



MAJOR PROJECTS UPDATE

Financial Period Ended December 31, 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 December 31, 2025, in line with the 2025 financial reporting, with project updates up to March 20, 2026.

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Overview

Major Projects and Programs

This quarterly report focuses on the performance of major capital projects and programs that are fully or partially funded in TTC's 10-Year Capital Budget and Plan, a subset of TTC's 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](#).

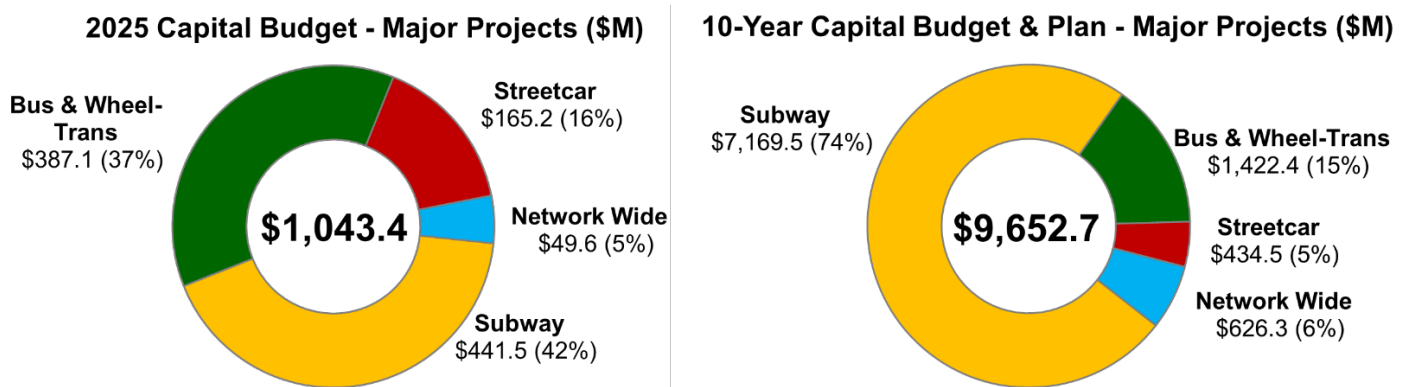
Investment in the TTC's capital assets advances the following key strategic directions: 1) Build a Future Ready Workforce; 2) Attract New Riders, Retain Customer Loyalty; 3) Place Transit at the Centre of Toronto's Future Mobility; 4) Transform and Modernize for a Changing Environment; and 5) Address the Structural Fiscal Imbalance.

The TTC's delivery of the capital program, which includes three project classifications: Category 1, 2, and 3. Category 3 projects are only included within the Major Projects Update Report and represent the TTC's major projects, based on the magnitude of cost, complexity, risk, interdependency with other projects/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 \$16.606 billion, of which Category 3 projects comprise 58%, with \$9.653 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 December 2025, the following are key highlights:

<p>Subway Portfolio</p> 	<p>Easier Access Program: Christie, Warden, Summerhill, and Lawrence stations became accessible in December 2025 (Lawrence was completed ahead of Q1 2026 target), and Greenwood in February 2026, resulting in 91% station accessibility (64 of 70).</p> <p>Purchase of New Subway Trains: The contract was awarded to Alstom in December 2025. The trains will be manufactured at facilities in Thunder Bay, Kingston, and Toronto, supporting 946 jobs in Canada, including 285 in Ontario, and increasing Canadian Content to 55%.</p> <p>Stations Transformation Program: Completed camera installation at all 70 stations, providing at least 90% camera coverage.</p>
<p>Bus & Wheel-Trans Portfolio</p> 	<p>Scarborough Rapid Transit (SRT) Busway: The forecasted in-service date was accelerated to September 2026.</p> <p>Purchase of eBuses: 337 of 340 eBuses have been delivered, of which 259 are in service.</p> <p>eBus Charging Systems: As of April 2026, 26 charge points are in service at Wilson Garage. To date, 124 of the 248 planned charge points have been commissioned.</p> <p>Purchase of Wheel-Trans Buses: All 85, six-metre ProMaster buses have been delivered, and are in service.</p>
<p>Streetcar Portfolio</p> 	<p>Purchase of 60 Streetcars: All 60 streetcars have been delivered and are in-service and project closeout has commenced.</p> <p>Hillcrest Facility: Construction of the streetcar storage and maintenance facility continues within and north of Harvey Shop.</p> <p>Russell Carhouse: The Track and Yard Overhaul has been completed and the contract for the Interior Modifications and Carhouse Extension was awarded in December 2025.</p>
<p>Network-Wide Portfolio</p> 	<p>SAP Enterprise Resource Planning (ERP) Implementation: The Board Period Sign-Up solution has been implemented across all bus divisions, digitizing and streamlining Operator bidding and work assignment selections.</p> <p>VISION: Implementation of the Smart Yard technology has been completed at eight of 10 facilities. The final two facilities will be commissioned by May 2026, signifying the completion of the program.</p> <p>PRESTO: Fare Vending Machines (FVMs) have been installed at three of the four priority Neighbourhood Improvement Areas (NIAs).</p>

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		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										
Subway Portfolio																	
Easier Access Phase III	2.2.7	LEGIS	2007	2028	\$944.4	\$146.0	\$146.0	\$146.0	\$405.0	\$1,203.4	-	\$1,203.4	G	G	G	G	G
Station Second Exits Program	2.4.2	H&S	2002	2033	\$60.6	\$9.2	\$9.2	\$9.2	\$146.5	\$197.9	\$25.6	\$223.5	Y	G	Y	G	Y
Fire Ventilation Upgrades	2.4.2	SOGR	1998	Ongoing	\$381.2	\$6.5	\$6.5	\$6.5	\$230.8	\$605.6	\$223.0	\$828.6	G	G	G	G	G
New Subway Train Procurement: Line 2 - 55 T1 Replacement Trains	2.4.3	SOGR	2020	2035	\$146.7	\$142.6	\$142.6	\$142.6	\$2,232.9	\$2,236.9	\$53.0	\$2,289.9	G	G	G	G	G
New Subway Train Procurement: Line 1 - 25 Growth Trains	3.1.1	Growth	2020	TBD	\$4.9	\$0.5	\$0.5	\$0.5	\$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	2037	\$48.1	\$17.1	\$17.1	\$17.1	\$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	\$57.7	\$13.3	\$13.3	\$13.3	\$966.6	\$1,010.9	\$1,620.0	\$2,630.9	Y	G	G	G	G
Line 1 - Capacity Enhancement Program (Line 1 CEP)	3.1.1	SI	2019	2041	\$104.3	\$21.0	\$21.0	\$21.0	\$991.2	\$1,074.5	\$5,628.4	\$6,702.9	R	G	Y	R	R
Bloor-Yonge Capacity Improvements	3.1.2	SI	2015	2035	\$205.0	\$82.3	\$82.3	\$82.3	\$1,303.5	\$1,426.2	\$87.8	\$1,514.0	G	G	Y	Y	Y
Stations Transformation	2.2.3	SI	2017	2025	\$49.3	\$3.0	\$3.0	\$3.0	\$3.6	\$49.9	-	\$49.9	G	G	G	G	G
Total Subway Portfolio					\$2,002.1	\$441.5	\$441.5	\$441.5	\$7,169.5	\$8,730.1	\$8,640.0	\$17,370.2					
Bus & Wheel-Trans Portfolio																	
SRT Right-of-Way (ROW) Conversion to Busway	2.3.3	SOGR	2015	2026	\$41.6	\$15.4	\$15.1	\$15.4	\$67.3	\$93.8	-	\$93.8	G	G	G	G	G
Wheel-Trans 10-Year Transformation	2.2.7	LEGIS	2017	2027	\$37.5	\$1.8	\$1.8	\$1.8	\$14.1	\$49.8	-	\$49.8	G	G	G	G	G
Purchase of Wheel-Trans Buses (Gasoline & Electric)	2.2.7	SOGR	2016	2029*	\$85.4	\$11.8	\$10.1	\$11.8	\$54.1	\$129.4	\$385.1	\$514.5	Y	G	G	G	G
Purchase of Buses	3.3.1	SOGR	2018	2026*	\$549.0	\$320.9	\$320.9	\$320.9	\$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*	\$212.6	\$37.2	\$16.8	\$37.2	\$369.3	\$565.1	\$1,000.8	\$1,565.9	R	G	G	R	R
Total Bus & Wheel-Trans Portfolio					\$926.1	\$387.1	\$364.7	\$387.1	\$1,422.4	\$1,983.8	\$4,813.6	\$6,797.4					
Outlook to Completion					Total Category 3 Portfolio (\$ Millions)								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				
G	On Track / Fully funded within the 10-Year Plan				Spend-to-Date	2025 YTD		2025 Budget	10-Year Approved Budget & Plan	Total Approved Budget	Total 15-Year CIP Unfunded	Total Projected EFC					
Y	At Caution / Tracking Behind / Unfunded within the 10-Year Plan					Budget	Actual										
R	At Risk / Missed Target / Unfunded within the 10-Year Plan with impacts				\$3,865.8	\$1,043.4	\$999.8	\$1,043.4	\$9,652.7	\$12,518.7	\$13,453.6	\$25,972.3					

Note:

- 1) Total Projected EFC = Total Approved Budget + Total 15-Year CIP Unfunded
- 2) Spend-to-Date = Total Spent to 2024 + 2025 YTD Actuals
- 3) Rogers 5G Implementation is excluded as it is funded by Rogers (infrastructure provider)

*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	\$491.0	\$136.0	\$132.3	\$136.0	\$157.4	\$516.1	-	\$516.1	G	G	G	G	G
Hillcrest Facility	3.1.5	SI	2021	2029	\$27.8	\$14.7	\$14.7	\$14.7	\$145.6	\$158.6	-	\$158.6	G	G	G	G	G
Russell Carhouse	3.1.5	SOGR	2021	2029	\$52.9	\$14.4	\$14.4	\$14.4	\$131.6	\$170.0	-	\$170.0	G	G	G	G	G
Total Streetcar Portfolio					\$571.7	\$165.2	\$161.4	\$165.2	\$434.5	\$844.8	-	\$844.8					
Network Wide Portfolio																	
TTC Operations Facility	3.1	Growth	2024	2032	\$20.2	\$5.4	\$5.4	\$5.4	\$481.4	\$496.3	-	\$496.3	G	G	G	Y	Y
VISION - CAD/AVL	2.1.2	SOGR	2016	2025	\$110.0	\$6.5	\$6.5	\$6.5	\$8.1	\$111.7	-	\$111.7	G	G	G	R	R
SAP ERP Implementation	4.3.2	SOGR	2014	2029	\$162.6	\$35.5	\$19.5	\$35.5	\$129.7	\$272.8	-	\$272.8	G	G	G	G	G
PRESTO	2.2.6	Growth	2012	2027	\$73.0	\$2.3	\$0.9	\$2.3	\$7.1	\$79.2	-	\$79.2	G	Y	G	R	R
Total Network Wide Portfolio					\$366.0	\$49.6	\$32.2	\$49.6	\$626.3	\$960.0	-	\$960.0					
Outlook to Completion					Total Category 3 Portfolio (\$ Millions)								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				
G	On Track / Fully funded within the 10-Year Plan				Spend-to-Date	2025 YTD		2025 Budget	10-Year Approved Budget & Plan	Total Approved Budget	Total 15-Year CIP Unfunded	Total Projected EFC					
Y	At Caution / Tracking Behind / Unfunded within the 10-Year Plan					Budget	Actual										
R	At Risk / Missed Target / Unfunded within the 10-Year Plan with impacts				\$3,865.8	\$1,043.4	\$999.8	\$1,043.4	\$9,652.7	\$12,518.7	\$13,453.6	\$25,972.3					

- Note:**
- 1) Total Projected EFC = Total Approved Budget + Total 15-Year CIP Unfunded
 - 2) Spend-to-Date = Total Spent to 2024 + 2025 YTD Actuals
 - 3) Rogers 5G Implementation is excluded as it is funded by Rogers (infrastructure provider)

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: Finalize construction of the Easier Access Program	Legislative
	Asset Class
	Facilities

Funding Status	Performance Scorecard (Outlook Status)							
G	Scope	G	Cost	G²	Schedule	G	Overall	G

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 a new accessible bus terminal at each station. The program contributes to TTC's efforts to meet accessibility requirements in the Accessibility for Ontarians with Disabilities Act, 2005 (AODA).

Financials: Cost and Budget

Project/Program Start	2007	<p>(\$M) Total EFC \$1,203.4</p> <p>\$944.4 78%</p> <p>\$259.0 22%</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>
Forecast Completion Year	2028	
Estimated Final Cost (EFC)	\$1,203.4M	
Total Approved Budget	\$1,203.4M	
10-Year Approved Budget (2025-2034)	\$405.0M	
2025 Budget	\$146.0M	
2025 YTD Budget	\$146.0M	
2025 YTD Actuals	\$146.0M	







Schedule and Progress Update

To date, 64 of 70 subway stations (91%) have been made accessible.

- In 2025, Lawrence Station reached Elevator-in-Service (EIS) ahead of the planned date of Q1 2026). Christie, Warden, and Summerhill stations also became accessible in December 2025, exceeding the 2025 target of 62 stations (89%).
- Greenwood Station became accessible in February 2026, as scheduled.
- Construction continues to progress at the remaining six stations, with five additional stations expected to be accessible in 2026.

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

Program Schedule (As of February 28, 2026)

Station Projects	Phase	Construction % Complete	Elevators-in-Service	Status
College	Construction	91%	Q2 2026	
Museum	Construction	89%	Q3 2026	
Spadina	Construction	91%	Q3 2026	
King	Construction	65%	Q4 2026	
Islington (EA/Re-dev) ¹	Construction	58%	Q4 2026	
Old Mill	Construction	26%	Q3 2028	

Notes:

¹Islington 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 Risks and Mitigation Activities

- Potential unforeseen site conditions, third party/utility costs, complexities of working within City Right of Way areas, and cost escalations may result in an increase to the Estimated Final Cost (EFC). Any cost risks will be assessed in the 2027 budget submission.
- Staff continue to work with contractors, third parties, and relevant stakeholders to mitigate construction issues and accelerate activities, where feasible.
- ²Islington Station – Risks are related to staging of Hydro infrastructure and roadway reconstruction works along Islington Avenue and Islington/Aberfoyle intersection due to site complexities/conditions and co-ordination with Transportation Services and Toronto Hydro. Mitigation plans include developing detailed staging plans and extensive co-ordination with Contractor and Sub-Contractors and continued feasibility reviews with Toronto Hydro, including advancing long-lead items. This risk is being managed and probability of impact to the forecasted EIS date is moderate.

Next Steps

- Continue to advance the construction at the remaining six 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	<p style="text-align: center;">(\$M) Total EFC \$223.5</p> <p style="font-size: small;">■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>
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	\$9.2M	
2025 YTD Budget	\$9.2M	
2025 YTD Actuals	\$9.2M	

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 were finalized, and construction commenced in Q1 2026.
- TMU (Toronto Metropolitan University) Station: Discussions are ongoing with the developer for the integration of a second exit from the northbound platform.

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

Station Second Exits/Entrances (As of March 20, 2026)

Station	Current Phase	Second Exits/ Entrances In-Service	Status
College	Construction	Q2 2026	In Progress 
Dundas West	Construction (Managed by Metrolinx)	Q4 2027	In Progress  ³
Summerhill	Construction (Managed by Developer)	Q1 2028	In Progress 
Greenwood	Planning	TBD	N/A
TMU	Planning	TBD	N/A

Key Issues and Action Plan

- ³Dundas West: Delay in construction caused by unforeseen site conditions and adjacent development impacts. Metrolinx is advancing the necessary property agreements and expropriation processes to address the impact.

Key Risks and Mitigation Activities

- Greenwood: 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.
- TMU: 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.
- ¹Funding status is at caution as the Lawrence West Station Additional Exit/Entrance is currently unfunded and assessed as part of the updated Capital Investment Plan.
- ²Higher 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

- Continue to advance the Second Exits construction at College, Dundas West and Summerhill 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 for the Lawrence West Station Additional Exit/Entrance 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	G	Schedule	G	Overall	G

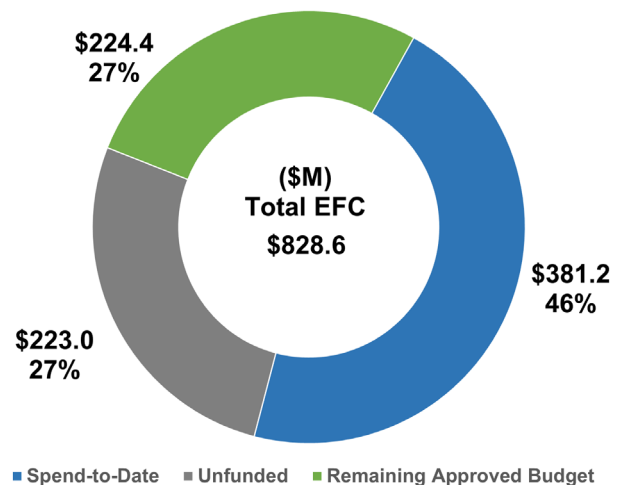
Scope Description

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 services.

Financials: Cost and Budget

Project/Program Start	1998
Forecast Completion Year	Ongoing
Estimated Final Cost (EFC) ¹	\$828.6M
Total Approved Budget	\$605.6M
10-Year Approved Budget (2025-2034)	\$230.8M
2025 Budget	\$6.5M
2025 YTD Budget	\$6.5M
2025 YTD Actuals	\$6.5M



Schedule and Progress Update

For more information on work completed to date, please refer to [previous report](#).







Subway Ventilation System Upgrade:

- Outstanding construction contract deficiencies were addressed at Eglinton Station (delivered by Metrolinx).
- The Subway Ventilation Equipment Condition Assessment, which will inform new locations to be included in future phases of the program, is under internal stakeholder review.

Subway/Tunnel Ventilation Equipment Replacement:

- Commenced the design for Greenwood and Broadview stations.

Program Schedule

Contract	Current Stage	Forecast Completion	Status
Subway Ventilation System Upgrade			
Eglinton Station (Delivered by Metrolinx)	Construction	Q1 2026	Completed
Subway / Tunnel Ventilation Equipment Replacement			
Spadina Stations (Lines 1 and 2)	Detail Design	Q2 2026	In Progress 
Dupont Station and Russell Hill Emergency Service Building (ESB)	Detail Design	Q2 2026	In Progress 
Donlands Station	Detail Design	Q3 2026	In Progress 
Queen’s Park and St. Patrick stations	Detail Design	Q3 2026	In Progress 
Union Streetcar Loop	Detail Design	Q4 2026	In Progress 
Greenwood and Broadview stations	Preliminary Design	Q3 2026	In Progress 

Key Risks and Mitigation Activities

- To mitigate concerns resulting from construction complexities for the SOGR Subway Ventilation Equipment Replacement contracts that may impact the community, the TTC is co-ordinating with local Councillors, as required, and City staff in the early design stage to support traffic lane closures at various locations.

Next Steps

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, Greenwood Station, Broadview Station, and Union Streetcar Loop.
- Commence the design of Church, MacDonald Cartier and Teddington ESBs.

Notes:

- \$223.0M is unfunded post-2034.
- Fire Ventilation Upgrades (FVU) projects at St Clair West Station and Markdale Emergency Service Building (ESB) are being implemented as part of the Line 1 Capacity Enhancement Program (CEP).
- ¹The Estimated Final Cost (EFC) is projected to increase due to design maturity and the requirement to replace the existing power and communication cable feeds with new fire-rated cables. Additional funding was approved in the 2026 Budget.

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):

- 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 train 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 the 2030s.
- 17 additional trains to meet future growth requirements for both Line 1 and Line 2. These are included as contract options.

Note: The procurement of new trains is interdependent with 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	<p>(\$M) Total EFC \$3,301.4</p> <ul style="list-style-type: none"> ■ Spend-to-Date: \$151.5M (5%) ■ Unfunded: \$776.1M (23%) ■ Remaining Approved Budget: \$2,373.7M (72%)
Forecast Completion Year	2035 ²	
Estimated Final Cost (EFC)	\$3,301.4M	
Total Approved Budget	\$2,525.2M	
10-Year Approved Budget (2025-2034)	\$2,516.8M	
2025 Budget	\$143.1M	
2025 YTD Budget	\$143.1M	
2025 YTD Actuals	\$143.1M	

Schedule and Progress Update

55 T1 Replacement Trains (Line 2):

- The contract was awarded to Alstom, following TTC Board approval in December 2025. The trains will be manufactured at facilities in Thunder Bay, Kingston, and Toronto, supporting (directly and indirectly) 946 jobs in Canada, including 285 in Ontario, and increasing Canadian Content to 55%.
- Following the Notice to Proceed, executed in January 2026, the contractor initiated mobilization activities, including key staffing, supply-chain onboarding, and engineering start-up. A joint project kickoff summit was held in March 2026 to align Alstom and TTC teams around common objectives.

25 Growth Trains (Line 1):

- ¹The TTC continues to pursue intergovernmental funding for the 25 trains to accommodate growth on Line 1, which is included as a contract option with Alstom. 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):

- Co-ordination between the NST and Automatic Train Control (ATC) teams is ongoing to ensure alignment between the two project timelines, as the Line 2 ATC contract remains in procurement.

¹25 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):

- Upcoming mobilization activities include the launch of internal stakeholder working groups (vehicle, signalling, operations, safety, etc.), and development of soft mock-ups to support early ergonomic and Operator feedback.

25 Growth Trains (Line 1):

- Active discussions are underway with the Ministry of Transportation and Metrolinx regarding the future of Line 1 service and fleet requirements.

Note:

- ²The 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 New Subway Trains (NSTs).
- A study to determine the requirements of maintaining the existing fixed-block system until the planned cutover to ATC at the end of 2037 was completed, which confirmed the feasibility to operate until 2040. The related SOGR costs of maintaining the signalling system are fully funded in the 10-Year Plan.

Financials: Cost and Budget

Project/Program Start	2021	<p style="text-align: center;">(\$M) Total EFC \$915.7</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>
Forecast Completion Year	2037 ¹	
Estimated Final Cost (EFC)	\$915.7M	
Total Approved Budget	\$636.6M	
10-Year Approved Budget (2025-2034)	\$605.5M	
2025 Budget	\$17.1M	
2025 YTD Budget	\$17.1M	
2025 YTD Actuals	\$17.1M	

Schedule and Progress Update

Procurement Activities:

- ¹The ATC forecast completion has been updated to 2037 from 2036 based on the NST delivery schedule, which is planned for completion in 2035.
- The Request for Proposal (RFP) bid submission evaluations are currently in progress, and the Contract Award is expected by the end of Q2 2026.

Enabling Works:

- ATC infrastructure enabling works are progressing with 60% of the Line 2 cable route management system installed and open-cut ground screw infrastructure completed.
- Completed 80% construction of the ATC signal equipment room for Victoria Park Station and completed 80% design for St George and Kennedy stations.

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:

- Complete negotiations and award contract by Q2 2026.

Enabling Works:

- Line 2 Cable Route Management System: Progress with the cable route installation between Christie to Lansdowne stations.
- ATC Signal Equipment Room Facilities: Progress with construction at Warden Station and design at Chester Station.

Notes:

- \$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	Service Improvements
Action 2.2.4: Expand Access to Cellular Service Across the TTC Network	Asset Class
	Systems

Performance Scorecard (Outlook Status)

Scope	G	Cost	N/A	Schedule	R ¹	Overall	R
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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, 2, and 4: Installation activities are progressing at track level and at stations to install cables, equipment, and assets required to enable 5G wireless service.
- Tunnel section completions reached 70% by the end of 2025, with updated projections of 84% by the end of 2026 and 100% by the end of Q2 2027. As of March 20, 2026, 75% of tunnels have 5G coverage.
- The table below shows the progress of remaining sections of track and station installation underway.

Line 1 Progress:

Tunnel Sections	Track Installation	Station Installation	In Service	Status
Rosedale - Summerhill	72%	100%	Q3 2026	In Progress ²
Summerhill - St Clair	7%	100%	Q3 2026	In Progress ²
Eglinton - Lawrence	14%	70%	Q1 2027	In Progress ³
Lawrence - York Mills	11%	68%	Q2 2027	In Progress ³
York Mills - Sheppard	100%	91%	Q1 2026	In Progress ⁴

²Pending geotechnical survey and design update from Rogers/Designer.

³Asbestos abatement required, with abatement activities in progress.

⁴Completion is pending testing for in service.

Line 2 Progress:

Tunnel Sections	Track Installation	Station Installation	In Service	Status
Main - Woodbine	17%	85%	Q2 2027	In Progress
Sherbourne - Yonge	17%	0%	Q1 2027	In Progress
Christie - Ossington	40%	98%	Q2 2026	In Progress
Ossington - Dufferin	30%	83%	Q2 2026	In Progress
Lansdowne - Dundas West	7%	1%	Q2 2027	In Progress ³
Jane - Old Mill	0%	93%	Q3 2026	In Progress
Old Mill - Royal York	0%	90%	Q4 2026	In Progress
Royal York - Islington	0%	0%	Q1 2027	In Progress

Line 4 Progress:

Tunnel Sections	Track Installation	Station Installation	In Service	Status
Sheppard-Yonge - Bayview	51%	75%	Q1 2027	In Progress ⁵
Bayview - Bessarion	0%	10%	Q2 2027	In Progress
Bessarion - Leslie	0%	0%	Q3 2027	In Progress
Leslie - Don Mills	0%	0%	Q3 2027	In Progress

⁵In-service date delayed due to cancellation of Line 4 subway closure.

Key Issues and Action Plan:

- ¹Work cars and resources were reprioritized to other safety-critical projects and state-of-good-repair activities, which has impacted the schedule. The TTC is co-ordinating among internal departments to utilize available work cars and resources to minimize impacts.
- ¹Required 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.
- 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. Future cancellations may further impact the 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	G	Cost	G	Schedule	G	Overall	G

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 hours⁴. 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: ⁴Headways of 120 seconds by 2041 were based on pre-pandemic projections. The updated ridership demand forecasts may require headways to be achieved earlier (2037). Full schedule and scope impacts are currently being evaluated.

Financials: Cost and Budget

Project/Program Start	2019	<p>(\$M) Total EFC \$2,630.9</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>
Forecast Completion Year	2041	
Estimated Final Cost (EFC)	\$2,630.9M	
Total Approved Budget	\$1,010.9M	
10-Year Approved Budget (2025-2034)	\$966.6M	
2025 Budget	\$13.3M	
2025 YTD Budget	\$13.3M	
2025 YTD Actuals	\$13.3M	

Discussion:

- ¹The 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	Completed	
Jane Station New Fareline and Staircase Modification	Detailed Design	Completed	
Systems & Infrastructure			
Traction Power Upgrades:			
Lansdowne Substation Upgrade	Preliminary Design	Q2 2026	Y ³
New Danforth Substation	Approval for Design	Q4 2026	G
Positive and Negative Feeders (PNFs)			
- Broadview	Construction	Q4 2026	G
- Indian Grove	Detailed Design	Completed	
- Kennedy	Agreement with Metrolinx (Construction)	Q4 2026	G
- Warden, Victoria Park, Bedford, Asquith (Duct Banks)	Detailed Design	Q4 2026	G
Guideway Enhancements:			
Warden Station Storage Track Extension	Preliminary Design	Q2 2028	Y ⁴
Greenwood Yard:			
Facility Carhouse Modifications	Detailed Design	Completed	
Overhaul Shop Modifications	Preliminary Design	Completed	
Yard Signalling	Technical Specifications	Q2 2026	G
Oakvale Substation	Preliminary Design	Q1 2027	G
Schedule and Progress Update			
<u>Line 2 – Capacity Enhancement Program (Line 2 CEP) Headways:</u>			
<ul style="list-style-type: none"> 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. 			
<u>Systems and Infrastructure:</u>			
<ul style="list-style-type: none"> ³Traction Power Upgrades: Preliminary Design for Lansdowne Substation Upgrade was delayed in order to finalize alternate options to reduce overall project costs, however, there is no impact to the overall program schedule. 			

Positive and Negative Feeders (PNFs):

- Kennedy Station: Completed Agreement for Detailed Design with Metrolinx in September 2025. A second agreement with Metrolinx for construction is planned for Q4 2026.

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

- Additional scope to address Net Zero requirements, updated Building Code and Oakvale Substation upgrades were included in the approved 2026-2035 Capital Investment Plan.

Key Issues and Action Plan

- Availability of TTC resources and work cars is one limitation on Line 2 Traction Power portfolio projects. A resource and delivery plan is being developed to support strategic decision-making across the program.

Key Risks and Mitigation Activities

- ⁴Warden Station Storage Track Extension: The selection of an alternative storage option by Metrolinx for the Line 2 Extension may impact the Line 2 CEP schedule. A Memorandum of Understanding with Metrolinx to secure funding for the changes is underway.
- 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 2037.
- 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 project baseline approval by Q4 2026.
- Commence Construction of Delaware PNF by Q3 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 approval to proceed to procurement by Q3 2026.
- Overhaul Shop Modifications: Obtain project baseline approval by Q3 2026.
- Yard Signalling: Commence Preparation of Design-Build Contract Tender by Q3 2026.

Note:

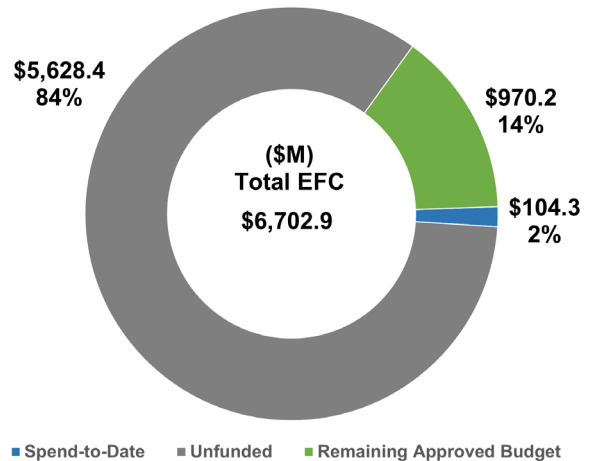
- ¹\$37.7M is currently unfunded in the 10-Year Capital Budget and Plan (2025-2034), and \$1,582.2M is unfunded post-2034.

Line 1 – Capacity Enhancement Program (Line 1 CEP)

Strategic Alignment to Corporate Plan							Project Type		
Objective 3.1: Build Network Capacity to Support Growth to 2041 Action 3.1.1: Advance the Line 1 Capacity Enhancement Program							Service Improvements		
							Asset Class		
							Various		
Funding Status		Performance Scorecard (Outlook Status)							
R ¹		Scope	G	Cost	Y ¹	Schedule	R ²	Overall	R ²
Scope Description									
<p>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 hours³. This will help improve customer experience by addressing crowding and reducing travel times.</p> <p>To achieve program objectives, the current scope of the Line 1 CEP includes:</p> <ol style="list-style-type: none"> 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). Systems and Linear Infrastructure: Electrical Traction Power Upgrades; additional Fire Ventilation requirements to achieve target headways and Guideway Enhancement. Facilities and Yards: A new Train Maintenance and Storage Facility (TMSF) to meet the following requirements: <ul style="list-style-type: none"> 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 (a small shop building, outdoor/indoor storage tracks for work cars, material storage, and a staging area). Ancillary facilities (Traction Power Substation (TPSS) and Hostler platform). <p>Out of scope, but interdependent with the program:</p> <ul style="list-style-type: none"> 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. <p><i>Note: 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.</i></p>									

Financials: Cost and Budget

Project/Program Start	2019
Forecast Completion Year	2041
Estimated Final Cost (EFC)	\$6,702.9M
Total Approved Budget	\$1,074.5M
10-Year Approved Budget (2025-2034)	\$991.2M
2025 Budget	\$21.0M
2025 YTD Budget	\$21.0M
2025 YTD Actuals	\$21.0M



Discussion:

- 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	Q2 2027	ⓐ
Tactics Implementation (Davisville Station)	Detailed Design	Q3 2026	ⓐ
St Andrew – Concourse Modification Phase 2	Preliminary Design	Q4 2026	Ⓨ ³
Systems and Infrastructure			
Traction Power Upgrades:			
New Traction Power Substation at Highway 407 Station	Project Baseline Approval	Q4 2026	ⓐ
Positive and Negative Feeders (PNFs) and Duct Bank Installations			
- Yonge Street	Detailed Design	Completed	
- Duncan – Part 1, Orde, Davisville, Sheppard	Detailed Design	Q4 2026	ⓐ
- Granby Station (Duct Bank)	Construction	Q3 2026	ⓐ

Project	Milestone	Forecasted End Date	Status
Negative Reinforcing Cables (NRC)			
<ul style="list-style-type: none"> - Wilson to Yorkdale - Sheppard West to Wilson - Eglinton West to St Clair West - Yorkdale to Eglinton West 	Detailed Design	Q4 2027	G
Fire Ventilation Requirements			
St Clair West Station Fire Ventilation System	Approval to proceed to procurement	Completed	
Markdale Emergency Service Building (ESB) Fire Ventilation System	Detailed Design	Q1 2026	G
Lytton ESB Fire Ventilation System	Preliminary Design	Q3 2026	G
Train Maintenance and Storage Facility (TMSF):			
TMSF	Approval for Design	Q1 2027	Y ⁴

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 may 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:

- King Station – Concourse Expansion and Additional Exit: Detailed Design (100%) completion schedule has been impacted due to delays in the Toronto Hydro design, however, there is no impact on the overall Line 1 CEP schedule.
- ³St Andrew – Concourse Modification Phase 2: Delayed to provide additional time to incorporate a new passenger modelling study to determine the optimal option, however, there is no impact to the overall program schedule.

Systems and Infrastructure:

Positive and Negative Feeders (PNFs) and Duct Bank Installations:

- Duct Bank Construction at Granby: Commenced in January 2026.

Train Maintenance and Storage Facility (TMSF):

- The TTC is undertaking the necessary due diligence for potential site locations for Line 1 TMSF, which is in the planning phase.

Key Issues and Action Plan

- ¹A 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.

- Availability of TTC resources and work cars is one limitation on Line 1 Traction Power portfolio projects. A resource and delivery plan is being developed to support strategic decision-making across the program.
- ⁴Site 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.
- ²As a result of the revised ridership demand forecasts, 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 (Duct Bank): Construction completion is expected by Q3 2026.

Fire Ventilation Requirements:

- St Clair West Station Fire Ventilation System: Obtain implementation approval by Q4 2026.
- Markdale Emergency Service Building (ESB) Fire Ventilation System: Obtain approval to proceed to procurement by Q2 2026.

Train Maintenance and Storage Facility (TMSF):

- Owners Engineer Contract award is planned for Q2 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.

Bloor-Yonge Capacity Improvements (BYCI)

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

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

Scope Description

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

- A new Line 2 eastbound platform and expanded Line 1 platforms to enhance capacity.
- 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.

Note: The BYCI project is receiving intergovernmental funding through the Investing in Canada Infrastructure Program – Public Transit Infrastructure Stream. The BYCI project received approval from all three orders of government for a total estimated cost of \$1.514 billion. The Federal Government has committed up to \$500 million and the Province has committed up to \$449.2 million.

Financials: Cost and Budget

Project/Program Start	2015	<p>(\$M) Total EFC \$1,514.0</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>
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	\$82.3M	
2025 YTD Budget	\$82.3M	
2025 YTD Actuals	\$82.3M	

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 2027.
 - Development Phase continues, including review of validation period deliverables, continuation of due diligence and investigation activities, and refinement of the Development Phase schedule, including extension of the validation period to Q2 2026 in order for further development of Value Engineering opportunities.
- Communication strategies are ongoing to inform riders about the project, with maintenance of funding, project signs inside Bloor-Yonge Station and project-specific newsletters.

Key Issues and Action Plan

- ²The validation period has been extended to Q2 2026 to further develop value engineering opportunities as part of the Development Phase. Mitigation of impacts to the overall project schedule is ongoing and will include alignment with the funding timeline (October 2033).

Key Risks and Mitigation Activities

- ¹Consistent with the February 2025 report to the Board, the Estimated Final Cost (EFC) of the project is currently “at caution” as validation of the TTC estimate from 2021 continues. Mitigations of the cost pressure, considering project scope and related costs, are being considered through ongoing Development Phase value engineering activities with KMJV.
- 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.
- 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.
- 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 in mid-2026.

Next Steps

- Complete Validation Period by Q2 2026, continue due diligence activities and further development of value engineering opportunities, and initiate Detail Design.
- 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
<p>Objective 2.2: Improve the Customer Experience by Providing a Safe, Accessible and Comfortable Journey</p> <p>Action 2.2.3: Complete the Station Transformation Capital Program</p>	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)	\$49.9M
Total Approved Budget	\$49.9M
10-Year Approved Budget (2025-2034)	\$3.6M
2025 Budget	\$3.0M
2025 YTD Budget	\$3.0M
2025 YTD Actuals	\$3.0M

(\$M)
Total EFC
\$49.9

■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget

Schedule and Progress Update

All program elements have been completed, which enhance customer safety, strengthen incident response and investigations, improve operational awareness, and support the protection of TTC assets and infrastructure.

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 Q2 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 Q2 2025, which helps improve customer communication and engagement and provides an overall sense of safety for our customers.

CCTV Cameras (Completed – Q1 2026):

- Improve customer service and augment the safety and security of TTC customers and employees by increasing camera coverage to 90% from 75%.
- All 70 stations have at least 90% camera coverage.

Next Steps

- 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	SOGR
	Asset Class
Action 2.3.3: Build the Line 3 Busway	Various

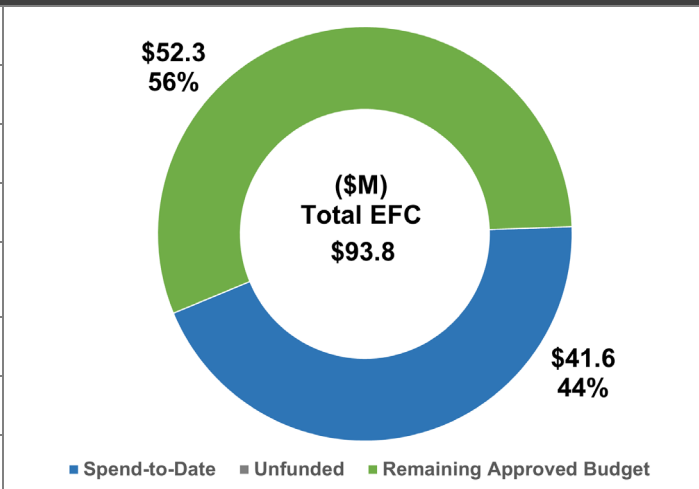
Funding Status	Performance Scorecard (Outlook Status)							
G	Scope	G	Cost	G	Schedule	G	Overall	G

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	2026 ¹
Estimated Final Cost (EFC)	\$93.8M
Total Approved Budget	\$93.8M
10-Year Approved Budget (2025-2034)	\$67.3M
2025 Budget	\$15.4M
2025 YTD Budget	\$15.4M
2025 YTD Actuals	\$15.1M



Schedule and Progress Update

- Phase 2 – Busway:
- ¹The contract for Busway implementation was awarded in June 2025, and work commenced in July 2025. The contractor submitted a baseline construction schedule, and an acceleration agreement to target revenue service on September 30, 2026 was finalized.

- The TTC has worked with the City to expedite the issuance of permits. Property acquisitions have been completed 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 (EPA in place, effective December 15, 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 weather conditions. Close co-ordination with the contractor and daily site monitoring are ongoing to mitigate risks.
- 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. Metrolinx has issued a conditional permit to proceed with the construction, and the property licensing agreement was executed on February 25, 2026 to reflect the change of use from rail operations to a Busway.

Next Steps

- Continue construction based on the acceleration plan to target revenue service commencing September 30, 2026.

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):

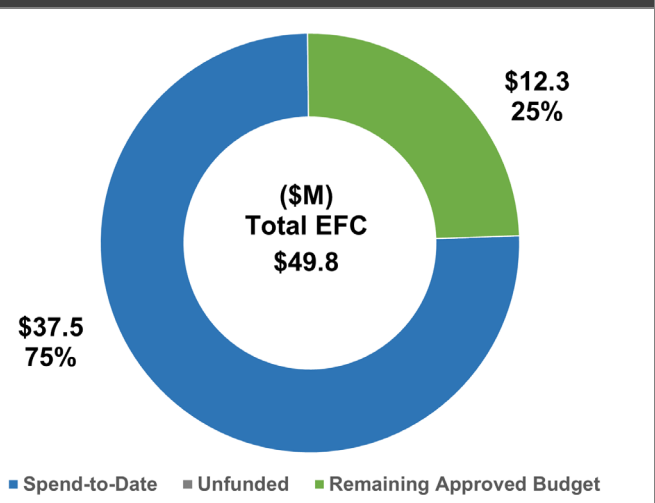
- FOS, Re-Registration, and Conditional Trip Matching.
- Construction of 16 Access Hubs.
- Upgrade the RSD system to enhance FOS capabilities; introduce the Mobile App pilot.
- Launch the Wheel-Trans Mobile Application.
- Implement the Customer Relationship Management technology.

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	\$1.8M
2025 YTD Budget	\$1.8M
2025 YTD Actuals	\$1.8M



Schedule and Progress Update

Phases 1-4 (Completed): refers to [previous report](#) for details.

Since 2016, the implementation of Phase 1-4 has resulted in a significant reduction in call wait times for reservations (90.3%), On-Time Performance improvements (6%), and a reduction in customer complaints for both Wheel-Trans buses (51%) and contracted services (29.4%).

- **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 5.7 million FOS trips and total estimated cost avoidance of \$215M. 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 have been operationalized in Q1 2026.
- **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 1,700 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 9.12% of all trips are booked with the Mobile App (initial planned target was 5%).
- **Customer Relationship Management (CRM):** Completed automation of the customer applications tracking and service contacts.

Phases 5-8 (In Progress):

- **RSD Software Enhancements:** Phase 5, which enables eligible customers to travel independently without mandatory assistance, was launched in Q1 2026, and Phase 6, which provides functionality for real-time traffic data system integration, was launched in Q4 2025.
- **Mobile Data Terminal/Automatic Vehicle Location (MDT/AVL):** This 12-year contract is scheduled to be awarded in Q2 2026, as it requires Board Approval.
- **Integrated Voice Recognition (IVR):** The contract is scheduled to be awarded in Q2 2026.
- The final phases (7-8) of the program are expected to be completed by Q2 2027, in line with the TTC's 5-Year Accessibility Plan.

Next Steps

- Award the contracts for the MDT/AVL and IVR projects by the end of Q2 2026.
- Continue with the FOS trip testing solutions.
- Continue with the re-registration campaign for legacy Wheel-Trans customers.

Purchase of Wheel-Trans Buses

Strategic Alignment to Corporate Plan	Project Type
Objective 2.2: Improve the Customer Experience by Providing a Safe, Accessible, and Comfortable Journey Action 2.2.7: Advance the Wheel-Trans Transformation Program (which includes 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 280 Wheel-Trans ProMaster gasoline buses and up to 15 eWheel-Trans vehicles (based on the 2025 Board approved Fleet Plan) comprised of:

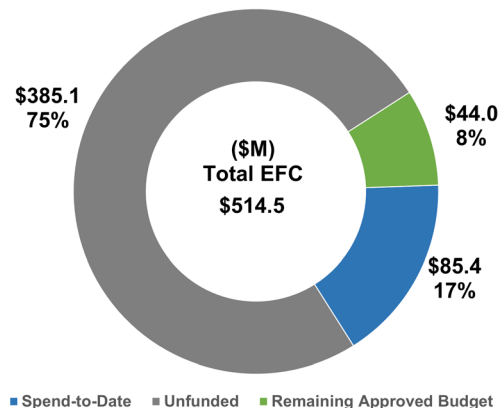
- 138, 7m units between 2021 and 2024 (completed).
- 85, 6m units between 2023 and 2025 (completed).
- 32, 6m units between 2026 and 2027.
- 25, 7m units between 2026 and 2028.
- Five eWheel-Trans units between 2026 and 2027 (Pilot).
- Up to 10 Small Electric Vehicles (SEVs) between 2026 and 2027 (Pilot).

The SEV fleet is intended to serve customers who do not require a paratransit bus. The TTC will evaluate these vehicles for their suitability within the Wheel-Trans fleet and operational environment, which will inform fleet mix optimization and fleet planning.

The 2025 Approved Fleet Plan includes procurement of approximately 372 Wheel-Trans vehicles with 304 eWheel-Trans vehicles for deliveries between 2028 and 2035.

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	\$11.8M
2025 YTD Actuals	\$10.1M



Schedule and Progress Update

85, 6m ProMaster Buses (completed):

- All 85, 6m ProMaster buses were delivered by Q4 2025 as planned and all are in service.

32, 6m ProMaster Buses and 25, 7m ProMaster Buses:





- Funding approval through the Canada Public Transit Fund (CPTF) was obtained in October 2025 for a total of 105 gasoline Wheel-Trans buses, of which a partial contract was awarded for the delivery of 32, 6m and 25, 7m buses through 2026-2028. The TTC will evaluate options to inform the fleet mix optimization and fleet planning for the remainder.

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 to Damera Bus Sales Canada (February 2025). Deliveries are expected between Q4 2026 and Q2 2027.
- Pre-production meetings for the final vehicle configuration have been concluded.
- Key interdependency (out-of-scope): The charge points that are required for these vehicles are forecasted to be commissioned by July 2026.

Up to 10 SEVs:

- Completed submission evaluations for the Request for Proposal (RFP).

Wheel-Trans Vehicles	Total	Start Date	# Delivered	Forecasted End Date	Status
6m ProMaster	32	Q3 2026	N/A	Q4 2027	
7m ProMaster	25	Q4 2026	N/A	Q4 2028	
eWheel-Trans	5	Q4 2026	N/A	Q2 2027	
SEVs	Up to 10	Q4 2026	N/A	Q4 2027	

Key Risks and Mitigation Activities

eWheel-Trans Vehicles (Post-2027):

- ¹Funding will be required for the future eWheel-Trans vehicles and charging infrastructure post-2027 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

32, 6m ProMaster Buses and 25, 7m ProMaster Buses: Initiate the next phase of vehicle deliveries for the 7m ProMaster buses (25 units) and 6m ProMaster buses (32 units), with deliveries scheduled to commence in Q3 2026.

Five eWheel-Trans Buses (Pilot): Demo bus delivery and review planned with TTC Stakeholders and Advisory Committee on Accessible Transit (ACAT) for Q3 2026.

Up to 10 SEVs: Contract award is forecasted for Q3 2026.

Note:

- ²The forecast completion year of 2029 and status 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 Buses

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 ¹		Scope	G	Cost	G	Schedule	G	Overall	G
Scope Description									
<p>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.</p> <p>The Program status reflects the procurement of 340 zero-emission, battery-electric buses (eBuses) between 2024 and 2026, funded under the Zero- Emission Transit Fund (ZETF).</p> <p>Note: Post-2025, the Green Bus Program outlines a plan for approximately 1,445 zero-emission buses and 200 hybrid buses to be delivered by 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 partially funded and is a key capital priority for the TTC.</p> <ul style="list-style-type: none"> The Program scope will be updated to reflect the procurement of 50 eBuses and 200 hybrid buses that received funding approval for deliveries in 2027. 									
Financials: Cost and Budget									
Project/Program Start		2018		<p>(\$M) Total EFC \$4,573.4</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>					
Forecast Completion Year		2026 ²							
Estimated Final Cost (EFC)		\$4,573.4M							
Total Approved Budget		\$1,145.7M							
10-Year Approved Budget (2025-2034)		\$917.5M							
2025 Budget		\$320.9M							
2025 YTD Budget		\$320.9M							
2025 YTD Actuals		\$320.9M							
eBuses	Total	Start Date	# Delivered	Forecasted End Date ³	Status				
New Flyer	204	Q2 2024	203	Q2 2026	G				
NOVA	136	Q3 2024	134	Q2 2026	G				

Progress Update

340 Zero-Emission Buses (eBuses):

- ³As of March 30, 2026, 337 of 340 vehicles were delivered, with the remaining three buses expected to be delivered by April 15, 2026. Of the 337 delivered, 259 are in service with the rest currently undergoing commissioning activities.
- The stop shipment notice, issued to New Flyer on July 30, 2025, as a result of contractual reliability and availability targets not being met, was lifted on December 19, 2025, after the defined targets were met.

50 eBuses:

- A Contract Amendment was issued to NOVA for the supply and delivery of 50 eBuses in 2027 through the Canada Public Transit Fund (CPTF).

200 Hybrid Buses:

- On January 27, 2026, the TTC received funding approval from Housing, Infrastructure and Communities Canada (HICC) for the procurement of 200 Hybrid Buses, with funding through the CPTF. This one-time approval will support operational readiness during the transition to a fully electric fleet.

Key Issues and Action Plan

- Ongoing reliability issues within the New Flyer eBus fleet have resulted in reduced fleet performance. The TTC is working closely with New Flyer to implement mitigation strategies aimed at improving reliability metrics and overall fleet performance.

Key Risks and Mitigation Activities

Post-2025 Zero-Emission Buses (eBuses):

- ¹The 1,445 eBuses and related charging infrastructure required between 2027 and 2035 are currently partially funded in the TTC's Capital Investment Plan. Any delay in funding approval may result in increased operational costs caused by the existing fleet to be kept in service longer than expected to maintain service levels and inability to achieve TransformTO goals.

Next Steps

- Continue to improve reliability and availability of the eBus fleet.
- Receive the 2027 confirmed delivery schedule from NOVA for the 50 eBuses.
- Proceed with procurement of supply and delivery of 200 Hybrid buses.

Notes:

- ²The forecast completion year and status represents the ZETF 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 ¹	Scope	G	Cost	G	Schedule	R ²	Overall	R

Scope Description

This program includes the installation of charge points for eBuses, an upgrade of power at each facility, installation of substation, battery energy storage system, and natural gas emergency backup generators to advance the TTC's transition toward a zero-emissions fleet. This supports the City of Toronto's TransformTO target of Net Zero by 2040. Currently, only Phase 1 and Phase 2a are funded under the Federal Zero 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.

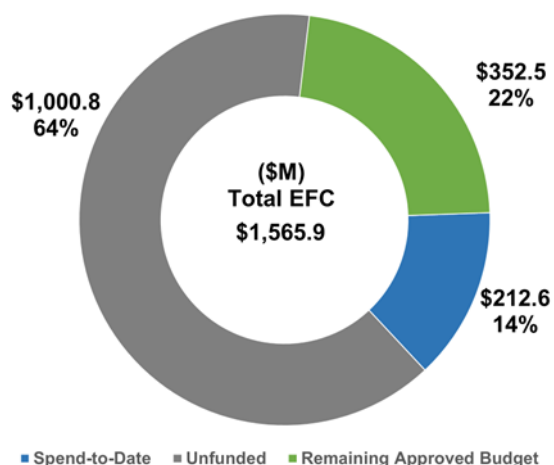
Additional funding will be required for charging infrastructure to support the ongoing electrification of the bus fleet, which includes the following scope of work:

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

Note: The scope will be updated to reflect the partial funding obtained through the Canada Public Transit Fund for an additional 227 charge points.

Financials: Cost and Budget

Project/Program Start	2022
Forecast Completion Year	2026 ³
Estimated Final Cost (EFC)	\$1,565.9M
Total Approved Budget	\$565.1M
10-Year Approved Budget (2025-2034)	\$369.3M
2025 Budget	\$37.2M
2025 YTD Budget	\$37.2M
2025 YTD Actuals	\$16.8M



Schedule and Progress Update

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

- As of April 1, 2026: 124 of 248 charge points have been commissioned and are in service. Refer to 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	In-Service	April 2026	Completed
Phase 2a				
Eglinton	56	Construction	May 2026	R ²
Mount Dennis	68	Construction	May 2026	R ²
Key Issues and Action Plan				
<ul style="list-style-type: none"> • ²Identified energization deficiencies have delayed the energization schedule and subsequent commissioning activities at both Mount Dennis and Eglinton garages. This has deferred the commercial operation dates at these two sites from April 2026 to May 2026. The project team is working to address the issue, while simultaneously evaluating opportunities to advance the schedule, where feasible. Interim mitigation strategies were developed and are being implemented. • As a result of the above issue, sufficient charge points will not be in operation in time for eBus deliveries. The TTC continues 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				
<ul style="list-style-type: none"> • ¹Post-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). Partial funding was obtained through the Canada Public Transit Fund for an additional 227 charge points in October 2026. 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. 				
Next Steps				
<ul style="list-style-type: none"> • Phase 2a: Commissioning of 124 charge points 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.
- ³The forecasted end date of Q2 2026 and status 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 \$360M 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	<p>(\$M) Total EFC \$516.1</p> <p>\$491.0 95% \$25.1 5%</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>
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	\$136.0M	
2025 YTD Budget	\$136.0M	
2025 YTD Actuals	\$132.3M	

Schedule and Progress Update

- The final Canadian Content Audit is scheduled to be completed shortly. The results are currently indicating a Canadian content contribution of approximately 50%.
- As of December 2025, all 60 new streetcars were delivered and placed into revenue service. This procurement of accessible streetcars enhances the TTC's capacity to meet latent service demand, mitigate projected increases in travel time associated with growing traffic congestion, and accommodate future ridership growth.

Next Steps

- Commence project close-out activities and Lessons Learned.

Hillcrest Facility

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

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

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	\$14.7M
2025 YTD Budget	\$14.7M
2025 YTD Actuals	\$14.7M

(\$M)	
Total EFC	
\$158.6	
\$130.8	82%
\$27.8	18%

■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget

Schedule and Progress Update

Hillcrest Maintenance and Storage Facility (MSF):

- Construction work for Streetcar MSF continues within and north of Harvey Shop.
- Hillcrest Hydro Corridor East Parking Lot: Completed Preliminary Design review process with 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	N/A

Key Risks and Mitigation Activities

- To address potential schedule impacts, the TTC is proactively monitoring and co-ordinating the impacts on the Harvey Shop State-of-Good-Repair (SOGR) work.

Next Steps

Hillcrest MSF:

- Continue Phase 1 construction.

Notes:

1. 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.
2. To resolve the issue related to the TTC's non-revenue vehicles and employees parking requirements, the overall project EFC was adjusted to account for the redevelopment of the Hillcrest Hydro Corridor East parking lot. The resulting estimated incremental cost increase of \$7.95M is based on a 30% Preliminary Design estimate and received funding in the 2026-2035 Budget.

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

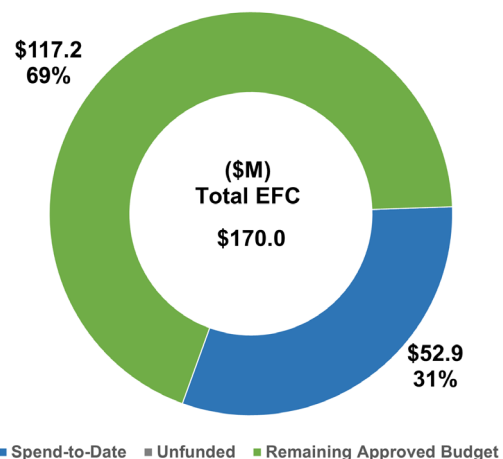
Scope Description

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	\$14.4M
2025 YTD Budget	\$14.4M
2025 YTD Actuals	\$14.4M




Schedule and Progress Update

Track and Yard Overhaul:

- Stage 3 construction completion and substantial performance were achieved in Q4 2025.

Interior Modifications and Carhouse Extension:

- The contract was awarded in December 2025 and construction commenced in Q1 2026.

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	Completed	
Interior Modifications and Carhouse Extension	Q4 2025	Q4 2029	In-Progress	

Next Steps

Extension and Interior Modifications:

- Continue construction in series.

Notes:

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. Additionally, the TTC will a) operate at maximum capacity from its carhouses, and b) continue to provide increased overnight service to various customer segments (i.e. shift workers), which will also support the City's Night Economy Strategy.

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, Light Rail Transit (LRT), 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	\$5.4M
2025 YTD Budget	\$5.4M
2025 YTD Actuals	\$5.4M

(\$M)	
Total EFC	
\$496.3	
\$476.1	96%
\$20.2	4%

■ Spend-to-Date
 ■ Unfunded
 ■ Remaining Approved Budget

Schedule and Progress Update

Early Works:

- Tender for the Demolition Contract for the existing infrastructure on site closed on January 21, 2026, with award to follow.

Facility:

- Quantitative Risk Assessment (QRA) report was completed and the findings to be provided in the following update.
- Incorporating the City of Toronto feedback into the design in order to obtain the Site Plan Approval (SPA).
- ¹The forecast completion year will be updated following the refinement of scope, which is ongoing, with consideration of options for transit growth post-2045.

Key Issues and Action Plan

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

Key Risks and Mitigation Activities

- There is potentially a significant financial impact of applying the Toronto Green Standards to meet the Net Zero emissions target. The TTC will continue 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. The TTC will continue to evaluate opportunities for cost savings prior to baselining the project.
- 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.

Next Steps

- Continue to progress with the Site Plan Application.
- Continue advancing designs for the facility and commence construction for the Demolition Contract, as well as co-ordinating with external stakeholders.
- Complete the assessment 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	SOGR
Action 2.1.2: Enhance the TTC’s Customer Research and Data Analytics Capacity, Improve Tracking and Communications of the Bus and Streetcar Fleet.	Asset Class
	Systems

Funding Status	Performance Scorecard (Outlook Status)							
G	Scope	G	Cost	G	Schedule	R¹	Overall	R

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	<p>(\$M) Total EFC \$111.7</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>
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	\$6.5M	
2025 YTD Budget	\$6.5M	
2025 YTD Actuals	\$6.5M	

Schedule and Progress Update

This program helps to improve tracking and communications for the bus and streetcars fleets, provides information for scheduling and planning, and more efficient Transit Signal Priority to keep TTC vehicles moving, including real-time information for Operators and customers during their trip.

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): Benefits include enhanced fleet safety by delivering real-time unsafe driving alerts and actionable performance insights, enabling proactive management oversight, and reduced collision risk.
- Bustime and Upgrades to SMS Text Messaging (Completed): Customer benefits include providing predictions for RAD vehicles via the website and adding vehicles to address gapping thus reducing wait times. Additionally, 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 (In Progress, to be completed by Q2 2026):
 - The deployment of the Smart Yard Management System at 10 garages and carhouses is in progress at the remaining two facilities. Benefits include the enablement of onsite vehicle location tracking and the automatic assignment of the scheduled service to the vehicles, resulting in improved pull-out performance and efficiencies when dispatching vehicles from the yards.
 - ¹The Smart Yard System has been fully commissioned at eight garages and carhouses: 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). Despite resource constraints and weather conditions, which resulted in delays, the remaining two facilities, Roncesvalles and Birchmount have been substantially completed and scheduled to be commissioned in April and May 2026, respectively.

Next Steps

- Initiate Program Closeout by Q2 2026.

SAP ERP Implementation

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

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

Scope Description

Implementing an industry-standard enterprise software solution that modernizes the TTC's core systems that aligns with the City of Toronto's SAP Roadmap by integrating business processes, 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 wave approach:

- Wave 1 Modules: a) Recruiting, Onboarding, and Employee Central; b) Payroll and Benefits Administration; and c) General Ledger.
- Wave 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.
- Wave 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.
- Wave 4 Modules: a) Performance and Compensation Planning; b) Career and Succession Planning; and c) Grievance Management.

Financials: Cost and Budget

Project/Program Start	2014	<p>(\$M) Total EFC \$272.8</p> <p>■ Spend-to-Date ■ Unfunded ■ Remaining Approved Budget</p>
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	\$35.5M	
2025 YTD Budget	\$35.5M	
2025 YTD Actuals	\$19.5M	

Schedule and Progress Update






Wave 1 completed in 2019 – refer to [previous report](#) for details.



Wave 2 (In Progress):

- Time and Attendance Release 2 – MyTTC|Time (Union-Non-Operators) is planned to Go-Live in Q1/Q2 2027.
- Time and Attendance Release 3 – MyTTC|Time (Union-Operators) Signup was operationalized for all bus divisions, and is scheduled to be rolled out for subway, streetcar, and LRT divisions by Q3 2026.
- Daily Operations, Timekeeping:
 - Testing to commence in Q1 2026.
 - Union Bidding Solution – Electronic bid submission eliminates the need to travel to a physical location and allows for tracking bid status from any internet enabled device thus making the process much transparent, efficient and convenient. Release 1 and Release 2 are planned to Go-Live by Q3 and Q4 2026, respectively.
 - Disability Claims Management: Go-Live is planned for Q4 2026.

Wave 3 (In Progress) – SAP Procurement, Materials Management, and Finance:

- Expense Management is planned to Go-Live by Q2 2026.

Wave	Start Date	Forecasted End Date	Status	
Wave 2				
Corporate Communications Employee Mobile App	Q4 2019	Q4 2020	Completed	
Learning Management System	Q1 2021	Q4 2021	Completed	
Capital and Operating Job Costing	Q2 2020	Q1 2024	Completed	
Time and Attendance, Workforce Scheduling for Non-Union Employees (excludes EC&E)	Q3 2021	Q3 2024	Completed	
Disability Claims Management	Q3 2025	Q4 2026	In Progress	
Time and Attendance and Workforce Scheduling for all Maintenance Employees	Q4 2024	Q1 2027	In Progress	
Time and Attendance and Workforce Scheduling for Transit Operator Employees	Q3 2023	Q2 2027	In Progress	
Union Bidding Implementation	Q3 2023	Q3 2027	In Progress	
Wave 3				
Procurement, Materials/Warehouse Management, Accounts Payable II	Q1 2023	Q2 2029	In Progress	

Wave	Start Date	Forecasted End Date	Status	
Accounts Receivable	Q1 2023	Q2 2029	In Progress	
Asset Accounting	Q1 2023	Q2 2029	In Progress	
Wave 4				
Employee Goals and Performance Management	Q2 2026	Q4 2026	Not Started	N/A
Compensation Management	Q4 2026	Q4 2027	Not Started	N/A
Succession Planning	Q1 2027	Q4 2027	Not Started	N/A
Grievance Management	Q1 2027	Q4 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 and will escalate as required.
- The previous additions to program scope utilized a portion of the contingency funds. The team will assess contingency for the remainder of the program for future budget submissions.

Next Steps

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

- Bidweb Signup live for all bus divisions, planned completion for subway, streetcar, and LRT by Q3 2026.

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	Y¹	Cost	G	Schedule	R¹	Overall	R

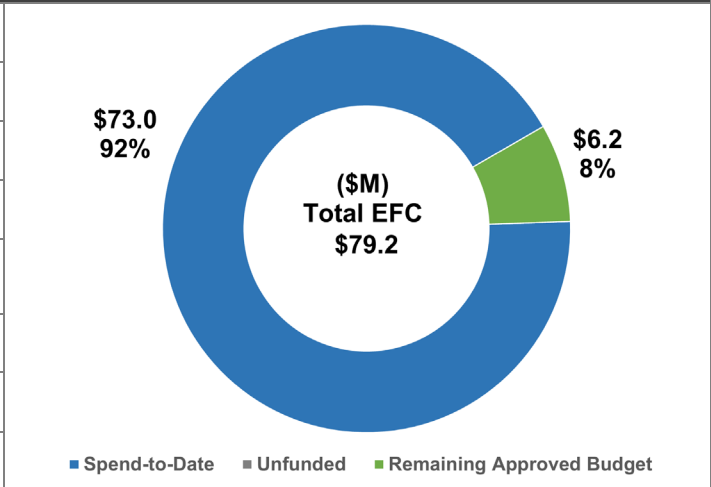
Scope Description

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	\$2.3M
2025 YTD Actuals	\$0.9M



Schedule and Progress Update

- Refer to [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, and 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 three of four priority Neighbourhood Improvement Areas (NIAs).
- Machine Readable Transfers: Phase 1 (Streetcars only) is in progress, however, launch delays are anticipated due to lack of fraud prevention capability. Updated timelines are expected from Metrolinx.
- PRESTO 2.0: Settlement features, including advanced fare capping, capabilities to customize fare rules, and e-ticketing, with completion targeted by Q2 2026.
- Testing of features part of settlement is in progress within the Metrolinx Transition program (PRESTO 2.0) window.
- The replacement of all 117 PRESTO Single Ride Vending Machines (PSRVMs) on Streetcars was completed in Q4 2025.

Key Issues and Action Plan

- ¹The outstanding settlement requirements were not completed by the planned timeline of Q4 2024 and have been delayed to 2027 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.
 - **Delivery with Transition:** Metrolinx agreed to the revised set of outcome-based requirements that will be fulfilled through the Transition Program with target completion forecasted by the end of Q2 2026.
- **Post Transition Delivery:** The TTC and Metrolinx are working to assess and categorize all outstanding Settlement Completion Plan (SCP) requirements. The outcome will result in a list of requirements to drive a delivery plan during the remaining period of the contract, and a list of lower priority requirements for contractual discussion. The project is forecasted to be completed by Q4 2027, with final planning and required contractual discussions on outstanding requirements to be completed by mid-2026.

Key Risks and Mitigation Activities

- The TTC requirements related to cash payment (i.e. Machine-Readable Transfers) are at risk of not being delivered during (With-Transition) PRESTO 2.0, due to the lack of fraud prevention capability. The TTC is actively in discussions with Metrolinx to review the delivery schedule as part of Post Transition delivery.

Next Steps

- Completion of the last (of four) Fare Vending Machines in NIAs by end of April 2026.
- Engage Metrolinx on Machine Readable Transfer feature updated launch planning by the end of Q2 2026.
- Testing and Acceptance of SCP requirements part of “With Transition” (PRESTO 2.0) by the end of April 2026.
- Work out a post-transition work plan of outstanding requirements with Metrolinx by the end of Q2 2026.
- Launch fare-capping feature announced by the Mayor of Toronto by September 1, 2026.