MAJOR PROJECTS UPDATE
Financial Period Ended September 27, 2025

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This report has been prepared by the TTC Portfolio Management Office in consultation with the Project Teams. Financials are reflected as of September 27, 2025, in line with the 2025 financial reporting, with project updates up to November 11, 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.

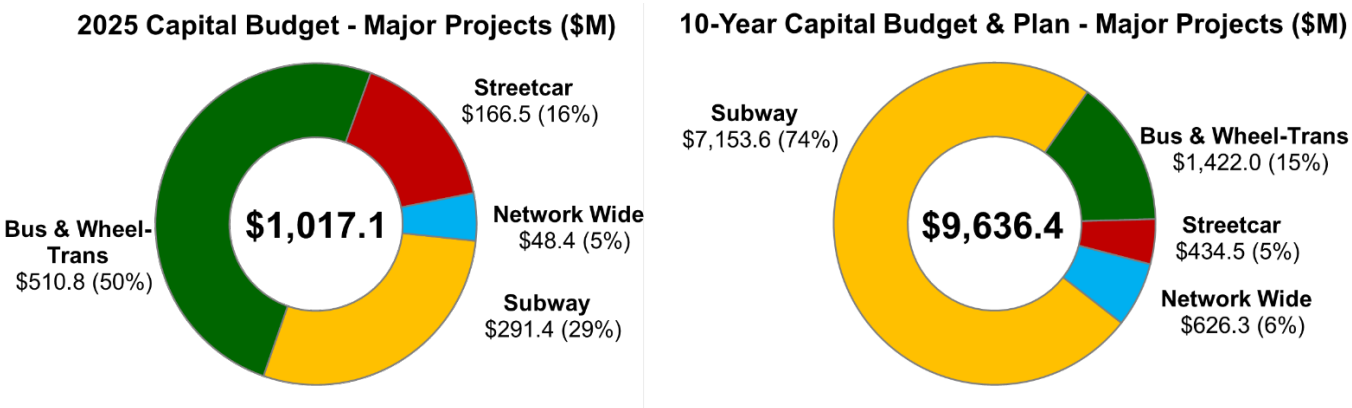
Each major project/program is tied to the strategic directions and objectives in the Board-approved 2024-2028 TTC Corporate Plan: Moving Toronto, Connecting Communities. Investment in the TTC's capital assets will advance the following key strategic directions: 1) Build a Future Ready Workforce; 2) Attract 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 $16.550 billion, of which Category 3 projects comprise 58%, with $9.636 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 September 2025, the following are key highlights:

Subway Portfolio

- **Easier Access Program:** Rosedale Station became the 59th accessible station on October 3, 2025, bringing the total station accessibility to 84%.
- **Purchase of New Subway Trains:** Contract negotiations with Alstom Transport Canada Inc. were initiated in August 2025 and are targeted for completion by the end of 2025.
- **Line 2 Automatic Train Control:** The Request for Proposal (RFP) bid submissions are currently under review and the contract is expected to be awarded by Q2 2026.

Bus and Wheel-Trans Portfolio

- **Purchase of eBuses**: 247 of 340 eBuses have been delivered, of which 169 are in service.
- **eBus Charging Systems:** Commissioned 30 charge points at Malvern Garage in August 2025. To date, 98 of 248 charge points have been commissioned.
- **Purchase of Wheel-Trans Buses:** Received 73 of 85, six-metre ProMaster buses, of which 65 are in service, with procurement completion forecasted by Q4 2025.

Streetcar Portfolio

- **Purchase of 60 Streetcars:** Five additional streetcars were delivered. To date, all 60 streetcars have been delivered, of which 58 are in service.
- **Hillcrest Facility:** Construction is progressing with the installation of pipes and cable chambers within and north of Harvey Shop.
- **Russell Carhouse:** Track and Yard Overhaul – Stage 3 construction completion with substantial performance expected by the end of Q4 2025.

Network Wide Portfolio

- **SAP ERP Implementation:** Migrated SAP finance infrastructure from internal TTC data centres to SAP Cloud, which went live in September 2025, enabling access to the latest innovations and capabilities**.**
- **PRESTO:** Installed Fare Vending Machines (FVMs) at two of four priority Neighbourhood Improvement Areas (NIAs), with the remaining two NIAs forecasted to be completed by the end of Q4 2025.

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	$887.0	$92.2	$88.6	$144.2	$404.2	$1,202.6	-	$1,202.6	G	G	Y	G	Y
Station Second Exits Program	2.4.2	H&S	2002	2033	$54.5	$4.3	$3.2	$11.3	$146.5	$197.9	$25.6	$223.5	Y	G	Y	G	Y
Fire Ventilation Upgrades	2.4.2	SOGR	1998	Ongoing	$377.1	$2.3	$2.3	$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	$5.1	$1.1	$1.0	$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	$4.7	$0.3	$0.3	$0.4	$283.9	$288.3	$723.2	$1,011.5	R	G	G	R	R
Line 2 - Automatic Train Control (ATC) Resignalling	2.4.3	SOGR	2021	2036	$41.4	$12.1	$10.4	$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	$53.2	$7.3	$8.8	$12.2	$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	$97.8	$16.5	$14.4	$19.8	$991.3	$1,074.6	$5,628.4	$6,703.0	R	G	Y	R	R
Bloor-Yonge Capacity Improvements	3.1.2	SI	2015	2035	$171.8	$40.1	$49.0	$75.7	$1,303.5	$1,426.2	$87.8	$1,514.0	G	G	Y	G	Y
Stations Transformation	2.2.3	SI	2017	2025	$48.5	$2.3	$2.2	$4.5	$4.5	$50.8	-	$50.8	G	G	G	G	G
Total Subway Portfolio					**$1,741.0**	**$178.7**	**$180.4**	**$291.4**	**$7,153.6**	**$8,714.2**	**$8,640.0**	**$17,354.3**					
Bus & Wheel-Trans Portfolio																	
SRT Right-of-Way (ROW) Conversion to Busway	2.3.3	SOGR	2015	2027	$31.8	$5.0	$5.3	$16.7	$67.3	$93.8	-	$93.8	G	G	G	G	G
Wheel-Trans 10-Year Transformation	2.2.7	LEGIS	2017	2027	$37.1	$1.5	$1.4	$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*	$81.4	$6.6	$6.2	$11.8	$54.1	$129.4	$385.1	$514.5	Y	G	G	G	G
Purchase of eBuses	3.3.1	SOGR	2021	2026*	$415.1	$195.7	$186.9	$440.8	$917.5	$1,145.7	$3,427.7	$4,573.4	R	G	G	G	G
eBus Charging Systems	3.3.1	SOGR	2022	2026*	$202.3	$13.6	$6.5	$39.2	$368.9	$564.8	$1,000.8	$1,565.6	R	G	G	G	G
Total Bus & Wheel-Trans Portfolio					**$767.7**	**$222.3**	**$206.3**	**$510.8**	**$1,422.0**	**$1,983.4**	**$4,813.6**	**$6,797.1**					

Outlook to Completion	
G	On Track / Fully funded within the 10-Year Plan
Y	At Caution / Tracking Behind / Unfunded within the 10-Year Plan
R	At Risk / Missed Target / Unfunded within the 10-Year Plan with impacts

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
$3,408.0	**$553.9**	**$542.0**	**$1,017.1**	**$9,636.4**	**$12,502.4**	**$13,453.6**	**$25,956.1**

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	$478.0	$116.9	$119.2	$142.6	$157.4	$516.1	-	$516.1	G	G	G	G	G
Hillcrest Facility	3.1.5	SI	2021	2029	$21.3	$4.5	$8.2	$12.8	$145.6	$158.6	-	$158.6	G	G	Y	G	Y
Russell Carhouse	3.1.5	SOGR	2021	2029	$46.3	$3.6	$7.8	$11.1	$131.6	$170.0	-	$170.0	G	G	G	G	G
Total Streetcar Portfolio					**$545.5**	**$124.9**	**$135.3**	**$166.5**	**$434.5**	**$844.8**	**-**	**$844.8**					
Network Wide Portfolio																	
TTC Operations Facility	3.1	Growth	2024	2032	$17.8	$1.3	$3.0	$3.9	$481.4	$496.3	-	$496.3	G	G	G	Y	Y
VISION - CAD/AVL	2.1.2	SOGR	2016	2025	$106.9	$1.8	$3.3	$6.3	$8.1	$111.7	-	$111.7	G	G	G	Y	Y
SAP ERP Implementation	4.3.2	SOGR	2014	2029	$156.3	$24.2	$13.1	$36.0	$129.7	$272.8	-	$272.8	G	G	Y	G	Y
PRESTO	2.2.6	Growth	2012	2027	$72.8	$0.8	$0.7	$2.3	$7.1	$79.2	-	$79.2	G	Y	G	R	R
Total Network Wide Portfolio					**$353.8**	**$28.0**	**$20.1**	**$48.4**	**$626.3**	**$960.0**	**-**	**$960.0**					

Outlook to Completion	
G	On Track / Fully funded within the 10-Year Plan
Y	At Caution / Tracking Behind / Unfunded within the 10-Year Plan
R	At Risk / Missed Target / Unfunded within the 10-Year Plan with impacts

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					
$3,408.0	**$553.9**	**$542.0**	**$1,017.1**	**$9,636.4**	**$12,502.4**	**$13,453.6**	**$25,956.1**

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

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

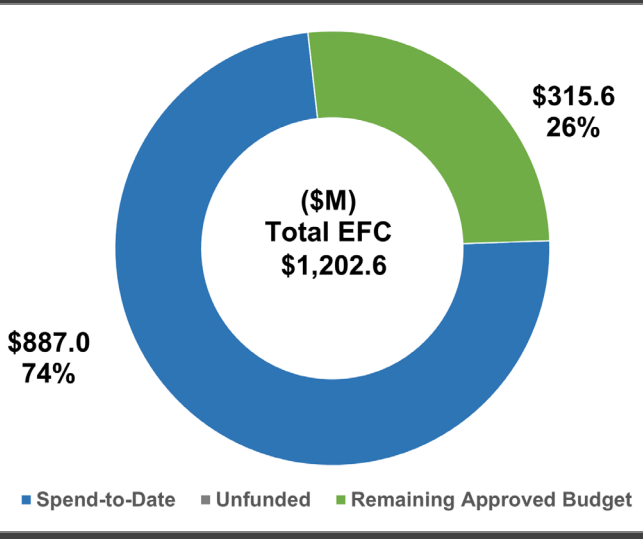
Funding Status	Performance Scorecard (Outlook Status)							
G	Scope	G	Cost	Y[1]	Schedule	G	Overall	Y

Scope Description

This program upgrades 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. The program contributes to TTC's efforts to meet accessibility requirements in accordance with the Accessibility for Ontarians with Disabilities Act, 2005 (AODA).

Financials: Cost and Budget

Project/Program Start	2007
Forecast Completion Year	2028
Estimated Final Cost (EFC)	$1,202.6M
Total Approved Budget	$1,202.6M
10-Year Approved Budget (2025-2034)	$404.2M
2025 Budget	$144.2M
2025 YTD Budget	$92.2M
2025 YTD Actuals	$88.6M



Schedule and Progress Update

To date, 59 of 70 subway stations (84%) have been made accessible, with Rosedale Station becoming accessible in October 2025.

The following summarizes the status of the remaining 11 stations in the program:

- Construction continues to progress at all 11 stations, with 10 stations expected to be accessible in 2025/2026.
- Old Mill Station: The contract was awarded on January 29, 2025, and based on a Quantitative Risk Assessment (QRA), a forecasted end date of Q3 2028 was determined.

The following table outlines the forecasted Elevators-in-Service (EIS) dates for all the remaining stations:

Program Schedule (As of October 31, 2025)				
Station Projects	**Phase**	**Construction % Complete**	**Elevators-in-Service**	**Status**
Christie	Construction	95%	Q4 2025	G
Warden (EA/Re-dev)[2,3]	Construction	82% 49%	Q4 2025	G
Summerhill	Construction	85%	Q4 2025	G
Greenwood	Construction	92%	Q1 2026	G
Lawrence	Construction	90%	Q2 2026	G
College	Construction	88%	Q2 2026	G
Museum	Construction	85%	Q3 2026	G
Spadina	Construction	84%	Q3 2026	G
Islington (EA/Re-dev)[4]	Construction	48%	Q4 2026	G
King	Construction	58%	Q4 2026	G
Old Mill	Construction	7%	Q3 2028	G

Notes:

[2]The Warden Easier Access (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.

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

Key Issues and Action Plans

- [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 $35M to the Estimated Final Cost (EFC), which will be requested through the 2026 Budget submission.
- [3]Warden Station – Due to delays in the supply of permanent glazing around the elevator shafts, elevators are planned to open for service in December 2025, with temporary fire-rated enclosures. Permanent glazing/enclosures will be planned for installation in spring 2026 and require temporary closure of the elevators.

Key Risks and Mitigation Activities

- Staff continue to work with contractors, third parties, and relevant stakeholders to mitigate construction issues, and accelerate activities, where feasible. An example of this is the continued extended station entrance closure at Museum and past entrance closures at Lawrence and King stations to facilitate the elevator and other related works.

Next Steps

- Continue to advance the construction at the remaining 11 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

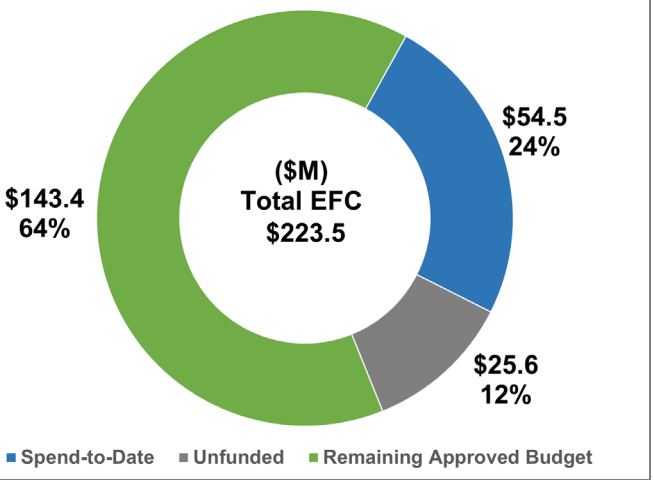
Funding Status	Performance Scorecard (Outlook Status)							
Y[1]	Scope	G	Cost	Y[2]	Schedule	G	Overall	Y

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	$4.3M
2025 YTD Actuals	$3.2M



Schedule and Progress Update

As of November 7, 2025, nine of 14 stations 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.
- Summerhill Station: Property acquisition and permit approvals are in progress. Preconstruction activities have started, and construction will begin upon completion of property acquisition and permit approvals.
- TMU (Toronto Metropolitan University) Station: Discussions are ongoing with the developer for the integration of a second exit from the northbound platform. (Note: station formerly named Dundas.)

The status of the Second Exits/Entrances at the remaining five stations is outlined below:

Station Second Exits/Entrances (As of November 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	
TMU (Toronto Metropolitan University)	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 TMU Station, the TTC will continue to work closely with the City to identify development opportunities.
- [1]Funding status is at caution as the Lawrence West Station Additional Exit/Entrance is currently unfunded.
- [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 (EFC) of the contracts. The TTC will continue to monitor, update escalation projections, and identify potential offsets to the greatest extent possible.

Next Steps

- Obtain permits and approvals and finalize property easement agreements for Summerhill Station by Q4 2025.
- Commence construction of the Summerhill Station Second Exit/Entrance.
- 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 the northbound platform of TMU Station.

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

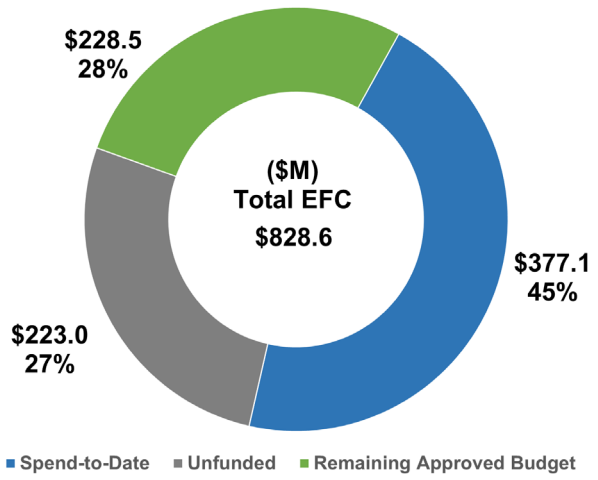
Scope Description

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	$2.3M
2025 YTD Actuals	$2.3M



Schedule and Progress Update

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

Subway Ventilation System Upgrades:

- Outstanding contract deficiencies are being addressed at Eglinton Station.

Subway/Tunnel Ventilation Equipment Replacement:

- Design progression continues for the following locations:

- Dupont Station and Russell Hill Emergency Service Building (ESB), Spadina Station (Lines 1 and 2), Queen's Park Station, St Patrick Station, Donlands Station, and Union Streetcar Loop.

- The Condition Assessment Study of the Subway Ventilation Equipment for the new locations has been circulated for stakeholder review.

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 EFC of contracts. The TTC will continue to monitor, update escalation projections, and identify potential offsets to the greatest extent possible.

Next Steps

Subway Ventilation System Upgrades:

- Continue to address construction deficiencies for the new Subway Ventilation Upgrade system at Eglinton Station.

Subway/Tunnel Ventilation Equipment Replacement:

- Advance the design for the following 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.
- Commence the design for Greenwood and Broadview stations.

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 **Objective 3.1:** Build Network Capacity to Support Growth to 2041 **Action 3.1.1:** Advance the Line 1 Capacity Enhancement Program	SOGR **Asset Class** 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)							
R [1]	Scope	G	Cost	G	Schedule	R [1]	Overall	R [1]

Scope Description

The purchase of 80 New Subway Trains (NSTs) 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.

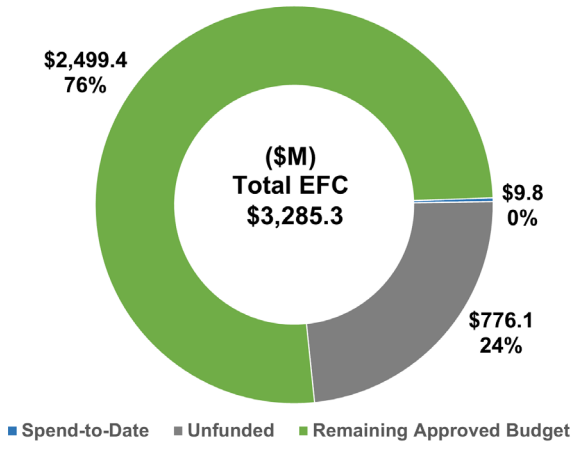
Not included in the Estimated Final Cost (EFC) below are additional requirements:

- 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 for both Line 1 and Line 2. These 17 trains will be included as contract options.

Note: The procurement of new trains is interdependent with the implementation of the Line 2 Automatic Train Control system and achieving target headway objectives of the Lines 1 and 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	$1.4M
2025 YTD Actuals	$1.3M



Schedule and Progress Update

55 T1 Replacement Trains (Line 2):

- In response to the requests from the Government of Canada, Province of Ontario, and City of Toronto, the TTC Board directed the TTC to pursue a single-source contract for the new subway train procurement with Alstom Transport Canada Inc.
- Contract negotiations were initiated in August 2025 and are targeted for completion by the end of 2025.

25 Growth Trains (Line 1):

- [1]The TTC continues to pursue intergovernmental funding for the 25 trains to accommodate growth on Line 1, which is included in the contract option within the active procurement. 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 Estimated Final Cost (EFC) is subject to the outcome of negotiations. An independent third-party assessment of cost to evaluate value for money is being conducted.

25 Growth Trains (Line 1):

- The 25 growth trains are unfunded, and are one of the prerequisites to meet the target headways outlined in the Line 1 Capacity Enhancement Program.
- Without the 25 growth trains, the YNSE may open with degraded service, as the existing Line 1 fleet is insufficient to meet service requirements.
- Additionally, to accommodate the maintenance and storage requirements for 25 growth trains and to achieve the target headways on Line 1, the new Train Maintenance and Storage Facility (TMSF) is required by 2035.

Next Steps

55 T1 Replacement Trains (Line 2): Continue negotiations with Alstom and report to the Board.

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.

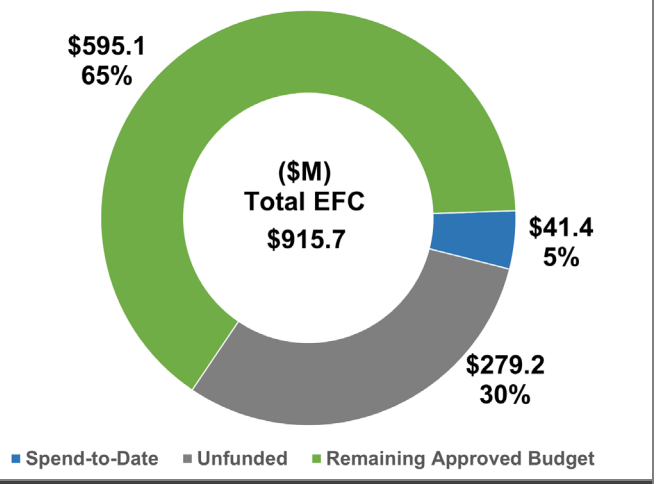
The scope of the program includes:

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

Out of scope, but interdependent: To operationalize ATC on Line 2, the existing T1 fleet on Line 2 needs to be replaced with the NSTs. 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	$12.1M
2025 YTD Actuals	$10.4M



Schedule and Progress Update

Procurement Activities:

- The Request for Proposal (RFP) bid submissions are currently under review, and the Contract Award is expected by Q2 2026.

Enabling Works:

- ATC infrastructure enabling works are progressing with 50% of the Line 2 cable route management system installed and open-cut ground screw infrastructure completed.
- Completed 50% construction of the ATC signal equipment room for Victoria Park Station and completed 30% design for St. George and Kennedy stations.
- Installed ATC Line 2 fiber from Hillcrest to Dupont Station.

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 manage interdependencies and monitor program schedules.

Next Steps

Procurement Activities:

- Commence RFP bid submission evaluations and conduct final negotiations.
- Contract Award is expected by Q2 2026.

Enabling Works:

- Line 2 Cable Route Management System: Progress with the cable route installation between St George to Dufferin stations.
- ATC Signal Equipment Room Facilities: Progress with construction at Victoria Park Station and design at Chester Station.
- ATC Line 2 Fiber: Fiber connection from Hillcrest to Dupont Station and splice enclosure mounting.

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	R [1]	Overall	R

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 customer experience. 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. The scope 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.

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.
[1]Updated projected tunnel section completions are 70% by the end of 2025, 88% by the end of 2026 and 100% by the end of Q2 2027.

Line 1 Progress:

Tunnel Sections	Track Installation	Station Installation	In Service	Status
Eglinton West - St Clair West	100%	100%	Q4 2025	In Progress[2]
St Clair West - Dupont	100%	100%	Q4 2025	In Progress[2]
Dupont - Spadina	100%	100%	Q4 2025	Completed
Spadina - St George	100%	100%	Q4 2025	Completed
Rosedale - Summerhill	72%	0%	Q1 2026	In Progress
Summerhill - St Clair	7%	100%	Q1 2026	In Progress
St Clair - Davisville	100%	100%	Q4 2025	Completed
Davisville - Eglinton	100%	90%	Q4 2025	In Progress
York Mills - Sheppard	22%	20%	Q1 2026	In Progress
Sheppard - North York Centre	100%	2%	Q4 2025	In Progress
North York Centre - Finch	100%	46%	Q4 2025	In Progress
Eglinton - Lawrence	12%	0%	Q1 2027	On Hold[3]
Lawrence - York Mills	11%	0%	Q1 2027	On Hold[3]

[2]Completion is pending testing for in service.

[3]Asbestos abatement required, with abatement activities in progress.

Line 2 Progress:				
Tunnel Sections	Track Installation	Station Installation	In Service	Status
Kennedy - Warden	100%	100%	Q4 2025	Completed
Victoria Park - Main	100%	100%	Q4 2025	Completed
Main - Woodbine	17%	80%	Q2 2027	In Progress
Woodbine - Coxwell	100%	100%	Q4 2025	Completed
Coxwell - Greenwood	100%	100%	Q4 2025	Completed
Greenwood - Donlands	100%	100%	Q4 2025	Completed
Donlands - Pape	100%	100%	Q4 2025	Completed
Pape - Chester	100%	100%	Q4 2025	Completed
Chester - Broadview	100%	100%	Q4 2025	Completed
Broadview - Castle Frank	100%	75%	Q4 2025	In Progress
Castle Frank - Sherbourne	95%	75%	Q4 2025	In Progress
Sherbourne - Yonge	3%	0%	Q1 2027	In Progress
St George - Spadina	7%	100%	Q1 2026	In Progress
Spadina - Bathurst	8%	65%	Q1 2026	In Progress
Bathurst - Christie	2%	33%	Q1 2026	In Progress
Christie - Ossington	0%	0%	Q1 2026	Not Started
Ossington - Dufferin	0%	0%	Q1 2026	Not Started
Dufferin - Lansdowne	N/A	100%	Q2 2025	Completed
Lansdowne - Dundas West	0%	0%	Q4 2026	Not Started
Dundas West - Keele	N/A	100%	Q2 2025	Completed
Keele - High Park	0%	0%	Q3 2026	Not Started
High Park - Runnymede	95%	80%	Q4 2025	In Progress
Runnymede - Jane	94%	40%	Q4 2025	In Progress
Jane - Old Mill	0%	0%	Q3 2026	Not Started
Old Mill - Royal York	0%	0%	Q4 2026	Not Started
Royal York - Islington	0%	0%	Q1 2027	Not Started
Islington - Kipling	N/A	100%	Q2 2025	Completed

Key Issues and Action Plan:

- Workcars and resources were reprioritized to state-of-good-repair activities and have impacted the schedule. The TTC is co-ordinating with internal departments to utilize available workcars and resources to minimize impacts.
- Maintenance and capital works windows in the subway system are constrained. Weekend closures, in addition to nightly work, are required to meet the schedule. Cancelled subway closures have impacted the schedule for tunnel installation and abatement activities.
- Required asbestos removal from Eglinton to York Mills and from Dundas West to Lansdowne stations, which must occur before equipment installation, has been delayed. The team is still working toward meeting the overall schedule.

Next Steps

- Continue track-level equipment installation, supporting the Rogers contractor with station installation and asbestos abatement, as required.
- Provide support for testing and commissioning of tunnel segments upon completion of tunnel and station works.

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 target headways of up to 120 seconds, enabling the movement of up to 33,000 passengers per hour at peak hours[4]. This will improve customer experience by addressing overcrowding and reducing travel times. The scope includes:

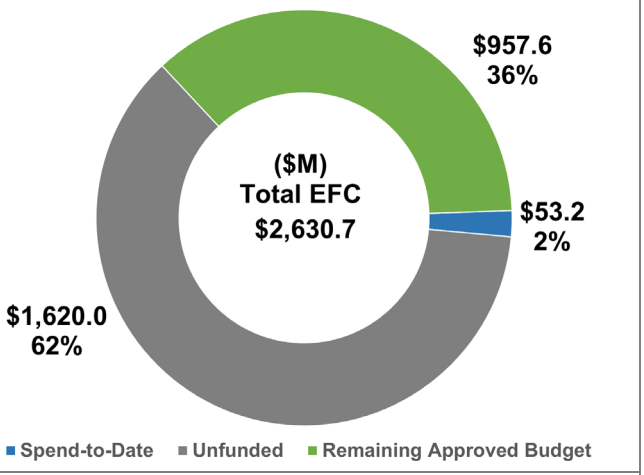
1. *Station Capacities:* Modifications to improve capacity and increase service.
2. *Systems and Infrastructure:* Electrical Traction Power Upgrades; Guideway Enhancement.
3. *Greenwood Yard:* Carhouse Modification; Overhaul Shop Modifications; and Signalling System Upgrades.

Out of scope, but interdependent: The full benefits of the Line 2 CEP will be realized with the procurement of the New Subway Trains (NSTs) and Line 2 Automatic Train Control (ATC).

Note: [4]Headways of 120 seconds by 2041 were based on pre-pandemic projections. The updated ridership demand forecasts will require headways to be achieved earlier (2037). Full schedule and scope impacts are currently being evaluated.

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	$12.2M
2025 YTD Budget	$7.3M
2025 YTD Actuals	$8.8M



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	Q4 2025	Y[5]
Systems & Infrastructure			
Traction Power Upgrades:			
Lansdowne Substation Upgrade	Preliminary Design Review	Q4 2025	Y[6]
New Danforth Substation	Concept Design Review	Completed	
Positive and Negative Feeders (PNFs)			
- Delaware	Commence Construction	Q3 2026	Y[7]
- Indian Grove	Detailed Design Review	Q4 2025	Y[8]
- Kennedy	Agreement with Metrolinx (Design)	Completed	
Duct Bank Installations			
- Warden	Detailed Design	Completed	
- Victoria Park	Detailed Design	Completed	
- Bedford	Detailed Design	Q1 2026	G
- Asquith	Detailed Design	Q2 2026	G
Guideway Enhancements:			
Warden Station Storage Track Extension	Preliminary Design	Q4 2025	G
Greenwood Yard:			
Facility Carhouse Modifications	Detailed Design	Q4 2025	Y[9]
Overhaul Shop Modifications	Preliminary Design Review	Q4 2025	G
Yard Signalling	Technical Specifications Development	Q1 2026	G
Yard Signalling - Equipment Room	Detailed Design	Q4 2025	G
Schedule and Progress Update			
Line 2 – Capacity Enhancement Program (Line 2 CEP) Headways: • The ridership demand forecasts have been updated and are under review, extending to 2051, and will require the target headways to be achieved earlier than previously planned (135 seconds by 2028, 130 seconds by 2029, 125 seconds by 2030, and 120			

seconds by 2037). Full impacts are currently being evaluated and will be outlined in a detailed report to the Board.

Station Capacity – Modifications and Upgrades:

- Spadina Station Streetcar Platform Extension: Contract bid was closed in August 2025.
- [5]Detailed Design review for Jane Station New Fareline and Staircase Modification is currently exceeding the original timeframe; however, there is no impact to the overall program schedule.

Systems and Infrastructure:

- [6]Traction Power Upgrades: Preliminary Design Review for Lansdowne Substation Upgrade was delayed to accommodate additional stakeholder requirements and assess opportunities to reduce overall project costs and mitigate significant risks; however, there is no impact to the overall program schedule.
- New Danforth Substation: Concept Design Review was completed in August 2025.

Positive and Negative Feeders (PNFs):

- Kennedy Station: Agreement with Metrolinx for Detailed Design was completed in September 2025.
- [8]Detailed Design Review at Indian Grove is exceeding the original timeframe; however, there is no impact to the overall program schedule.

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

- [9]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 Estimated Final Cost (EFC). Funding requirements for both projects have been included in the 2026-2035 Budget submission.
- [7]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 target headways for Line 2 may be required earlier than previously planned to reflect the updated ridership demand forecasts (currently under review). As a result, the achievement of 120-second target headways by 2037 (previously required by 2041) is subject to impact analyses on Line 2 CEP projects and is dependent on: a) the availability of the new replacement trains, and b) the operationalization of Line 2 ATC by 2036.
- Further 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 Q2 2026.
- New Danforth Substation: Obtain Stage Gate 2 approval by Q2 2026.
- Broadview: Commence Construction by Q2 2026
- Positive And Negative Feeders – Indian Grove: Commence Construction by Q2 2026

Station Capacity – Modifications and Upgrades:

- Jane Station New Fareline and Staircase Modification: Award contract by Q4 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 Q3 2026.
- Yard Signalling: Commence Preparation of Design – Build Contract Tender by Q2 2026.
- Yard Signalling - Equipment Room: Complete Detailed Design Review 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.
- Current program scope was based on pre-pandemic projections up to 2041. Full impacts will be evaluated based on updated ridership demand forecasts, which now span to 2051.

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

Scope Description

This program provides for the expansion of Line 1 capacity by achieving headways of up to 100 seconds, enabling the movement of up to 39,600 passengers per hour at peak hours[3]. 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:

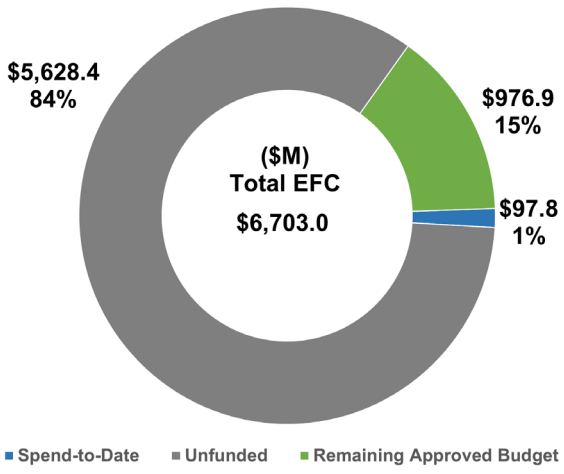
1. *Station Capacities (Structures)*: a) Station modifications to improve station capacities and increase service at St Andrew, St George, and King stations; b) Tactics implementation to improve passenger flow at 12 stations, including three pilot stations: St Andrew, St George, and TMU (formerly Dundas).
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.
   - Operations and Infrastructure (O&I) facility to support maintenance activities (small shop building, outdoor/indoor storage tracks for work cars, material storage, and staging area).
   - Ancillary facilities (Traction Power Substation (TPSS) and Hostler platform).

Out of scope, but interdependent with the program:

- Achieving the target headway is dependent on the procurement of new trains for Line 1 to accommodate growth. A total Line 1 fleet of 122 trains is required.
- Achieving the full benefits of the provincial and federal investment in the Yonge North Subway Extension depends on increasing capacity across Line 1 to meet demand.

Note: [3]Headways of 100 seconds by 2037 were based on pre-pandemic projections. The updated ridership demand forecasts will require headways to be achieved earlier (2035). Full schedule and scope impacts are currently being evaluated.

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	$19.8M
2025 YTD Budget	$16.5M
2025 YTD Actuals	$14.4M



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.
- The overall program status is at risk, given that the achievement of the target outcome of the program 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	G
Tactics Implementation (12 Stations)	Implementation Schedule	Q4 2025	Y[4]
St Andrew – Concourse Modification Phase 2	Preliminary Design	Q4 2025	Y[5]
Systems and Infrastructure			
Traction Power Upgrades:			
New Traction Power Substation at Highway 407 Station	Preliminary Design Review	Completed	
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	Contract Award	Q4 2025	G
Negative Reinforcing Cables (NRC)			

Project	Milestone	Forecasted End Date	Status
- Vaughan Metropolitan Centre to Sheppard West	Construction	Q4 2029	R[6]
- Sheppard West to Wilson	Detailed Design Review	Q4 2025	Y[7]
- 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]

Schedule and Progress Update

Line 1 – Capacity Enhancement Program (Line 1 CEP) Headways:

- The ridership demand forecasts have been updated and are under review, extending to 2051, and require the target headways to be achieved earlier than previously planned (110 seconds and 100 seconds by 2033 and 2035, respectively) to meet service demands. Full impacts are currently being evaluated.

Station Capacity – Modifications and Upgrades:

- [4]The Tactics Implementation (to improve passenger flow at 12 stations) schedule is exceeding the original timeframe due to the complexity of the project.
- [5]St Andrew – Concourse Modification Phase 2: A value engineering exercise, which is currently underway, continues to impact the finalization of the Preliminary Design; however, there is no impact to the overall program schedule.

Systems and Infrastructure:

Traction Power Upgrades:

- Released tender for the Positive and Negative Feeders (PNFs) and Duct Bank Replacement of Granby in September 2025.
- New Traction Power Substation at Highway 407 Station: Preliminary Design Review was completed in May 2025;
- [6]Negative Reinforcing Cables (NRC) – Vaughan Metropolitan Centre to Sheppard West: Construction has been on hold due to the unavailability of the TTC Operations workforce and workcars and is now scheduled for completion in Q4 2029.
- [7]NRC – Sheppard West to Wilson: exceeding the original timeframe due to the unavailability of TTC Operations workforce, impacting site investigations.

Fire Ventilation Requirements:

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

Train Maintenance and Storage Facility (TMSF):

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

Key Issues and Action Plan

- A new TMSF is essential to store and maintain the trains required for Line 1. However, neither the TMSF nor the 25 growth trains for Line 1 are 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 work cars 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.
- [2]Site selection and access to a TMSF are essential to ensure trains required for growth and expansion can be adequately stored and maintained. Delays in obtaining stakeholder concurrence will impact project timelines.

Key Risks and Mitigation Activities

- 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.
- The target headways for Line 1 may be required earlier than previously planned to reflect the updated ridership demand forecasts (currently under review), which now span to 2051. As a result, the achievement of 100-second target headways by 2035 (previously required by 2037) is at risk as they are dependent on: a) funding commitment and availability of the 25 growth and 13 service maturity trains; b) funding commitment and earlier than currently forecasted (Q4 2037) availability of the new TMSF; and c) Yonge North Subway Extension opening. Full Line 1 CEP program scope and schedule impacts are being evaluated.

Next Steps

Systems and Infrastructure:

Positive and Negative Feeders (PNF) and Duct Bank Replacement:

- Granby Station: Construction commencement is expected by Q1 2026.

Fire Ventilation Requirements:

- St Clair West Station Fire Ventilation System: Obtain Stage Gate 5 approval by Q3 2026.
- 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:

- [1]$3,201.2M is currently unfunded in the 10-Year Capital Budget and Plan (2025-2034), and $2,427.2M is unfunded post-2034.
- Current program scope was based on pre-pandemic projections up to 2041. Full impacts will be evaluated based on updated ridership demand forecasts, which now span to 2051.

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[2]	Overall	Y

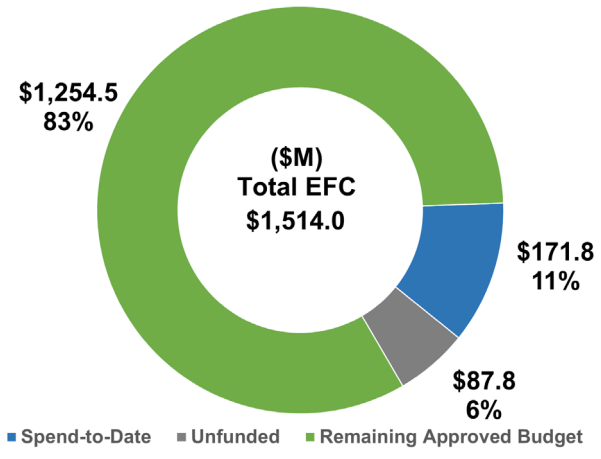
Scope Description

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

- A new Line 2 eastbound platform and expanded Line 1 platforms to enhance capacity.
- 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	$75.7M
2025 YTD Budget	$40.1M
2025 YTD Actuals	$49.0M



Schedule and Progress Update

- Brookfield commenced construction for the chiller plant in Q1 2025 and is progressing on schedule for completion 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 continues, including initiation of due diligence and investigation activities, ongoing preparation of the Development Phase schedule, and development of Value Engineering opportunities.
- Communication strategies are ongoing to inform riders about the project, with additional funding signs and new project signs being installed inside Bloor-Yonge Station 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 St. E., 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.
- [2]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 include alignment with the funding timeline (October 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 monitoring project escalation costs, with any cost estimate adjustments to be incorporated during the Development Phase. Value engineering efforts are underway to mitigate cost increases for this phase.
- 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 assess 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		

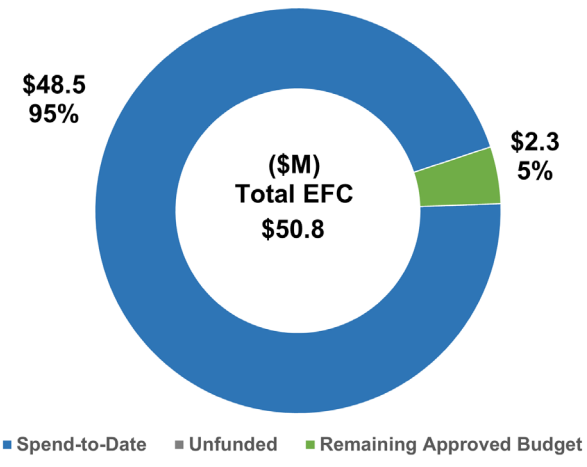
Scope Description

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 providing 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 efficiently.
- 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	$2.3M
2025 YTD Actuals	$2.2M



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 efficiently, 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, 67 of 70 stations have at least 90% camera coverage, with planned completion of the remaining three stations (Glencairn, King, and High Park) by the end of 2025.

Next Steps

- CCTV Cameras: Complete 90% camera coverage at the remaining stations by Q4 2025.
- Commence Project Closeout activities.

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

Implemented as part of Phase 1:

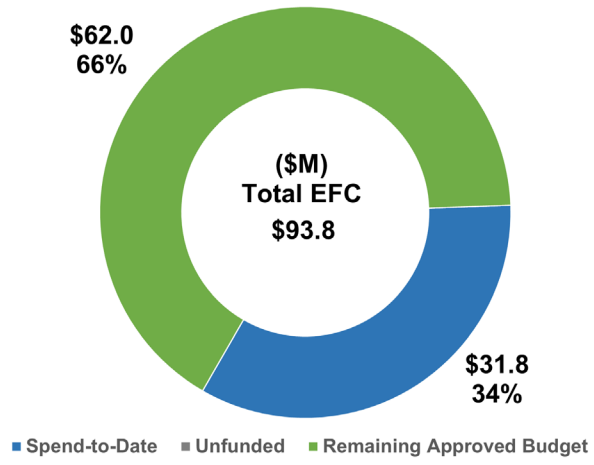
- Provided express bus service via Kennedy and Midland, between Scarborough Centre Bus Terminal and Kennedy Station.
- Modifications to the bus platforms at Scarborough Centre and Kennedy locations.
- Construction of a temporary bus terminal at Kennedy Station.
- Transit Priority Measures to facilitate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

To 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	$16.7M
2025 YTD Budget	$5.0M
2025 YTD Actuals	$5.3M



Schedule and Progress Update

<u>Phase 2 – Busway:</u>

- The contract for the Busway implementation was awarded in June 2025, and work commenced in July 2025. The contractor submitted a baseline construction schedule, and an acceleration plan to target an early revenue service is under negotiation.
- The TTC is working with the City to expedite the issuance of permits. 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 (easement in place),
b) Bus stop at Lawrence Avenue East (Early Possession Agreement (EPA) in place, effective August 28, 2025), and
c) Bus ramp at Ellesmere Road (negotiations for an EPA are ongoing, forecasted to be in place by end of 2025).

Key Risks and Mitigation Activities

- The primary risks that may impact the SRT Busway Acceleration Plan include the limited schedule flexibility and the potential for severe winter weather conditions.
- The TTC is continuing to negotiate with private properties for the required easements, and in parallel is conducting expropriation actions with the City of Toronto Real Estate Management required at Ellesmere Road bus stop, in case negotiations 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 rail operations to a Busway. Ongoing co-ordination is required due to the proximity of construction work to the GO train operation and to prevent flagging requirements from Metrolinx, which will impact the schedule.

Next Steps

- Continue negotiations for an EPA to acquire the property for the Ellesmere Road bus stop.

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):

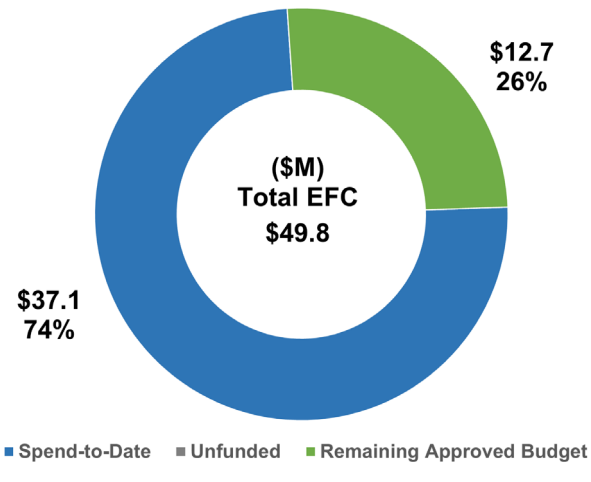
- FOS, Re-Registration, and Conditional Trip Matching.
- Construction of 16 Access Hubs.
- Upgrade the RSD system to enhance FOS capabilities; introduce the Mobile App pilot.
- Launch the Wheel-Trans Mobile Application.
- Implement the Customer Relationship Management technology.

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	$1.5M
2025 YTD Actuals	$1.4M



Schedule and Progress Update

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

Since 2016, the implementation of Phase 1-4 has resulted in a significant reduction in call wait times for reservations (89.9%), On-Time Performance improvements (6%), and a reduction in customer complaints for both Wheel-Trans buses (48.4%) and contracted services (23.3%).

- 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. Since its implementation in 2017, there have been more than 5.3 million FOS trips and total estimated cost avoidance of $200.9M. 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 Q4 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 have been required to re-register. Re-registration efforts are ongoing, with the remaining 1,800 expected to be completed by the end of 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): 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):

- RSD Software Enhancements: Phase 5 go live planned for January 2026, and Phase 6 went live in October 2025.
- Mobile Data Terminal/Automatic Vehicle Location (MDT/AVL) and Integrated Voice Recognition (IVR): Contract award was deferred from Q3 to Q4 2025 due to extended RFP terms and pricing negotiations, with no impact to the overall program milestones. A request has been submitted to seek Board approval for contract awards, which may push the awards to Q1 2026.
- 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.

Next Steps

- Award the contract for the AVL and IVR projects by the end of Q4 2025 (to be confirmed).
- 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.

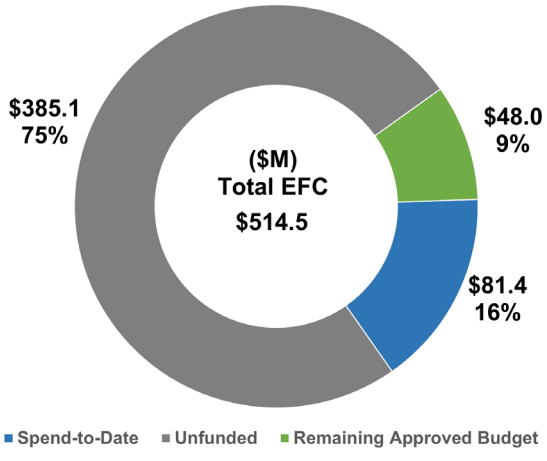
The program status of “green” pertains only to the current scope of the program that is funded.

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	$6.6M
2025 YTD Actuals	$6.2M



Schedule and Progress Update

2025 marked the 50th anniversary of Wheel-Trans service. Representatives from TTC's Vehicle Programs Department hosted a celebration event on September 6, 2025, to discuss the electrification roadmap for Wheel-Trans.

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 November 7, 2025, the TTC received 73 of 85 buses, of which 70 are in service, and the remaining 12 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 meeting, and the contract was awarded (February 2025). Deliveries are expected to commence in 2026 and are scheduled to be completed by 2027.
- Key interdependency (out-of-scope): Installation of 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	73	70	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 12 vehicles by the end of Q4 2025.

Five eWheel-Trans Buses (Pilot):

- Complete pre-production meetings by Q4 2025.
- Charging Systems Commercial Operation sign off (Q4 2025).

Note:

- [2]The forecast completion year of 2029 reflects the funded scope of the program.
- $260.4M 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	G	Overall	G

Scope Description

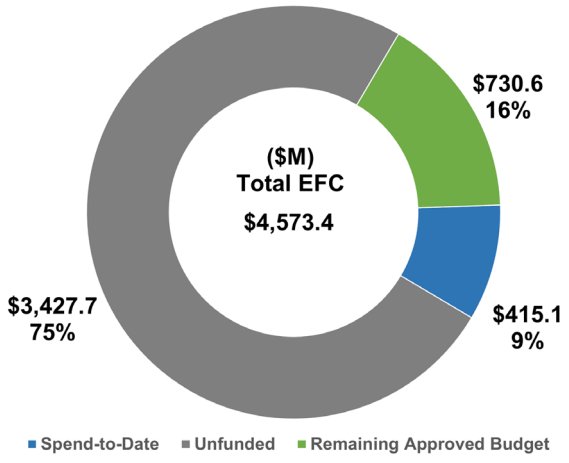
The procurement of replacement vehicles at end-of-life to maintain service reliability, increase system accessibility for customers, increase fleet capacity to match customer demand, and reduce overcrowding. The TTC's Green Bus Program is a strategy to transition the accessible-conventional bus fleet 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 2026 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)	$4,573.4M
Total Approved Budget	$1,145.7M
10-Year Approved Budget (2025-2034)	$917.5M
2025 Budget	$440.8M
2025 YTD Budget	$195.7M
2025 YTD Actuals	$186.9M



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

eBuses	Total	Start Date	# Delivered	Forecasted End Date	Status
New Flyer	204	Q2 2024	177	Q1 2026	R[1]
NOVA	136	Q3 2024	70	Q1 2026	G

Progress Update

340 Zero-Emission Buses (eBuses):

- As of November 11 2025, 247 of 340 vehicles were delivered, of which 169 are in service. The delivery of the 340 eBuses is forecasted to be completed by Q1 2026.

Key Issues and Action Plan

- [1]Stop Shipment Notice was issued to New Flyer on July 30, 2025 due to New Flyer not meeting contractual reliability and availability targets. The TTC is working with New Flyer on mitigation measures to improve reliability and availability performance.
- [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 have resulted 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 Q1 2026.

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	G	Overall	G

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 Emission Transit Fund (ZETF), allowing for the installation of a total of 248 charge points between 2023 and 2026:

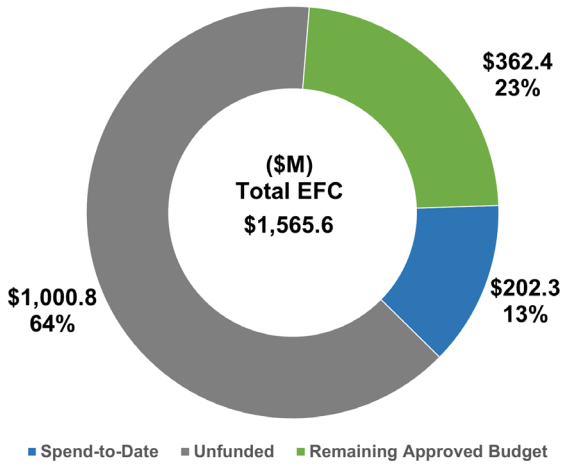
- Phase 1 – Commission 124 charge points.
- Phase 2a – Commission 124 charge points.

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)	$1,565.6M
Total Approved Budget	$564.8M
10-Year Approved Budget (2025-2034)	$368.9M
2025 Budget	$39.2M
2025 YTD Budget	$13.6M
2025 YTD Actuals	$6.5M



[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 November 2025: 98 of 248 charge points have been commissioned and are in service. See the table below for the status of each project:

Garage (Projects)	# of Charge Points	Current Phase	Forecasted / Actual End Date[2]	Status
Phase 1				
Arrow Road	10	In-Service	February 2024	Completed
Eglinton	21	In-Service	March 2025	Completed
Birchmount	10	In-Service	March 2025	Completed
McNicoll	27	In-Service	August 2025	Completed
Malvern	30	In-Service	August 2025	Completed
Wilson	26	Construction	March 2026	R[4]
Phase 2a				
Eglinton	56	Construction	April 2026	G
Mount Dennis	68	Construction	April 2026	G
Total	**248**			

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.
- [4]An existing feeder cable was found to be damaged during the commissioning process (Phase 1) at Wilson Garage, preventing the energization of chargers for commissioning. This unforeseen issue has resulted in the commercial operations being deferred to March 2026 from September 2025. Mitigation measures are being developed, including the continuation of limited commissioning activities of the chargers in parallel to a replacement cable being installed.
- As a result of the above issues, 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 a new technology being adopted by the TTC and requires ongoing change management support.

Next Steps

Phase 1:

- 26 charge points available for Commercial Operations at Wilson Garage.

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	

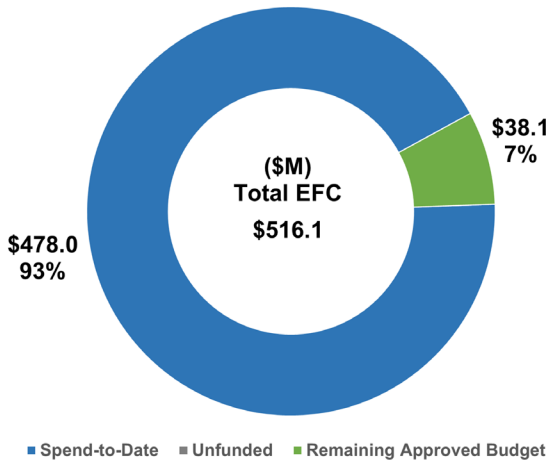
Scope Description

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	$116.9M
2025 YTD Actuals	$119.2M



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 a Canadian content contribution of approximately 50%.
- Production work for major sub-assemblies continues at Alstom's Thunder Bay, Ontario facility. Project closure activities continue at Alstom's La Pocatière, Quebec, and Sahagun, Mexico facilities.
- As of November 6, 2025, all 60 streetcars have been delivered, of which 58 are in service.

Next Steps

- Complete the commissioning process for the remaining two streetcars by the end of 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

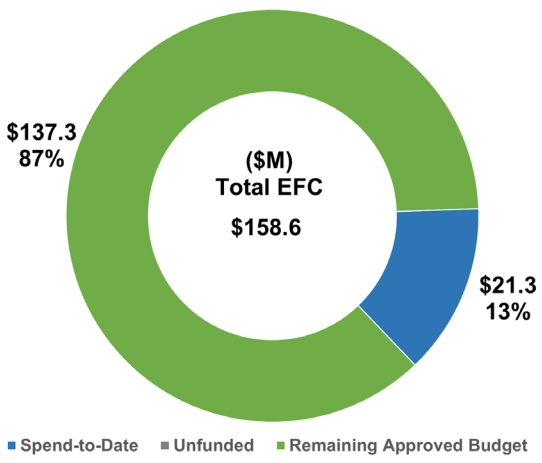
Scope Description

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	$12.8M
2025 YTD Budget	$4.5M
2025 YTD Actuals	$8.2M



Schedule and Progress Update

Hillcrest Maintenance and Storage Facility (MSF):

- Construction work for the Streetcar MSF with the installation of pipes and cable chambers continues within and north of Harvey Shop.
- Hillcrest Hydro Corridor East Parking Lot: Preliminary Design reviewed by stakeholders.

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 adjusted to account for the redevelopment of the Hillcrest Hydro Corridor East parking lot. The resulting estimated incremental cost increase of $7.95 million is based on a 30% Preliminary Design estimate, with additional funding to 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:

- Commence Detailed 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		

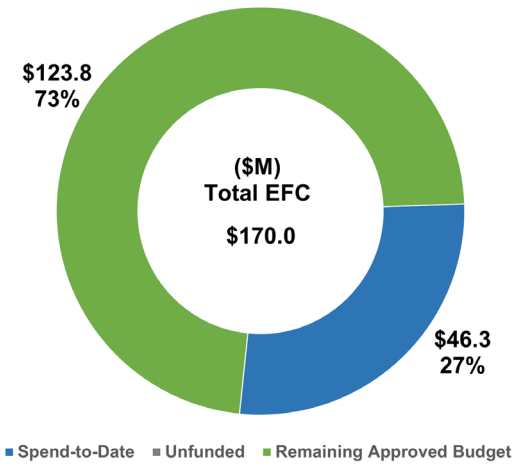
Scope Description

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	$11.1M
2025 YTD Budget	$3.6M
2025 YTD Actuals	$7.8M



Schedule and Progress Update

Track and Yard Overhaul:

- Stage 3 construction completion and substantial performance is expected by the end of Q4 2025.

Interior Modifications and Carhouse Extension:

- The Contract tender closed, and the award is expected by the end of Q4 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	Q4 2025	In Progress	Y
Interior Modifications and Carhouse Extension	Q4 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

Extension and Interior Modifications:

- Award the contract by the end of Q4 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

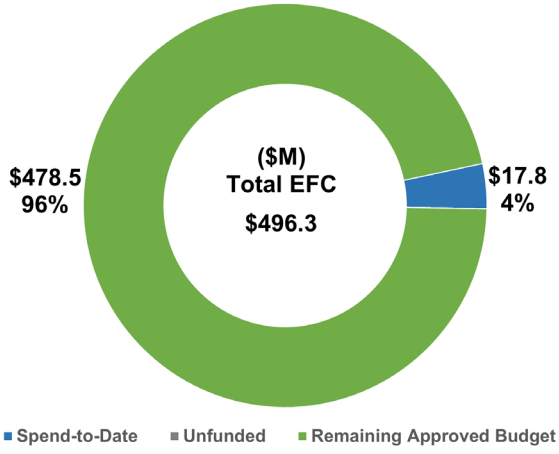
Funding Status	Performance Scorecard (Outlook Status)								
G	Scope	G	Cost	G	Schedule	Y[1]	Overall	Y

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 the early 2030s. The existing location will serve as a backup facility.

Financials: Cost and Budget

Project/Program Start	2024
Forecast Completion Year	2032[1]
Estimated Final Cost (EFC)	$496.3M
Total Approved Budget	$496.3M
10-Year Approved Budget (2025-2034)	$481.4M
2025 Budget	$1.3M
2025 YTD Budget	$3.1M
2025 YTD Actuals	$3.0M



Schedule and Progress Update

Early Works:

- Demolition contract is progressing toward tender and is scheduled to be awarded by the end of Q1 2026.

Facility:

- Reviewed and provided responses to Preliminary Design comments.
- Quantitative Risk Assessment (QRA) report is under review.
- Continue 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

- [1]The forecast completion year will be updated following the completion of the QRA and final refinement of scope, with consideration of options for transit growth post 2045.
- There is potentially a significant financial impact of applying the Toronto Green Standards to meet the Net Zero emissions target. The TTC will continue to co-ordinate 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 in the scope requirements.

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

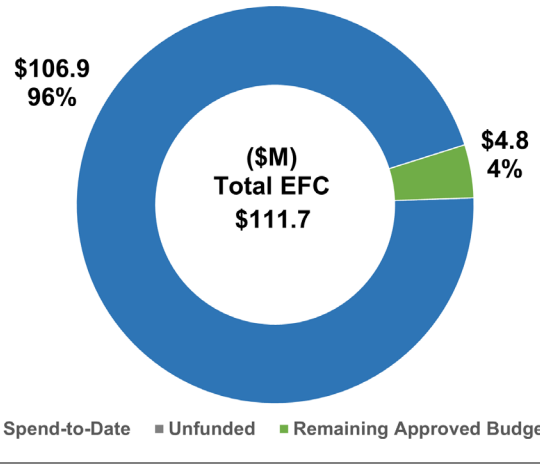
Implementation of a new Computer-Aided Dispatch/Automatic Vehicle Location (CAD/AVL) System (VISION) on the bus and streetcar fleets to provide improved: a) tracking and communications with the fleet of more than 2,200 buses and streetcars; b) information for scheduling and planning; c) real-time information 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	$1.8M
2025 YTD Actuals	$3.3M



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).

Key Risks and Mitigation Activities

- [1]The vendor commissioning at Roncesvalles and Birchmount may potentially be delayed to Q1 2026 from Q4 2025 due to resource constraints. However, the team continues to work toward the full implementation across all carhouses/garages by Q4 2025.
- 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.

Next Steps

- Complete the Smart Yard Implementation at the remaining garages and yards by the end of Q4 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	Y[2]	Schedule	G[1]	Overall	Y

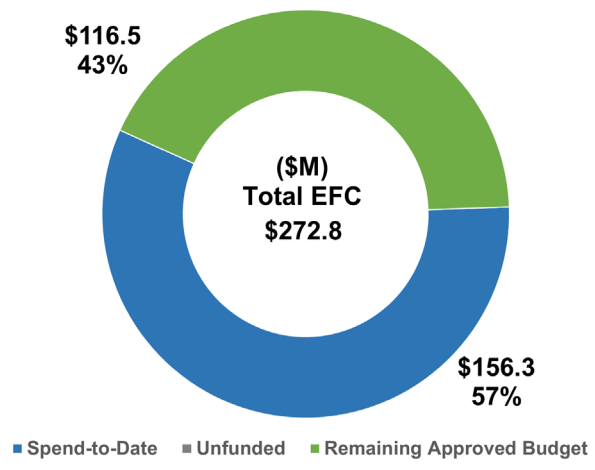
Scope Description

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	2029
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	$24.2M
2025 YTD Actuals	$13.1M



Schedule and Progress Update

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

Phase 2 (In Progress):

- Time and Attendance Release 2 – MyTTC|Time (Union-Non-Operators): Design workshops and solution build are in progress (planned go live in Q4 2026).
- Time and Attendance Release 3 – MyTTC|Time (Union-Operators):
  - Bidweb Signup went live in September 2025 for Birchmount and Mount Dennis.
  - Daily Operations, Timekeeping: build in progress
- Union Bidding Solution:
  - Release 1: Implementation in progress and go-live is planned for Q1 2026.
  - Release 2: Design workshops in progress and go-live is planned for Q4 2026.
- Disability Claims Management:
  - Design workshops in progress and go-live is planned for Q4 2026.

Phase 3 – SAP Procurement, Materials Management, and Finance:

- [1]Phase 3 was rebaselined from Q4 2027 to Q2 2029 to accommodate extended vendor negotiations and alignment with their schedule.
- Migration of SAP finance infrastructure from internal TTC data centres to SAP Cloud went live in September 2025, enabling access to the latest innovations and capabilities.
- Design workshops in progress for the expense management solution.

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	
Disability Claims Management	Jul 2025	Oct 2026	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

Phase	Start Date	Forecasted End Date	Status	
Union Bidding Implementation	Jul 2023	Jun 2027	In Progress	G
Phase 3				
Procurement, Materials/Warehouse Management, Accounts Payable II	Feb 2023	Jun 2029	In Progress	G
Accounts Receivable	Feb 2023	Jun 2029	In Progress	G
Asset Accounting	Feb 2023	Jun 2029	In Progress	G
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 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.
- [2]The cost status is noted at caution to reflect previous additions to program scope, which utilized the contingency funds. The team is currently assessing contingency for the remainder of the program for future budget submissions.

Next Steps

Wave 2 – Time and Attendance Release 3 – MyTTC|Time (Union-Operators):

- Phase 1 (Bidweb Signup) rollout for Eglinton, Queensway, McNicoll, and Wilson locations planned for November 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	Cost	G	Schedule	R[1]	Overall	R

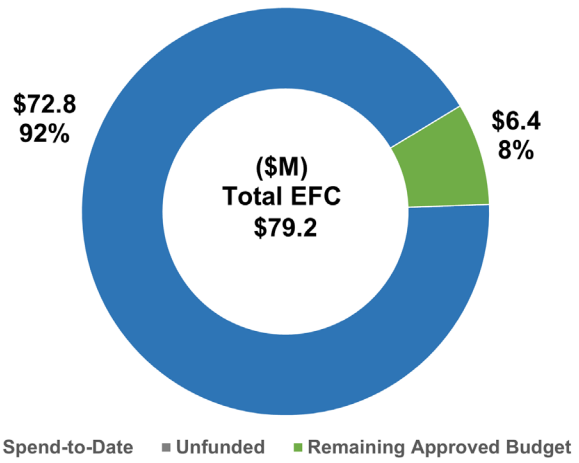
Scope Description

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	$0.8M
2025 YTD Actuals	$0.7M



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 Fare Gate readers
- Open Payment
- PRESTO in Google Mobile Wallet/PRESTO in Apple Mobile Wallet

Deliverables in progress:

- PRESTO Third-Party Network Expansion (Phase 1): To date, the Fare Vending Machines (FVMs) have been installed at two of four priority Neighbourhood Improvement Areas (NIAs).
- Machine Readable Transfers: Phase 1 (Streetcars only) is in progress and is forecasted to be completed in Q2/3 2026 with full implementation to be determined.
- PRESTO 2.0: To enable new features including advanced fare capping, 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 starting in 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 FVMs at the remaining two priority 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. Metrolinx is working to confirm the ‘’offline’’ function of this feature to receive a Machine-Readable Transfer (MRT) solution approval from the TTC.
- Q2 2026: Continue progressing the updated outcome-based requirements through the Transition Program.