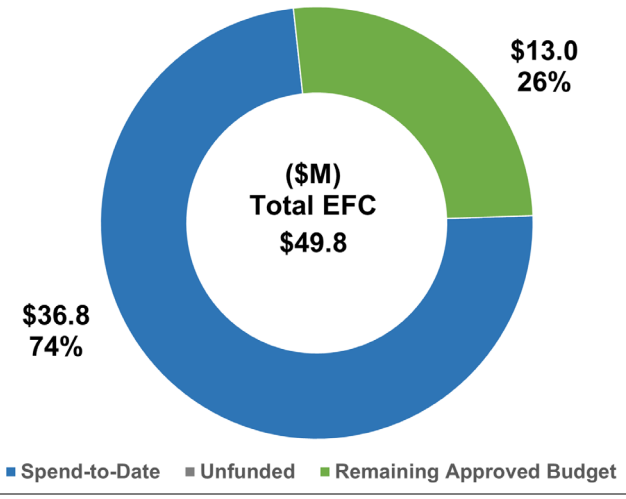
- FOS, Re-Registration, and Conditional Trip Matching.
- Construction of 16 Access Hubs.
- Upgrade the RSD system to enhance FOS capabilities; introduce the Mobile App pilot.
- Launch the Wheel-Trans Mobile Application.
- Implement the Customer Relationship Management technology.

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 (2025-2034)	$14.1M
2025 Budget	$2.2M
2025 YTD Budget	$1.1M
2025 YTD Actuals	$1.1M



Schedule and Progress Update

Phases 1-4 (Completed): see previous report for details

- 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 TTC will identify an additional 100+ FOS transfer stops on 14 additional bus routes to ensure full coverage, of which 50 approved FOS stops are pending operationalization in Q3 2025.
- Customer Re-Registration: Introduced in 2017 in accordance with Provincial legislation, the Wheel-Trans Self-Serve Portal allows customers to register or re-register online, eliminating the need for paper applications. It includes new eligibility criteria and an application process, with the option to appeal decisions online. Approximately 19,000 customers were required to re-register. As of August 15, 2025, a total of 16,870 customers have re-registered, with 9,029 still active and using the service. There are 2,130 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: 16 Access Hub shelters provide customers with large, accessible, well-lit, and heated locations to transfer to and from the accessible-conventional TTC system.
- Mobile App for iOS and Android (available since September 2023): There have been 4,519 application downloads from June to August 2025, and 31,208 trips have been booked. A rolling average indicates 7.3% of all trips are booked with the Mobile App.
- Customer Relationship Management (CRM): Completed automation of the customer applications tracking and service contacts.

Phases 5-8 (In Progress):

- The final phases (5-8) of the program are expected to be completed by Q3 2027, in line with the TTC's 5-Year Accessibility Plan.
- The contract to upgrade the RSD software was awarded in August 2024, requirements were signed off in March 2025, and deployment began in April 2025.
- The RFP submissions for Automatic Vehicle Location (AVL) and Integrated Voice Recognition (IVR) closed in April 2025. The AVL RFP technical evaluation is complete, and the IVR RFP evaluation is in progress.

Next Steps

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

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 the purchase of Wheel-Trans Buses)	SOGR
	Asset Class
	Fleet

Funding Status	Performance Scorecard (Outlook Status)							
Y[1]	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 228 Wheel-Trans buses comprised of:

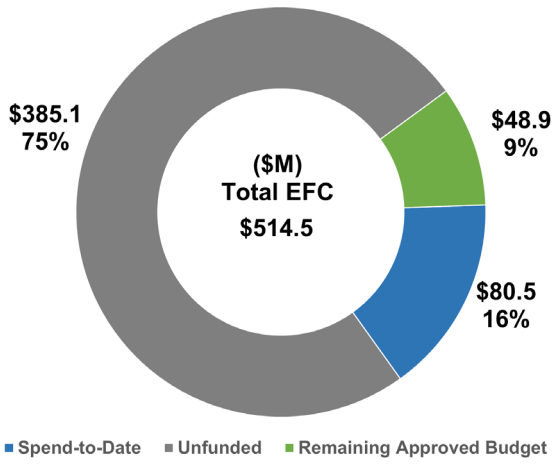
- 138, 7m ProMaster buses between 2021 and 2024.
- 85, 6m ProMaster buses for delivery between 2023 and 2025.
- Five Zero-Emission eWheel-Trans Buses (pilot) for delivery between 2026 and 2027.

The program status of “green” pertains only to the current scope of the program that is funded. Current funding allows for the procurement of up to 228 Wheel-Trans buses for delivery between 2022 and 2026.

Post-2025, the Wheel-Trans program outlines a plan for the procurement of approximately 409 buses, which includes 304 eWheel-Trans buses to be delivered between 2028 and 2035, according to the 2025 approved Fleet Plan.

Financials: Cost and Budget

Project/Program Start	2016
Forecast Completion Year	2029[2]
Estimated Final Cost (EFC)	$514.5M
Total Approved Budget	$129.4M
10-Year Approved Budget (2025-2034)	$54.1M
2025 Budget	$11.8M
2025 YTD Budget	$5.1M
2025 YTD Actuals	$5.3M



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, with an official anniversary event on September 6, 2025.

138, 7m ProMaster Buses (Complete):

- The TTC received all 138 buses, including all 15 Community Buses, which serve key destinations along unique neighbourhood routes.

85, 6m ProMaster Buses:

- As of August 11, 2025, the TTC received 65 of 85 buses, of which 62 are in service, and the remaining 20 buses are expected to be delivered by the end of 2025.

Five eWheel-Trans Buses (Pilot):

- The Board approved the procurement authorization of five eWheel-Trans buses at its February 24, 2025 Board meeting, and the contract was awarded in February 2025. Bus deliveries are expected to commence in 2026 and are scheduled to be completed by the end of 2027.
- Key interdependency (out of scope): Detailed Design for eight charge points at Lakeshore Garage has been completed, with commissioning scheduled for completion by Q4 2025.

Wheel-Trans Buses	Total	Start Date	# Delivered	# In-Service	Forecasted End Date	Status
7m ProMaster	138	2021	138	138	Complete	
6m ProMaster	85	2023	65	62	Q4 2025	G
Zero-Emission	5	2026	N/A	N/A	Q4 2027	G

Key Risks and Mitigation Activities

eWheel-Trans Buses (Post-2025):

- [1]Funding for the purchase of vehicles required beyond 2027: The program is currently funded for the five eWheel-Trans pilot buses. Future eWheel-Trans buses and charging infrastructure 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 eWheel-Trans buses is approximately two years.

Next Steps

85, 6m ProMaster Buses:

- Receive the remaining 20 vehicles by the end of Q4 2025.

Five eWheel-Trans Buses (Pilot):

- Complete pre-production meetings by Q4 2025.

Note:

- [2]The forecast completion year of 2029 reflects the funded scope of the program.
- $292.9M is currently unfunded in the 10-Year Capital Budget and Plan (2025-2034), and $124.7M is unfunded post-2034.

Purchase of eBuses

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

Funding Status	Performance Scorecard (Outlook Status)							
R[2]	Scope	G	Cost	G	Schedule	R[1]	Overall	R

Scope Description

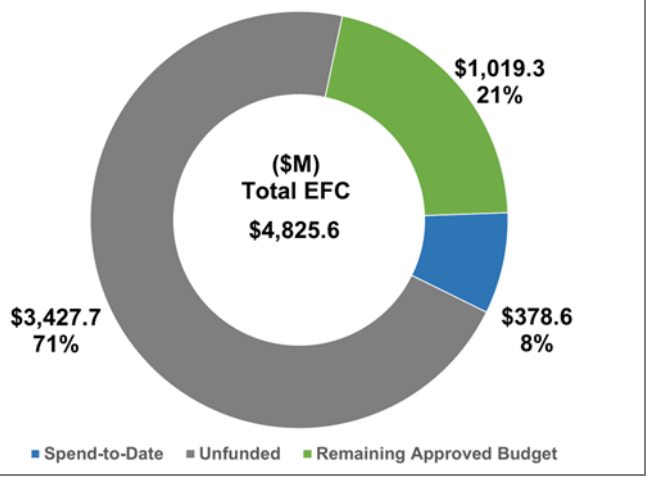
The procurement of replacement vehicles at end-of-life to maintain service reliability, increase system accessibility for customers, increase fleet capacity to match customer demand, and reduce overcrowding. The TTC's Green Bus Program is a strategy to transition the accessible-conventional bus fleet 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 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 1,645 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[3]
Estimated Final Cost (EFC)	$4,825.6M
Total Approved Budget	$1,397.9M
10-Year Approved Budget (2025-2034)	$1,169.7M
2025 Budget	$456.8M
2025 YTD Budget	$91.5M
2025 YTD Actuals	$133.2M



[3]Note: 2026 represents the ZETF funded scope with EFC of $620.2M.

eBuses	Total	Start Date	# Delivered	Forecasted End Date	Status
New Flyer	204	Q2 2024	150	Q1 2026	R
NOVA	136	Q3 2024	22	Q1 2026	R

Progress Update

340 Zero-Emission Buses (eBuses):

- As of August 11, 2025, 172 of 340 vehicles were delivered, of which 106 are in service.

Key Issues and Action Plan

- [1]Buses from New Flyer are not meeting contractual reliability and availability targets. The TTC is working with New Flyer on mitigation measures to improve performance for reliability and availability.
- [1]The bus manufacturing industry is experiencing supply chain issues, which are causing delays to bus deliveries (schedule extended to Q1 2026 from Q4 2025). The vendors are working with parts suppliers to provide support with on-site production.

The above issues will result in a schedule delay to Q1 2026 from Q4 2025. See Board report for details. (TTC7.3 – Green Bus Program Update)

Key Risks and Mitigation Activities

Post-2025 Zero-Emission Buses (eBuses):

- Lessons learned from the current program phase are being evaluated and will be incorporated into future phases of the program. This is a new technology that is being adopted by the TTC and requires ongoing change management support.
- [2]The 1,645 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

- Continue the delivery and commissioning of eBuses.
- An independent capital assurance review of the eBus Procurement was initiated to assess the overall program's health. A comprehensive update on the Green Bus Program will be brought to the Board in Q3 2025.

Notes:

- [3]The forecast completion year represents the funded scope of the program.
- $1,977.7M is currently unfunded in the 10-Year Capital Budget and Plan (2025-2034), and $1,450.1M is unfunded post-2034.

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

Funding Status	Performance Scorecard (Outlook Status)							
R[2]	Scope	G	Cost	G	Schedule	R[1]	Overall	R

Scope Description

This program includes the installation of charge points for eBuses, 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 2026:

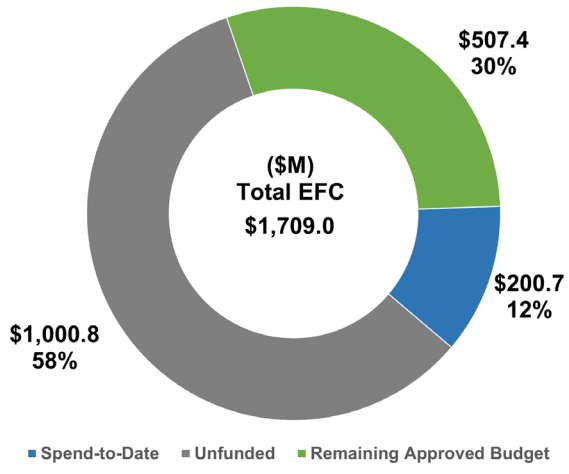
- Phase 1 – Commission 124 charge points.
- Phase 2a – Commission 124 charge points.

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	2022
Forecast Completion Year	2026[3]
Estimated Final Cost (EFC)	$1,709.0M
Total Approved Budget	$708.2M
10-Year Approved Budget (2025-2034)	$512.4M
2025 Budget	$48.2M
2025 YTD Budget	$4.9M
2025 YTD Actuals	$4.9M



[3]**Note:** 2026 represents the ZETF-funded scope with EFC of $156.6M.

Schedule and Progress Update

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

- As of August 20, 2025, 68 of 248 charge points have been commissioned and are in service, including 27 charge points at McNicoll Garage in August 2025.
- The completed Phase 1 garages include: Arrow Road (10), Eglinton (21), Birchmount (10), and McNicoll (27). See the table below for the status of the remaining projects in progress:

Phase	Garage (Projects)	# of Charge Points	Current Phase	Forecasted End Date[2]	Status
Phase 1	Malvern	30	Construction	September 2025	Y
	Wilson	26	Construction	September 2025	Y
Phase 2a	Eglinton	56	Construction	April 2026	R
	Mount Dennis	68	Construction	April 2026	R

Key Issues and Action Plan

- [1]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 risk-based project schedule contingencies.
- An adequate number of 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 potential delays.

Key Risks and Mitigation Activities

- [2]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 are being evaluated and will be incorporated into future phases. This is new technology being adopted by the TTC and requires ongoing change management support.

Next Steps

- Phase 1: Commercial Operation at Malvern and Wilson garages.
- Phase 2a: Continue construction at Eglinton and Mount Dennis garages.

Notes:

- $937.4M is currently unfunded in the 10-Year Capital Budget and Plan (2025-2034), and $63.4M is unfunded post-2034.
- [3]The forecasted end date of Q2 2026 represents the funded scope of 248 charge points that will be 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

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

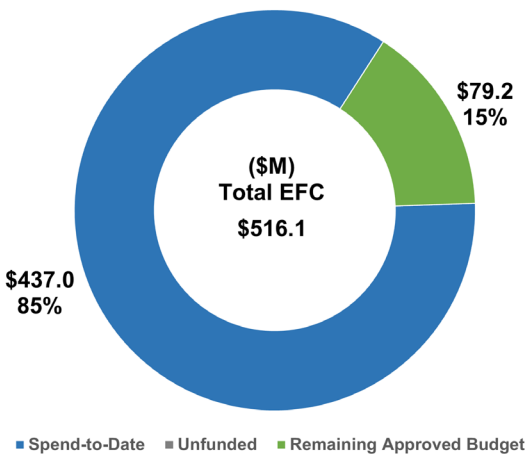
Scope Description

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.

Note: The TTC received $360 million in funding toward the TTC Streetcar Program (60 Streetcars and Hillcrest Facility) from the Provincial and Federal governments.

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 (2025-2034)	$157.4M
2025 Budget	$142.6M
2025 YTD Budget	$76.5M
2025 YTD Actuals	$78.2M



Schedule and Progress Update

- The third (of four) Canadian Content Audit was completed in September 2024, with a final audit to be completed in Q1 2026. The results are currently indicating an approximately 50% Canadian content contribution.
- Production work for major sub-assemblies continues at Alstom's Thunder Bay, Ontario facility. Project closure activities have commenced at Alstom's La Pocatière, Quebec and Sahagun, Mexico facilities.
- As of August 20, 2025, 55 streetcars have been delivered, of which 51 are in service.

Next Steps

- Continue to receive the remaining five vehicles and complete the commissioning process by Q4 2025.

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

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

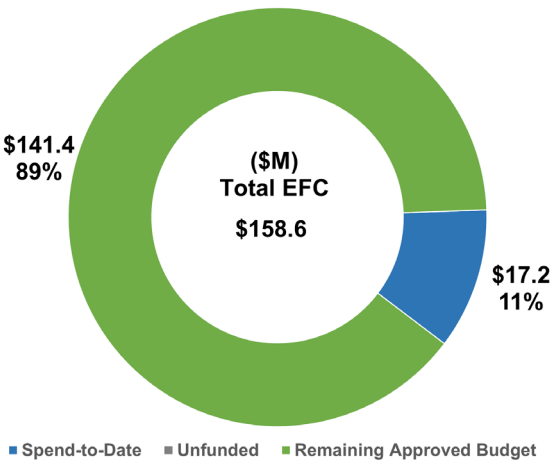
Scope Description

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)	$158.6M
Total Approved Budget	$158.6M
10-Year Approved Budget (2025-2034)	$145.6M
2025 Budget	$6.4M
2025 YTD Budget	$2.9M
2025 YTD Actuals	$4.2M



Schedule and Progress Update

Hillcrest Maintenance and Storage Facility (MSF):

- The Construction Contract was awarded in September 2024 and work on Phase 1 commenced in January 2025.
- Preliminary Design for the Hillcrest Hydro Corridor East parking lot is underway.

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

- To mitigate the temporary streetcar storage deficit, the TTC is operating its carhouses at maximum capacity. 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 Economy Strategy.
- [1]To support parking requirements for the TTC's non-revenue vehicles and employees, the overall project EFC will be augmented for the redevelopment of the Hillcrest Hydro Corridor East parking lot. The estimated incremental $5.2 million is based on an order of magnitude estimate and will be requested as part of the 2026-2035 budget submission.

Key Risks and Mitigation Activities

- To address potential schedule impacts, the TTC is proactively monitoring and co-ordinating 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.

Hillcrest Hydro Corridor East Parking Lot:

- Finalize Preliminary Design.

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

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

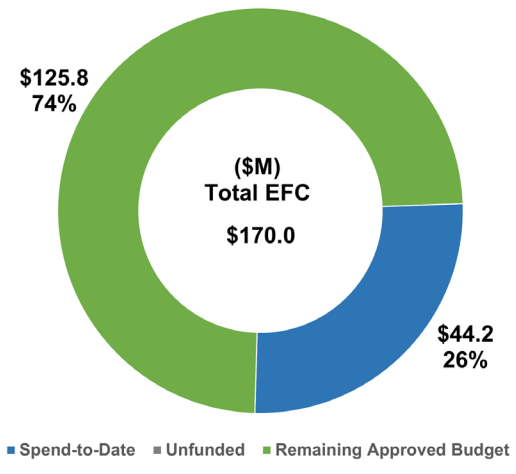
Scope Description

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: track replacement; stormwater management system replacement to meet City requirements, and overhead system replacement to accommodate streetcar pantograph operations.
- Russell Carhouse Interior Modifications and Extension:
  - West extension 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	2021
Forecast Completion Year	2029
Estimated Final Cost (EFC)	$170.0M
Total Approved Budget	$170.0M
10-Year Approved Budget (2025-2034)	$131.6M
2025 Budget	$4.7M
2025 YTD Budget	$2.2M
2025 YTD Actuals	$5.8M



Schedule and Progress Update

Track and Yard Overhaul:

- Stage 3 construction commenced in June 2025.

Interior Modifications and Carhouse Extension:

- The Contract tender closed, and the award is expected in Q3 2025.
- The Net Zero option has been evaluated and incorporated in the tender document.

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	Completed	
Stage 3: Tracks 19-22	Q2 2025	Q3 2025	In Progress	G
Interior Modifications and Carhouse Extension	Q3 2025	Q4 2029	Not Started	N/A

Key Issues and Action Plans

- To address Streetcar storage and maintenance impacts resulting from the ongoing work, the TTC continues 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 (i.e. shift workers), which will also support the City's Night Economy Strategy.

Key Risks and Mitigation Activities

- Recent market trends may impact the overall EFC. The TTC will continue to evaluate and identify potential offsets to the greatest extent possible.

Next Steps

Track and Yard Overhaul:

- Continue Stage 3 construction with completion scheduled by the end of September 2025.

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

TTC Operations Facility

Strategic Alignment to Corporate Plan	Project Type
Objective 3.1: Build network capacity to support long-term growth forecasted to 2041	Growth
	Asset Class
	Facilities

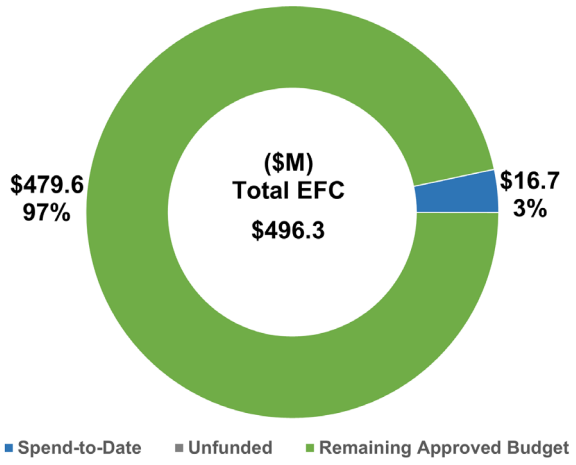
Funding Status	Performance Scorecard (Outlook Status)								
G	Scope	G	Cost	G	Schedule	G	Overall	G

Scope Description

This project provides for the construction of a new Transit Operations Facility and ITS Data Centre, which will serve as a primary location to accommodate the operational, growth, and transit expansion requirements. The current Transit Operations Facility, which co-ordinates the TTC's subway, streetcar, and bus networks, as well as ancillary groups, is forecasted to exceed capacity by early 2030s. The existing location will serve as a back-up facility.

Financials: Cost and Budget

Project/Program Start	2024
Forecast Completion Year	2032
Estimated Final Cost (EFC)	$496.3M
Total Approved Budget	$496.3M
10-Year Approved Budget (2025-2034)	$481.4M
2025 Budget	$2.1M
2025 YTD Budget	$0.8M
2025 YTD Actuals	$1.8M



Schedule and Progress Update

Early Works:

- Completed Detailed Design for the Demolition contract.

Facility:

- Completed Preliminary Design for the facility and responses to comments are in progress.
- Continuing Quantitative Risk Assessment for the schedule to allow for risk allocation and finalize the Class 3 Cost Estimate.
- Responding to City of Toronto comments on the Site Plan Application (SPA).

Key Issues and Action Plan

- To mitigate concerns resulting from design complexities that will require incorporating roadways through the facility, the TTC has co-ordinated with the City and the adjacent building developer on the alignment of the new road to ensure the property requirements are well defined.

Key Risks and Mitigation Activities

- There is potentially a significant financial impact of applying the Toronto Green Standards to meet the Net Zero emissions target. The TTC will continue co-ordination with the City and evaluate potential options to mitigate.
- Risk of increased cost as the current budget is based on a Class 4 Estimate. If the Class 3 estimate is higher, the TTC will evaluate opportunities for cost savings or potential scope reduction prior to establishing the project baseline (Stage Gate 3).
- Interdependent transit expansion projects by Metrolinx may impact the project schedule and scope. The TTC will continue co-ordination with Metrolinx to obtain updates and assess the impact and potential alternatives.
- Insufficient resources for timely systems design and implementation may impact the project schedule. Mitigation options are being considered to address resource constraints.

Next Steps

- Respond to City comments on the Site Plan Application by the end of Q4 2025.
- Continue advancing designs for the facility and the demolition contracts as well as co-ordinating with external stakeholders.
- Explore the need to accommodate transit growth beyond 2045.

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

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

Scope Description

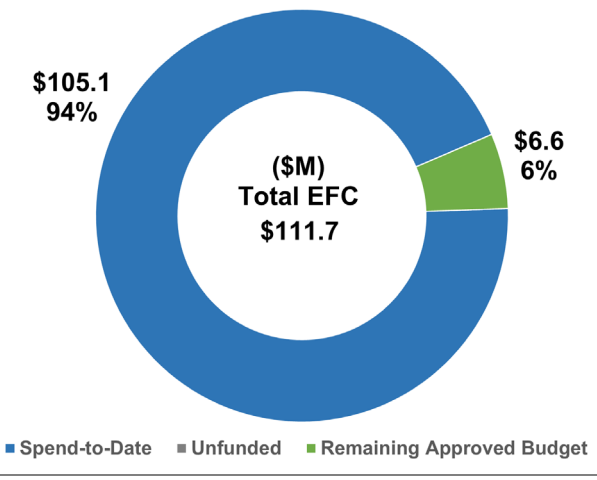
Implementation of a new Computer-Aided Dispatch/Automatic Vehicle Location (CAD/AVL) System (VISION) on the bus and streetcar fleets to provide improved: a) tracking and communications with the fleet of more than 2,200 buses and streetcars; b) information for scheduling and planning; c) real-time information 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 consists of three phases:

- Phase 1 and 2 (Completed): Installed the CAD/AVL solution on the TTC's bus fleet and 204 streetcars. Integrated the central CAD/AVL solution with existing onboard cameras on buses and the automatic passenger counting systems on buses and streetcars.
- Phase 3 (In progress): Implemented the Operator Performance module, Bus time, and SMS messaging upgrades. Implementing 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 (2025-2034)	$8.1M
2025 Budget	$6.3M
2025 YTD Budget	$0.7M
2025 YTD Actuals	$1.5M



Schedule and Progress Update

Phases 1 and 2 (Completed):

The benefits from implementing Phases 1 and 2 have resulted in: a) Improved efficiencies of route management (from 48 buses per Supervisor to 65); b) Improved customer information with the deployment of the Real Time Vehicle Arrival predictions, which also include Run-As-Directed (RAD) buses; c) Improved Vehicle-to-Transit-Control communications by providing three levels of redundancy (Tetra Radio, LTE Communications, and Radio Fallback).

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 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 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, 90% of construction and 80% of vendor commissioning are complete. The Smart Yard System has been commissioned at Leslie Barns (April 2024), Arrow Road (January 2025), Malvern (April 2025), Mount Dennis (May 2025), Wilson (June 2025), Queensway (July 2025), McNicoll (July 2025), and Eglinton (August 2025). Vendor commissioning at Roncesvalles and Birchmount is scheduled for completion by Q4 2025. Full implementation across all carhouses/garages is forecasted to be completed by Q4 2025.

Key Risks and Mitigation Activities

- [1]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.
- The Smart Yard implementation at the Russell Carhouse was descoped from the current contract due to the ongoing construction work at the facility. The implementation will be commissioned after the Russell Carhouse work has been completed.

Next Steps

- Complete the Smart Yard Implementation at the remaining garages and yards by the end of Q3 2025.
- Roll-out of the digital display content to the bus fleet in Q4 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

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

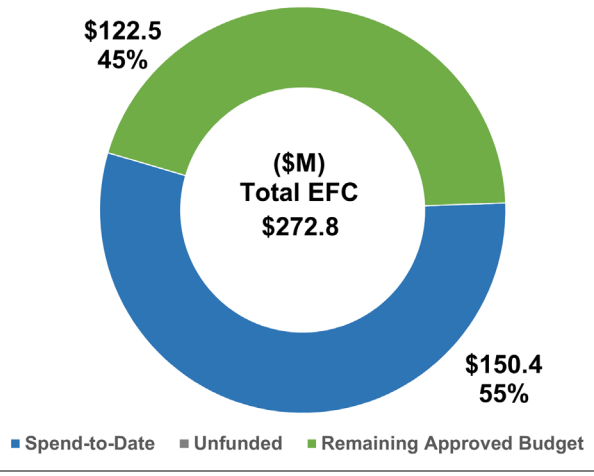
Scope Description

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, drive efficiency and improve customer and employee satisfaction through the replacement of legacy systems. The SAP implementation will establish a system of record to provide improved information for decision-making. The transition to SAP will be rolled out in a phased approach:

- Phase 1 Modules: a) Recruiting, Onboarding, and Employee Central; b) Payroll and Benefits Administration; c) General Ledger.
- Phase 2 Modules: a) Workforce Time and Attendance; b) Sodales Union Bidding; c) WorkZone; d) Project Systems; e) Sodales Disability Claims Management; and f) Absence Management
- Phase 3 Modules: a) Materials Management; b) Inventory Management; c) Warehouse Management; d) Procure to pay; e) Contract Management; f) Supplier Enablement; g) Spend Management; h) Expense Management; and i) Contingent Labour Management.
- Phase 4 Modules: a) Performance and Compensation Planning; b) Career and Succession Planning; c) Grievance Management.

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 (2025-2034)	$129.7M
2025 Budget	$36.0M
2025 YTD Budget	$12.1M
2025 YTD Actuals	$7.2M



Schedule and Progress Update

Phase 1 completed in 2019 – see previous report for details.

Phase 2 (In Progress):

- The Time, Attendance and Workforce Scheduling System project is in progress and is targeted for completion by 2026 and 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, design workshops and solution build are in progress, and is planned for a staggered Go Live in Q4 2026/Q1 2027.
  - Release 3: The Transit Operator Workforce Management Solution contract was awarded in August 2023. Testing for the first phase (online sign-up) is in progress and is planned for a Q3 2025 Go-Live.
- The Phase 1 for the Union bidding solution to ensure consistent position bidding is planned to go live in Q4 2025.

Phase 3 (In Progress):

- The Global Preparation phase of the Procurement/Management/Materials Management/ Finance is currently in progress.

Phase	Start Date	Forecasted End Date	Status	
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	
Time and Attendance, Workforce Scheduling for Non-Union Employees (excludes EC&E)	Jul 2021	Jul 2024	Completed	
Union Bidding Implementation	Jul 2023	Jun 2027	In Progress	G
Time and Attendance and Workforce Scheduling for all Maintenance Employees	Nov 2024	Mar 2027	In Progress	G
Time and Attendance and Workforce Scheduling for Transit Operator Employees	Sep 2023	May 2027	In Progress	G
Disability Claims Management	Jul 2025	Oct 2026	In Progress	G

Phase	Start Date	Forecasted End Date	Status	
Phase 3				
Procurement, Materials/Warehouse Management, Accounts Payable II	Feb 2023	TBD	In Progress	Y[1]
Accounts Receivable	Feb 2023	TBD	In Progress	Y[1]
Asset Accounting	Feb 2023	TBD	In Progress	Y[1]
Phase 4				
Employee Performance/Compensation Management and Succession Planning	TBD	Dec 2027	Not Started	N/A
Grievance Management	TBD	Dec 2027	Not Started	N/A

Key Issues and Action Plan

- [1]Project schedule for Phase 3 has been impacted due to: a) seven-month delay in issuing the RFP. The vendor has been onboarded, and a preliminary schedule indicates a delay, which will potentially require a schedule re-baseline. The team is working with the vendor to evaluate opportunities to accelerate where possible, and an updated risk-adjusted schedule is being developed.

Key Risks and Mitigation Activities

- Data quality from legacy systems' records may be a risk to 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 the end of Q3 2025.

Next Steps

Phase 2:

- The Time, Attendance, and Workforce Scheduling Release 3 (Phase 1) – Board Period Sign-Up functionality will be launched at the end of Q3 2025.

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

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

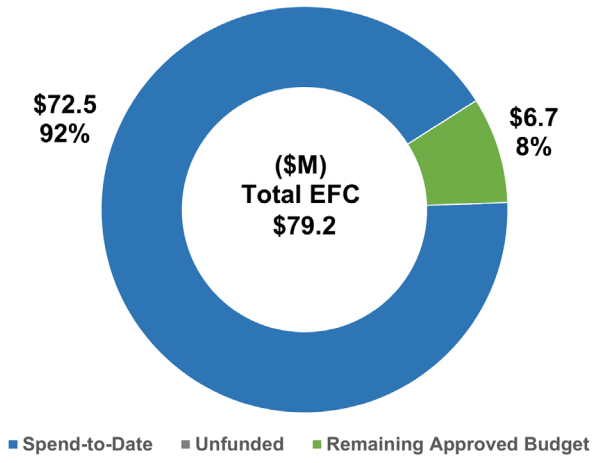
Scope Description

This program provides TTC oversight for the implementation of the PRESTO fare payment system by Metrolinx, as outlined in the Master E-Fare Agreement signed 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 (2025-2034)	$7.1M
2025 Budget	$2.3M
2025 YTD Budget	$0.5M
2025 YTD Actuals	$0.4M



Schedule and Progress Update

See previous report for details on the program deliverables achieved since 2012, including implementation/installation of:

- Fare Payment Options (PRESTO Tickets)
- PRESTO Vending Machines
- City of Toronto's Fair Pass Transit Discount Program

- Two-hour Transfer
- Human Machine Interface (HMI) on all fare gates, buses, streetcars, and Wheel-Trans vehicles as well as contracted taxis
- New Faregate readers
- Open Payment
- PRESTO in Google Mobile Wallet/PRESTO in Apple Mobile Wallet

Deliverables in progress:

- Machine Readable Transfers: Phase 1 (Streetcars only) is in progress and is forecasted to be completed by the end of 2025, with full implementation expected by Q2 2026.
- PRESTO 2.0: to enable new features including advanced fare capping, new capabilities to customize fare rules, and e-ticketing, with completion targeted by Q2 2026.

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.
- Based on the last round of discussions, both parties have updated the plan, resulting in the removal of obsolete requirements. Metrolinx has 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 Q4 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 actively in discussions with Metrolinx to review the delivery schedule and closeout plans.

Next Steps

- Q4 2025: Complete Phase 1 of the PRESTO Third-Party Network expansion by installing PRESTO Fare Vending Machines (FVMs) at four priority Neighbourhood Improvement Areas (NIAs).
- Q1 2026: Complete TTC Fare/Automated Vending Machine functionality enhancement.
- Q2 2026: 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.
- Q2 2026: Continue progressing the updated outcome-based requirements through the Transition Program.