



Moving Toronto, Connecting Communities

**TTC Corporate Plan 2024 – 2028:
Mid-Year 2025 Progress Update**

Attachment 1

July 17, 2025

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Executive Summary

It has been over a year since the TTC Board approved the [2024-2028 TTC Corporate Plan, Moving Toronto, Connecting Communities](#). As the strategic plan for the TTC it sets out five strategic directions, with the goal of positioning Toronto's transit system as the foundation for how Toronto moves, connects, and generates social and economic opportunity.

Investment in the TTC creates new jobs and enables sustainable communities by virtue of connecting housing, employment, education and other key destinations. The 2025 TTC budget alone is projected to generate \$5 billion in economic activity and create 31,000 jobs nationally.

Moreover, every \$1 invested in TTC services and infrastructure generates almost \$7 in economic and social benefits. This includes travel time savings and reduced car ownership costs, making life more affordable for the average Canadian. This tracks, given the TTC serves the core of a region generating 20% of Canada's Gross Domestic Product (GDP). Moving nearly half a billion riders in 2024 with a 6% increase over 2023, the TTC continues to be a major contributor to sustainable transportation, generating 20% of Canada's national transit ridership.

Most importantly, the system is essential to Torontonians' daily lives. With a customer base where 1 in 3 do not own a car; more than half identify as female (58%) and 55% are visible minorities; high-quality transit is key to social cohesion.

The opportunity for impact is significant, with more focus on getting the basics right, improving service reliability, and introducing targeted strategies to grow ridership. The immediate effort has been on the fundamentals of service quality, however there is more to do to improve transit's competitiveness as a mode. This must be informed by matching a desire to increase ridership with a change in how the system is funded.

Changes in ridership patterns and volume have altered the cost recovery model available through fare revenues, while the high fixed cost structure of service delivery remains. The consequence is a revenue-cost ratio of 46% that is unsustainable under the current operating funding model, demanding action to diversify revenues and streamline costs.

Combined with aging assets now requiring major asset lifecycle renewal, the TTC state-of-good-repair (SOGR) backlog is competing with capacity enhancement investments needed to keep up with population growth and capture more ridership long term. The 2025-2039 Capital Investment Plan identifies \$53.37 billion in capital requirements, and nearly 70% is unfunded. Addressing state-of-good-repair is essential for service reliability. However, the scale of SOGR investment required is crowding out opportunity to advance needed capacity enhancement. Provincial investment in rapid transit expansion will contribute to building out a rapid transit network that is currently underdeveloped for Toronto's size and scale. Sustainable operating funding will, however, also be essential to achieve benefits of these investments.

The opportunities and challenges ahead are significant. Acting now to put the TTC on a sustainable path forward is critical. The TTC's Corporate Plan outlines five strategic directions that combined must be advanced to position the TTC for the long-term. This report is an update on progress, as of June 2025, building on the Board update in [January 2025](#).

Progress to Date

Guided by the five strategic directions in the Corporate Plan, the TTC delivered improvements that invest in our workforce, enhance the rider experience, prepare our system for future needs, support innovation and sustainability, while advocating for sustained long-term funding. The following sections provide highlights on the detailed update available in Appendix 1.

Strategic Direction 1: Build a Future-Ready Workforce

The TTC's nearly 18,000 employees are key to success. With the many challenges ahead and opportunities for growth and innovation, retaining and attracting top talent is essential. Keeping up with shifting demographics, modern technologies, and market competition for highly skilled transit and industry professionals demands equal focus internally on the organization's policies, processes, training and culture. Over the last six months, efforts have focused on compensation, employee experience, and building momentum on commitments to workplace diversity and inclusion.

What has been achieved?

- ✓ In June, launched the first Employee Engagement Survey in nearly a decade to establish baseline data to inform actions needed to improve employee experience and engagement.
- ✓ Began first phase implementation of the Compensation Review recommendations for non-union staff (taking effect August 1st), bringing TTC in line to market comparators; included improvements to parental leave and number of Wellness Days.
- ✓ Data suggests a downward trend in offences against employees from 7.26 offences per 100 employees in April 2024 to 4.99 offences per 100 employees in May 2025; safety and related training initiatives are being sustained to support employee safety in the workplace.
- ✓ Implemented the Permanent Work Area Warning system in April and a wearable flashing light to be worn by at least one worker walking at track level when not protected by work zone lights. These actions help improve efficiency of track level work zones and reduces employees' risk at track level.
- ✓ Additionally, to improve yard safety, rubber-tired vehicles in yards now have flashing beacons installed, and six forepersons are being hired to support Yard Access Coordination.
- ✓ Implemented all 10 actions of the TTC's Embrace Diversity 10-point Action Plan, which set groundwork for the [TTC's Anti-Racism Strategy](#) and future diversity initiatives. Notably, the TTC achieved the target of 4 in every 10 new Operator hires identifying as women for the last four years, with the TTC on track to achieve this target again in 2025.
- ✓ The Upskill Training Program to build inclusive leadership capacity was completed by 80 Executive and Senior Management leaders and 60 Operations Training Centre (OTC) staff.

What still needs to be done?

- Establishing baseline key performance measures on employee experience and building capacity to improve data analytics supporting the People and Culture group.
- The 2026 Budget process will also need to consider recommendations to fully implement the Compensation Review findings.
- Continue program of modernizing policies and business processes, including implementation of the Auditor General Recommendations from March 2025.

For further details on Strategic Direction 1, please see pages 9 to 13 in Appendix 1.

Strategic Direction 2: Attract New Riders, Retain Customer Loyalty

The TTC delivered 396.3 million revenue rides in 2023, increasing 6% in 2024 to 419.9 million. By the end of 2025, TTC aims to reach 439.4 million rides, with the 2024-2028 5-Year Service Plan projecting up to 480 million rides by 2028. The path to growing ridership in the medium term requires both targeted strategies to retain and attract riders in market segments the TTC can effectively compete.

The operating environment is dynamic, and already in the first two quarters of 2025, revenue rides is trending below budget forecast by 5.5%, indicating the TTC could miss the target of achieving 439.4 million rides this year. Significant periods of inclement weather over the winter months, a shift in student population demographics from recent immigration policy changes and continued work-from-home policies may be impacting ridership demand. Also important to consider is service quality. While customer satisfaction is trending positively compared to last year, there is indication of growing frustration from customers on service delays impacting reliability on streetcar and subway.

Key risks to surface transit network reliability are the continued impacts of traffic congestion, and construction as contributing factors. The average kilometer speed of bus services has been slowly declining since 2019 and now averages at 17.1 km/hour. The on-time performance of bus and streetcar service is also below target of 90%. Insights are being obtained from the Bunching and Gapping pilot initiated on 11 routes to identify actions to address issues at a route level, impacting headways and travel times. This is only the start, and investments in transit priority measures, which includes implementation of RapidTO are still necessary.

Subway on-time performance (OTP) has been improving over the past six months and is now at 83% on Line 1. Line 2 OTP remains relatively stable and on target at 90%. Restricted Speed Zones continue to be managed but still impact customer satisfaction with service reliability. The TTC continues to look at opportunities to maximize available maintenance windows to conduct necessary state-of good repair on both subway and streetcar networks.

What has been achieved?

- ✓ Customer satisfaction improved by 6%, from 69% in December 2024 to 75% in May 2025, but is still trending below the desired target of 84%. Key challenges areas continue to be service reliability, and perception of system safety, both key priorities for improvement.
- ✓ Implemented service improvements on Line 4, restored off-peak crowding standards for bus, and continue to provide strong coverage across the city, with 95% of residents being within a 5-minute walk of a transit route. These improvements align to the 5-year Service Plan.
- ✓ Launched a pilot to improve headway reliability by reducing bunching and gapping on nine bus and two streetcar routes. Updates on findings and next steps to be provided at future Board meeting.
- ✓ Implemented the Queens Quay priority bus lanes providing customers with travel time savings of 5 minutes by dedicating transit priority to surface transit in this corridor.
- ✓ Implementation of community safety, security and well-being initiatives contributed to a modest improvement in customer satisfaction scores related to perception of safety, up to 64% at the end of May from 62% in December 2024. On-going monitoring and evaluation of the multi-disciplinary response will continue.
- ✓ Continue to work with the City to expand the *Toronto Community Crisis Service* to respond to mental health crises across the TTC network.

- ✓ Overall, there continues to be a downward trend in offences against customers, from 1.82 offences per 1M boardings in April 2024, to 1.71 offences per 1M Boardings in May 2025.
- ✓ Six stations were identified for a pilot initiative to improve cleanliness and state-of-good-repair. Cleanliness audits are conducted at the six stations monthly, with a target of 80%. The latest results from May show an average ~8% improvement of cleanliness since March, rising to 83% from 75%; all six stations have achieved over 80%. Stations not involved in the pilot continued to be audited on a quarterly basis.
- ✓ Completed state-of-good-repair program work on the 509 Harbourfront, 510 Spadina, and 511 Bathurst streetcar lines, with full service effective June 22nd.
- ✓ State-of-good-repair program work continues for subway, with two late openings, 92 nights of early access and 13 full weekend closures (on Line 1 and Line 2) as of June 2025. These adjustments facilitate critical work across the subway network – including necessary repairs in areas where there is reduced speed zones implemented for safe operations.

What still needs to be done?

- Complete options for RapidTO implementation on Dufferin and Bathurst with the City.
- Implementation of remaining planned service improvements for fall 2025, including Line 1 and Line 2; and more frequent streetcar service (Dundas, St. Clair and Bathurst).
- A ridership growth strategy providing targeted actions to capture ridership in various market segments is being developed with guidance from the new Strategic Planning Committee of the Board starting in July to inform the 2026 Budget process.
- Presentation of a final Wayfinding Strategy with implementation plan, costing and timing.
- Bringing forward a five-year closure and diversion plan to support ongoing priority state-of-good repair work for subway and streetcar services, that also balances other service improvement and priority initiatives.
- Complete the procurement process for Line 2 trains and a new Automatic Train Control system as key components of Line 2 modernization and renewal.

For further details on Strategic Direction 2, please see pages 14 to 22 in Appendix 1.

Strategic Direction 3: Place Transit at the Centre of Toronto's Future Mobility

By 2051, forecasts indicate more than 3.65 million people will call Toronto home. With constrained road space and congestion already impacting mobility, getting people on public transit and other active transportation modes is necessary to support efficient and sustainable movement of people and goods. The TTC is preparing to operate new rapid transit expansion projects being delivered by the province; is developing several major capacity enhancement programs; and is taking measures to improve integration of the TTC's expansive network with other modes of mobility. At the same time, the TTC also continues to invest in climate resilience and seeks to support the City's TransformTO goals of achieving net zero by 2040.

A key risk being managed is insufficient funding available for long term growth programs. The TTC is advancing design and early works on the Line 1 and Line 2 capacity enhancement programs with partial funding available to keep the programs on schedule as best possible. However, full funding for construction will eventually be needed to advance the TTC's capacity and growth initiatives required to capture ridership long term. This long-term need is being balanced with the immediate need to address asset state-of-good-repair.

The impact of underinvestment in rapid transit expansion in past decades has seen ridership grow by only 10%, while population has grown 25% since 2003. The major investments being

made by the Province in transit expansion will be critical to catching up. Over the next decade projects under construction will add up to 74.6 kilometres of new rapid transit to the network with 76 new stations/stops, expanding access across the city and region. Sustainable operating and capital funding for public transit will be critical to ensure the ongoing benefits of these investments (see Strategic Direction 5).

What has been achieved?

- ✓ Awarded the Progressive Design-Build contract for the Bloor-Yonge Capacity Improvement (BYCI) project, with major construction to commence in 2027.
- ✓ 50 of 60 new streetcars have been delivered, with remainder to be delivered by year-end.
- ✓ Continued Green Bus Program implementation and received 149 e-buses as of Q2. There are 41 e-bus charge points in service, with an additional 83 being installed in 2025.
- ✓ Advanced planning and early design on elements of the Line 1 and Line 2 capacity enhancement programs, setting groundwork for future program construction subject to funding availability.
- ✓ Completed an evaluation exercise of the organization's response and preparedness for climate disruption events, informing recommendations for future events and response.

What still needs to be done?

- Complete activities with Metrolinx to prepare for the opening of Line 5 and Line 6, adding 29.3 kilometres and 43 stations/stops to the rapid transit network in Toronto.
- Progress long-range planning exercise, with a 2051 outlook, building upon the current 2041 outlook. The long-range plan will inform fleet and facilities planning, while incorporating the latest modelling and data.
- Continue to progress Line 1 and Line 2 capacity enhancement projects.
- Seek confirmation of the continuation of the OneFare program post 2026 by the province and look for opportunities to further enable seamless connection between the TTC and other mobility networks.

For further details on Strategic Direction 3, please see pages 23 to 28 in Appendix 1.

Strategic Direction 4: Transform and Modernize for a Changing Environment

In an ever-changing environment, the TTC continues to transform, innovate, and seeks to build resiliency. Along with managing for disruptions, the TTC is making progress on modernization initiatives that will help to improve the efficiency of operations. This includes investment in new technologies to improve productivity within the workplace, in addition to meeting the expectations of customers for faster real-time information and access.

Key risks to the TTC's modernization and transformation work include a competitive labour market for specialized roles such as those in IT and cybersecurity. With new technologies and major transformations underway (e.g. shift to electrification of bus fleet, implementation of VISION, SAP, etc.) change management will be important to support employees. Successful adoption of new systems and processes are essential to ensuring the full benefits of the investment are realized.

What has been achieved?

- ✓ TTC is in the testing phase of employee and road safety improvements including bus barriers and collision prevention systems through the Bus Design Innovation Program – part of the Innovation and Sustainability Strategy (ISS).

- ✓ Sustainable infrastructure investments have been made, notably LED retrofits that will save the TTC ~2.3 million kWh of electricity annually. Operational optimization of HVAC units at two facilities will save additional electricity usage. These investments support the ISS.
- ✓ Technology modernization continues, with Microsoft Co-Pilot implemented to enhance employee productivity.
- ✓ Implementation of SAP continues with the procurement of the Materials-Warehouse, and Finance project. The program is forecasted to complete in 2027.
- ✓ Completed business continuity/ business impact analyses across seven priority departments to strengthen the TTC's disruption responses.
- ✓ The first draft of the updated Corporate Emergency Response Plan (CERP) is complete, with finalization anticipated by the end of 2025.
- ✓ Cybersecurity strategy implementation is advancing, with activities including training, and processes and tool improvement.

What still needs to be done?

- Continue to progress implementation of the Innovation and Sustainability Strategy (ISS); a first annual update will be provided to the Board in Q4.
- The Corporate IT Strategy will be published in Q3 outlining alignment of technology investment plans to corporate objectives.
- Complete the installation of Smart Yard as part of the VISION program at 10 of the 11 yards by year end, enabling more efficient vehicle tracking and dispatching.
- A Customer Experience Dashboard will be delivered in late 2025 and provide more transparency and will illustrate customer sentiment across key service dimensions.
- Efforts to advance data analytics and knowledge management practices will continue.

For further details on Strategic Direction 4, please see pages 29 to 33, in Appendix 1.

Strategic Direction 5: Address the Structural Fiscal Imbalance

To maximize the full social and economic benefit of the TTC, it is necessary to have a modern, properly funded system. Although work is being undertaken to capture efficiencies, seek new sources of revenue, and ensure fiscal prudence, the TTC does not have a sustainable funding model that will meet operating and capital needs long-term.

The TTC's 2025 operating budget is \$2.6 billion, with nearly half of costs covered by the farebox and the residual funded from the City of Toronto with one-time provincial New Deal funding included. The TTC's revenue/cost (R/C) ratio is currently at 46%, relying heavily on a subsidy from the City of Toronto. In preparing the 2026 budget, the TTC is currently forecasting a starting pressure of \$120M, which does not include provision for service improvements as part of the 5-year Service and Customer Experience Action Plan, or new and enhanced requests related to the Corporate Plan. The TTC also continues to evaluate the impact of recent tariff announcements. However, given complex supply chains and multiple suppliers, the impact is not yet quantified.

The TTC's 2025-2039 Capital Investment Plan identifies a total of \$53.37 billion in capital requirements over 15 years, of which \$36.98 billion remains unfunded. This is even after the TTC received substantial state-of-good-repair (SOGR) funding support in Budget 2025 which decreased the backlog by \$4.8 billion over 10 years. Addressing unfunded SOGR remains an investment priority. In the next ten years the TTC needs to further reduce the \$4.344 billion unfunded state-of-good-repair backlog to address core system needs. This includes

replacement buses, equipment and facility SOGR, surface track replacement, among other needs. The TTC continues to engage with all three levels of government to advocate for sustained capital investment in SOGR, health and safety, and capacity enhancement projects. As of period 4, the TTC is projected to spend \$1.610B or 93% of the approved 2025 capital budget by year-end, demonstrating that the TTC is ready to deliver.

What has been achieved?

- ✓ Building off ~\$232M efficiencies achieved since 2019, business transformation is underway to optimize processes and drive efficiency. Specific actions include optimized bus farebox cash collection process, and a modernized TTC uniform and work clothing ordering system.
- ✓ Improving fare payment compliance by closing crash gates at stations (reduced usage from 9.4% in 2024 to 3.8% to date in 2025, with a year-end target of 2%). The revenue capture target for 2025 is \$12M. Adding 68 Fare Inspectors and 10 Special Constables to enhance visibility and enforcement across the system.
- ✓ The updated delegation of authority (DOA) policy was approved at the June Board meeting, with the procurement policy being brought forward in Q3.
- ✓ Received Board endorsement in June to explore implementation of Non-Fare Revenue opportunities. Currently, the TTC's sources of non-fare revenue include advertising, commuter parking, and rental income resulting in ~\$64M in net profitability annually.
- ✓ Received Approval-In-Principle from the federal government for the TTC's plan for utilization of \$1.2 billion in Canada Public Transit Fund Baseline funding, which includes the 55 new Line 2 subway trains, and contribution towards other priority state-of-good-repair needs.

What still needs to be done?

- Bring forward to the Strategic Planning Committee of the Board a more detailed long term financial plan to address the multi-year outlook indicating the need for additional expenditure reduction strategies, fare policy considerations and intergovernmental strategies in addition to ridership growth to reduce reliance on City of Toronto property tax subsidy.
- Securing additional funding in the 2026 Budget to reduce the priority need of \$4.344 billion unfunded state-of-good repair in next ten years. This includes leveraging available intergovernmental funding streams such as the Canada Public Transit Fund.
- Establishing a resourced team to implement non-fare revenue opportunities identified in the strategy presented to Board; subject to funding consideration in the 2026 budget.
- Continue to identify and implement business transformation initiatives and financial efficiencies.

For further details on Strategic Direction 5, please see pages 34 to 39 , in Appendix 1.

Next Steps

The TTC continues to deliver on the 2024-2028 Corporate Plan commitments, with considerable progress achieved for all five strategic directions in the first half of 2025. A detailed update on all 59 actions outlined in the Corporate Plan is included in Appendix 1. Regular reporting on progress, key issues and risks will continue bi-annually to keep the Board, customers, employees, and key stakeholders apprised of work underway.



Appendix 1:

Strategic Directions: 2025 Progress Update and 2026 Look Ahead



1

Strategic
Direction 1

**Build a
Future-Ready
Workforce**

Objective 1.1: Invest in the Employee Experience

Investment in the employee experience is being advanced through three priority actions. An outcome of this work, is to establish baseline key performance metrics and analytics to develop more targeted strategies to improve the employee experience.

Interim Key Performance Indicator:

- Achieve a 2025 Employee Engagement Survey participation rate greater than the 2016 Employee Engagement Survey rate of 40%

| Actions | 2025 Accomplishments and Forecast | 2026 Look Ahead |
|---|---|--|
| 1.1.1: Revamp Employee Engagement and Communications | <ul style="list-style-type: none"> ✓ The TTC launched a new Employee Engagement Survey in June. Baseline results will be reported by Q4. ✓ 1,100+ employees engaged through in-person information sessions, promoting awareness and engagement in the new Corporate Plan. A second round of in-person sessions to be completed in Q3. Roll-out is complemented by online communications, management town-halls, and online learning course. ✓ Completed an internal review of front-line employee communications and identified 4 areas for improvement. | <ul style="list-style-type: none"> • Development of Employee Engagement Strategy to formalize and operationalize engagement based on data gathered through survey. • Following communications review, TTC's Corporate Communications group to develop a strategy that enhances existing TTC channels, strengthens front-line engagement and celebrates employee contributions. |
| 1.1.2: Complete Workplace Transformation | <ul style="list-style-type: none"> ✓ November 2022 to present, 1,759 employees moved to swing spaces. An additional 681 employees will be moving between June 2025 and Q1 2026. ✓ In first half of this year, relocated over 500 employees, with another 500 relocating by Q4, enabling 4 office leases to expire. Generates \$3.9 million in annual savings. ✓ Working with City to refine the workplace transformation objectives and plan to 2028. | <ul style="list-style-type: none"> • Continue work with City to incorporate unique TTC workspace requirements into standard ModernTO design, to ensure employees productive workspaces for employees. • 100 more employees anticipated to move into new workspaces in 2026. |
| 1.1.3: Launch an End-to-End Review of Employee Services to Enhance the Employee Experience | <ul style="list-style-type: none"> ✓ Updates to the retirement policy to harmonize processes began in Q2, while TTC's Employment Policy will be updated by Q4 to address rehired pensioner and competitive labour market concerns, as identified in the Auditor General's Non-Union Workforce Planning and Management Report ✓ Change management for the Online Bidding System will begin in Q3. The tool will go live for ATU 113 Maintenance employees in Q4. ✓ Updates to Human Resources (HR) policies for non-unionized employees include vacation, parental leave, and bereavement, coming into effect in August 2025. | <ul style="list-style-type: none"> • Online Bidding System for ATU 113 Transportation will go live for system seniority transfers by Q3 2026. • Updates to the retirement policy will be completed by Q3. • Corporate HR policies will continue to be updated. • Begin preparations for collective bargaining with labour unions. |

Objective 1.2: Adapt to a Changing Labour Market

To adapt to a changing labour market, work is underway to improve employee engagement, retention and progression through four priority actions. An outcome of this work is to measure success of the newly launched training and mentorship programs to remain attractive to current and prospective employees.

Key Performance Indicator

- Talent Acquisition and Retention Baseline Metrics to be established

| Actions | 2025 Accomplishments and Forecast | 2026 Look Ahead |
|---|--|--|
| 1.2.1: Develop a Comprehensive Workforce Plan and Strategy | <ul style="list-style-type: none"> ✓ The TTC will be reviewing HR KPIs following the employee engagement survey as highlighted in the Auditor General's Non-Union Workforce Planning Report. ✓ Talent Management has shifted to a business partner model with client groups, and refocused efforts on the candidate experience to improve talent acquisition. | <ul style="list-style-type: none"> • A framework for KPIs will be developed and presented to the HR Committee/ Board in 2026 to inform workforce planning. |
| 1.2.2: Review and Align the TTC's Learning and Development Program | <p>The TTC has launched several learning and development initiatives:</p> <ul style="list-style-type: none"> ✓ <i>Mentorship pilot program in Q2:</i> Paired 50 non-union employees with senior leaders to support career development opportunities, with baselines to be established in 2026. ✓ <i>Welcome Buddy Program in Q3:</i> New TTC employees to be paired with experienced staff to support onboarding and retention. ✓ <i>Artificial Intelligence (AI) policy and Microsoft CoPilot Training:</i> To support policy implementation and boost productivity. | <ul style="list-style-type: none"> • Launch feedback surveys for the Mentorship program to establish baselines for the Learning and Development Programs. • Assess the feasibility of offering advanced training on AI prompt techniques and CoPilot features. |
| 1.2.3: Prepare Future Leaders, Improve Succession Planning | <ul style="list-style-type: none"> ✓ As part of the succession planning program, TTC has begun rollout of leadership development programs and assessments for senior leadership. ✓ An Engineer-in-Training Program Lead was hired to execute the program, strengthen the success in obtaining licensing, and to attract and retain engineering talent. | <ul style="list-style-type: none"> • The Engineering in Training Program will be expanded, pending additional resources requested through the 2026 Budget process. |
| 1.2.4: Undertake a Compensation Review and Evaluation of a Pay for Performance Structure | <p>As a result of the Compensation Review, the TTC announced updates to benefits and entitlements to improve the competitiveness of the TTC as an employer:</p> <ul style="list-style-type: none"> ✓ 75% salary top-up provided for up to 35 weeks of parental leave ✓ Rebranded Floater Days to Wellness Days and increased complement from 2 to 3 ✓ Updated the vacation entitlement based on years of service (effective January 2026) | <ul style="list-style-type: none"> • If funding for a revised salary structure is confirmed through the 2026 budget process, implementation of a new non-union salary structure to begin as early as Q1. |

Objective 1.3: Reinforce Employee Safety and Well-Being

To reinforce employee safety and well-being, work is underway to implement three priority actions aimed at preventing safety, health and environment incidents in the workplace. There is a downward trend in offences against employees, however sustained efforts are required to keep our employees safe at work.

Key Performance Indicator

- Offences against employees per 100 employees: 4.99 in May 2025, a decline from 7.26 in April 2024
- Lost Time Injury Rate per 100 employees: 5.54 in June 2025, an increase from 4.61 in June 2024

| Actions | 2025 Accomplishments and Forecast | 2026 Look Ahead |
|---|--|--|
| 1.3.1: Manage and Mitigate Occupational Health and Safety Risks | <ul style="list-style-type: none"> ✓ Corporate safety programs continue to be provided to reduce risks and mitigate impacts (e.g. First Aid, Ladder Safety, Active Fall Protection, Overhead Crane and Hoists). ✓ Successfully completed safety software onboarding to support incident reporting and investigation processes. ✓ Implemented the Permanent Work Area Warning system and at least one worker not protected by work zone lights must be equipped with a wearable flashing light; which reduces employee's risk and improves efficiency of work zones. ✓ Expanded Joint Health and Safety Committee engagement with conference event for 50+ committees held in May; JHSC co-chair conference to be held in November. | <p>Continue to implement and monitor corporate safety programs to reduce the risk of injury:</p> <ul style="list-style-type: none"> • Hazard/Near Miss reporting functionality in safety software. • Roll-out safety corporate programs to reduce safety risks and mitigate their impact. |
| 1.3.2: Promote and Improve Programs to Ensure Employees Have Access to Mental Health and Well-Being Supports | <ul style="list-style-type: none"> ✓ Launched specialized wellness webinars for employees covering 24 topics including, Mental Health Training for leaders. All webinars to be completed by Q4. ✓ Engaged 345 TTC employees through 16-nurse led health promotion clinics across 14 TTC locations. ✓ Relaunched the peer support program within the Transportation Group, with the kick-off event occurring in May. The program supports employees who have experienced trauma on the job and pair them with peers who have experienced similar trauma. | <ul style="list-style-type: none"> • Complete revamping the communication resources available to employees on MyTTC Workzone by Q3. • Begin research and consultation on Mental Health Training for employees by Q3. |
| 1.3.3: Support our Front-line Employees to Minimize Incidents of Worker Assault | <ul style="list-style-type: none"> ✓ Launched divisional roadshows in mid-April to support pilot for fully-enclosed bus operator barriers. ✓ Updated the Workplace Violence Corporate Program to reflect reporting process updates, continue to promote annual Transit Worker Assault Awareness Day (Dec 17th, 2025). ✓ As of April 2025, 9,886 front-line staff have been trained on de-escalation and unconscious bias, with additional classes to be scheduled. | <ul style="list-style-type: none"> • Ongoing employee engagement to ensure comfort in reporting issues/concerns • Continue to monitor ongoing actions/programs to improve employee safety. • Restart advocacy efforts with Federal Government to change the Criminal Code to increase penalties for transit worker assault. |

Objective 1.4: Build an Inclusive Organization Reflective of the Diverse Communities we service

To build an inclusive organization reflective of the diverse communities we service, work is underway to improve representation and sense of belonging.

Key Performance Indicator

- Operator new hires identify as women: Target- 40%, Current- 48% Year-to-Date

| Actions | 2025 Accomplishments and Forecast | 2026 Look Ahead |
|--|---|--|
| 1.4.1: Progress and Complete Implementation of the Embracing Diversity 10-Point Action Plan | <ul style="list-style-type: none"> ✓ Employee Resource Groups pilot launched in March 2025 to strengthen engagement, cross departmental collaboration, and peer support. ✓ In collaboration with UpSkill, 118 employees and 90 leaders were trained in inclusive leadership. Additional training on LGBTQ+ inclusivity and accessibility will be implemented by Q4, 2025. ✓ To improve the onboarding experience, launched the Women Operator Information Session in Q1, 2025. ✓ As of June 2025, Implemented all actions in the 10-point Action Plan, setting the groundwork for future diversity initiatives. | <ul style="list-style-type: none"> • Sustainment activities are ongoing to ensure the action plan remains embedded in the TTC's culture. Future reporting of diversity and culture change will be reported on through action 1.4.2 (see below). |
| 1.4.2: Launch the Next Phase of the TTC's Culture Change | <ul style="list-style-type: none"> ✓ The TTC updated policies and procedures to ensure clear roles and responsibilities for investigative units and communicated the changes to employees; also highlighted in the Auditor General's Non-Union Workforce Planning and Management Report. ✓ Special Constables and Fare Inspectors now equipped with body-worn cameras. ✓ Created a Transit Enforcement Complaints Office, to resolve complaints involving revenue protection and fare inspector personnel. Additionally, the TTC introduced a new mechanism to report CEO misconduct; both actions allowing for more transparency and fairness. ✓ Deliver the Truth and Reconciliation Strategy and implementation plan by Q3. ✓ The Respect and Dignity Policy is to be reviewed and updated by Q4. The policy promotes accountability for mutual respect and employee wellbeing. | <ul style="list-style-type: none"> • Expand Inclusive Leadership training coverage by 80% to Supervisors and Managers in 2026. • Bring forward the Diverse Hiring Panel Strategy by Q4, to address audit report recommendations and support hiring managers address unconscious bias during hiring process. • Ongoing integration of EDIA and anti-racism principles into the TTC's materials; integrate toolkits to provide clear standards and guidance in processes and procedures, by Q4. • Deliver education events about anti-racism, anti-Indigenous racism and anti-Black racism throughout the year, based on the TTC's Diversity Annual Calendar. • Begin implementation of the Truth and Reconciliation Action Strategy in 2026. |



2

Strategic
Direction 2

**Attract New
Riders, Retain
Customer Loyalty**

Objective 2.1: Better Serve Customer Demand in an Evolving Operating Environment

To better serve our customers needs the following priority actions aimed at improving customer satisfaction and growing ridership.

Key Performance Indicator:

- Customer Satisfaction: Current- 74%; below target of 84% 2025
- Ridership Year-End Projection is 424.8 M; below target of 439.4 M

| Actions | 2025 Accomplishments and Forecast | 2026 Look Ahead |
|--|--|---|
| 2.1.1: Launch the TTC's next 5-year Service Plan for 2024 to 2028 | <ul style="list-style-type: none"> ✓ This action was completed with the Board approval of the 5-Year Service and Customer Experience Action Plan, the framework for annual service and network planning, which contains ridership growth strategies. ✓ The 2025 Annual Service Plan (ASP), approved in January, outlined 2025 service changes to enhance service reliability and customer experience. This includes the following initiatives: <ul style="list-style-type: none"> ✓ Increased service on 23 bus and streetcar routes during March - May periods. ✓ Streetcar service on the 505 Dundas, 511 Bathurst, and 512 St Clair, routes will be improved to a 6-minute daytime service frequency by November. ✓ Line 4 service frequency of every 6 minutes or better implemented. ✓ Improved off-peak subway service on Lines 1 and 2 with a 5-minute or better service frequency at all times will be achieved by the November Board Period. ✓ The 2026 Annual Service Plan will begin development in summer 2025, with a strong focus on customer engagement, restoring Board-approved Service Standards, and enhancing service to meet travel patterns and demand. The plan will be delivered in Q4 2025. ✓ Support the Strategic Planning Committee of the Board with a <i>Ridership Growth Strategy</i> starting in Q2 which builds on the 5YSP and annual service planning process. | <ul style="list-style-type: none"> • Implementation of the 2026 ASP, including route changes in preparation of hosting the FIFA 2026 World Cup. • The 2027 ASP will be developed over the summer of 2026 and will include a robust customer engagement strategy • Implement outcomes of the Ridership Growth Strategy, accounting for interdependencies with the ASP, and subject to funding and resource requirements being available/approved. |
| 2.1.2: Enhance the TTC's Customer Research and Data Analytics Capacity | <p>Improvements being made to customer centric data and analytics. The following activities are underway:</p> <ul style="list-style-type: none"> ✓ Incorporating 2024 Transportation Tomorrow Survey results into analytics framework. ✓ Updating TTC customer household travel patterns data for the first time since COVID. ✓ Updating the Access-by-Transit model and other trip models with demographic information, customer segmentation, new trips, actual/planned service, and transit mode share. ✓ Partnering with Transit App to complete intercept surveys on safety and customer satisfaction in real-time at stops and on vehicles to inform customer experience improvements. | <ul style="list-style-type: none"> • Data analysis outcomes will continue to be used to inform and refine service delivery and customer experience targets and actions. This includes Annual Service Plans and the Ridership Growth Strategy. • Develop and roll-out a Customer Experience dashboard |

Objective 2.2: Improve the customer experience by providing a safe, accessible and comfortable journey.

In support of better serving our customers, work is underway to implement the following seven priority actions aimed at improving customer satisfaction and experience.

Key Performance Indicator:

- Customer Satisfaction: 2025 Target- 84%, Current- 75%
- Perception of Personal Safety: 2025 Target – 80%, Current – 65%
- Offences Against Customers per 1M Boardings: Current – 1.71

| Actions | 2025 Accomplishments and Forecast | 2026 Look Ahead |
|---|---|---|
| 2.2.1: Introduce the TTC's First Customer Experience Action Plan | <p>The Board approved the 5-Year Service and Customer Experience Action Plan in 2024. Activities implemented within the plan include:</p> <ul style="list-style-type: none"> ✓ The Customer Experience (CX) Network of Champions program launched in June focused on understanding customer experiences to drive data-informed improvements. ✓ The six-station pilot project launched in March, to enhance station cleanliness, implement a streamlined station management model, improve the state of good repair, and elevate the overall station aesthetics. To support this pilot 9 additional temporary janitors and 17 trades staff were hired. Stations are audited monthly for cleanliness and the pilot has shown overall average improvement of ~8% across the stations as of May. | <ul style="list-style-type: none"> • Explore new data sources and methods to improve understanding of customer needs. • Improve internal availability of customer data to improve customer-focused decisions throughout the organization. |
| 2.2.2: Enhance Community Safety, Security and Well-being on the System | <p>The TTC continues to take the following actions to improve safety, security and well-being on the transit network:</p> <ul style="list-style-type: none"> ✓ During winter season, transported individuals to warming centres when conditions are met, in partnership with the City. Additionally, Toronto Police Auxiliary officers were deployed to stations to enhance sense of safety. ✓ Toronto City Council approved the SafeTO: Toronto's 10-Year Community Safety & Well-Being Plan in May, enabling the Toronto Community Crisis Service (TCCS) to work with the TTC to expand its service to help respond to mental health related calls on subway platforms. The TTC is currently working with the City to discuss timelines related to the expansion of TCCS. ✓ Conducted consultation sessions with community groups, union partners, and City leaders on the Community Safety, Security and Well-Being Plan. This plan will be seeking Board approval in Q4. ✓ Continuing to monitor trends, noting a downward trend in offences against customers, from 1.82 offences per 1M boardings in April 2024, to 1.71 in May 2025. | <ul style="list-style-type: none"> • Complete an assessment of the TTC's safety and security operating model to enhance overall safety, security and well-being on the TTC and implement recommendations. |

Objective 2.2: Improve the Customer Experience by Providing a Safe, Accessible and Comfortable Journey

Key Performance Indicator:

- Complete the Station Transformation Capital Program by year end 2025. On target.
- Cellular Tunnel Coverage: 2025 Target- 80%, Current- 36%

| Actions | 2025 Accomplishments and Forecast | 2026 Look Ahead |
|--|---|---|
| 2.2.3: Complete the Station Transformation Capital Program | <p>The Station Transformation Capital Program has made safety, security and customer experience enhancements:</p> <ul style="list-style-type: none"> ✓ <i>Public Announcement (PA) System Upgrades:</i> As of May 2025 completed PA system upgrades at all 70 stations. ✓ <i>Customer Service Ambassador (CSA) Model:</i> The TTC phased out Stations Collector roles to enhance customer service and accessibility. CSA model has been fully implemented to provide journey guidance, fare payment support, and monitor activities within our stations. ✓ <i>CCTV Cameras:</i> Cameras were installed at three stations in Q2 2025. The remaining three stations will be installed in Q4 2025 | <ul style="list-style-type: none"> • The current scope of the Stations Transformation Capital Program will be complete by year-end 2025. An evaluation will be undertaken to assess potential future improvements and investments required as a subsequent phase, subject to business case analysis and funding. • The CSA model will be continuously monitored, with deployment based on need. Additionally, the model will continue to be evaluated to identify improvement opportunities and assess staffing model efficacy. |
| 2.2.4: Expand Access to Cellular Service Across the TTC Network | <ul style="list-style-type: none"> ✓ Currently, 38% or 25 out of 66 tunnels have 5G wireless cellular service. ✓ As of April, Rogers has activated cellular service between Kipling and Islington, and Keele and Dundas West stations. Station work was completed at Dundas West and Islington stations (April 2025); and Dufferin and Lansdowne (May 2025) ✓ 80% of the tunnels are to be connected by the end of 2025, per federal mandate. | <ul style="list-style-type: none"> • Per Federal Government mandate, full cellular access to be completed by the end of 2026. • Tunnel work to be completed in 2026: <ul style="list-style-type: none"> • Line 1: Eglinton to York Mills • Line 2: Sherbourne to Kipling • Line 4: Sheppard to Don Mills |

Objective 2.2: Improve the Customer Experience by Providing a Safe, Accessible and Comfortable Journey

Key Performance Indicator:

- PRESTO Adoption: 92.8% YTD
- Open Payment Adoption: 18.3% YTD

| Actions | 2025 Accomplishments and Forecast | 2026 Look Ahead |
|---|---|--|
| 2.2.5: Streamline and Modernize TTC Customer Communications | <ul style="list-style-type: none"> ✓ The <i>Wayfinding Strategy</i> will seek endorsement of a new design framework in July. The framework will enhance accessibility, signage, mapping, and integration with mobility partners, supporting regular operations and service disruptions. ✓ The TTC continues to leverage social media to improve engagement and brand awareness. Social media platforms saw a 27% Year over Year (YoY) increase in views, 43% increase in engagement, and 4% increase in followers since 2024. ✓ Launched an awareness campaign in June to highlight safety risks associated with illegal passing of streetcars. ✓ Will be launching a SafeTTC app awareness campaign targeted to customers. | <ul style="list-style-type: none"> • Integrate the Wayfinding Strategy into existing capital projects. Updates to wayfinding outside of capital projects will require additional resourcing and funding the 2026 budget. • Marketing, engagement and partnership opportunities will be evaluated and implemented, particularly to prepare for FIFA World Cup |
| 2.2.6: Provide Customers with a World-Class Fare Collection System | <ul style="list-style-type: none"> ✓ The TTC is piloting the installation of Fare Vending Machines at intersections with high bus transfers and outside PRESTO's retail network coverage, to provide customers with the ability to purchase TTC PRESTO products with cash. ✓ Legacy Fare Media is no longer be accepted as of June 1st for buses, subways and streetcars. Wheel-Trans vehicle customers have until December 31st. ✓ Increasing adoption of Open Payment methods since the launch in 2023, with 18.3% adoption as of June. | <ul style="list-style-type: none"> • Phase 1 of the Machine-Readable Transfer implementation, to allow for QR code use, is expected to be by the end of Q1 2026. • The TTC Fare Vending Machine functionality enhancement, improving customer convenience, is expected to be complete by Q2 2026. • The next fare technology solution will be negotiated in 2026. |

Objective 2.2: Improve the Customer Experience by Providing a Safe, Accessible and Comfortable Journey

The TTC framework for accessibility and achievement of legislated requirements under the Accessibility for Ontarians with Disabilities Act, is established in the 5-Year Accessibility Plan. The following activities are ensuring the TTC can meet the needs of our customers with strong input from the Advisory Committee on Accessible Transit (ACAT).

Key Performance Indicator:

- Wheel-Trans Ridership:
 - 2025 Target- 4M rides, Year End Projection- 4.1M
- Subway Stations with Elevators in-Service:
 - Current- 84% and Target is 100%.

| Actions | 2025 Accomplishments and Forecast | 2026 Look Ahead |
|--|---|--|
| 2.2.7: Publish the TTC's Next 5-Year Accessibility Plan | <p>5-Year Accessibility Plan</p> <ul style="list-style-type: none"> ✓ Board approved the refreshed 2024-2028 TTC 5-Year Accessibility Plan in December 2024. The plan identifies 46 specific initiatives that the TTC will undertake to achieve a modern, inclusive, and accessible transit system. This includes both capital improvements and operational customer experience initiatives that are reported annually. An update report will be brought forward to the Board in September 2025. <p>Wheel-Trans Transformation</p> <ul style="list-style-type: none"> ✓ As of Q1 Wheel-Trans applications are now available in over 200 languages. ✓ Commenced deployment of the Reservation, Scheduling and Dispatch system, enhancing the Family of Services capability. ✓ 2,000 legacy customers will be re-registered in the updated system by Q4 2025. ✓ The TTC plans to launch a new awareness campaign by Q4 2025 to enhance support for customers with invisible disabilities. <p>Easier Access Program</p> <ul style="list-style-type: none"> ✓ As of June, 59 of 70 stations (84%) have elevators-in-service, with High Park becoming accessible in March, and the next station anticipated to be Rosedale. ✓ Christie, Warden and Summerhill stations will be completed by Q4 2025, bringing the total number of completed stations to 62 (89%). ✓ Construction commenced at Old Mill station; forecasted completion in Q3 2028. | <p>5-Year Accessibility Plan</p> <ul style="list-style-type: none"> • Continue implementation progress on the 46 initiatives outlined in the plan. <p>Wheel-Trans Transformation</p> <ul style="list-style-type: none"> • Continue upgrading bus stops to meet accessibility requirements, subject to funding. • Improvements to Wheel-Trans Interactive Voice Response for booking trips are expected to roll out in 2026, after the contract is awarded in Q3 2025. • Re-register the remaining legacy Wheel-Trans customers. <p>Easier Access Program</p> <ul style="list-style-type: none"> • By the end of 2026, seven remaining stations will be made accessible. Old Mill Station being the last station completed in 2028. |

Objective 2.3: Focus on Basics of Service Reliability

Service reliability is essential for a positive customer experience and to attracting and retaining transit ridership. The following priority actions aim to improve On-Time Performance and improve travel times.

Key Performance Indicator:

- On-time Performance: Target- 90% Current- Bus 77%, Streetcar 61%, Subway – Line 1 80.2%; Line 2 88.5%

| Actions | 2025 Accomplishments and Forecast | 2026 Look Ahead |
|--|---|--|
| 2.3.1: Review Operating Performance to Improve Service Delivery | <ul style="list-style-type: none"> ✓ In February, launched a pilot to improve headway reliability, targeting 9 bus and 2 streetcar routes. The initiative aims to reduce vehicle bunching and gapping, delivering more consistent service. Four routes saw early improvements during the March board period. Adapting supervisory coverage on a route-by-route basis to replicate improvements. Further updates will be provided as pilot progresses. ✓ Detailed route analysis is underway on four routes (512 St. Clair, 506 Carlton, 510 Bathurst and 24 Victoria Park) to identify gaps and opportunities to improve service reliability. Analysis includes stop location, traffic light timing, passenger behaviour and congestion, among others, that mitigation strategies can be developed for. | <ul style="list-style-type: none"> The TTC will be conducting assessments to ensure the readiness and effective implementation of services to enhance the customer experience during the FIFA World Cup in 2026. |
| 2.3.2: Advance the RapidTO: Surface Transit Network Plan and Prioritize Surface Transit | <ul style="list-style-type: none"> ✓ The Queens Quay Interim Bus Lanes was implemented in June. The lanes will improve reliability for approx. 4,000 riders daily and improve travel time by 30% (up to 5 minutes). ✓ Board approved proposal for RapidTO along Dufferin Street and Bathurst Street in May 2025. Consultations will continue over summer, culminating in a report to Council in Summer 2025. Subject to Council approval, implementation to begin in Q4. ✓ Implemented Transit Priority Measures at 10 locations, including support for streetcar track work at the King/Church intersection to facilitate throughput of transit vehicles. ✓ Two queue jump locations are in final stages of detailed design. One additional location is in early design stages for implementation in 2026. | <ul style="list-style-type: none"> Analysis will continue for remaining RapidTO routes. Implement targeted regulatory transit priority measures at up to 15 locations; construct 3 queue jump lanes; and install transit signal priority at up to 50 locations Roll-out Advanced Transit Signal Priority based on the testing results in 2025 |
| 2.3.3: Build the Line 3 Busway | <ul style="list-style-type: none"> ✓ Awarded contract for Line 3 busway construction in June. Construction will commence in Q3, to build a dedicated busway between Kennedy and Ellesmere Stations. ✓ An update on status of the Acceleration Plan will present options for Board consideration in July 2025. ✓ Investigating opportunities to enhance customer amenities at the Kennedy Bus Platform by installing canopy. | <ul style="list-style-type: none"> Continue with construction of the busway, to provide journey times comparable to previous Line 3 train service. Continue to update Board on project acceleration progress. |

Objective 2.4: Prioritize Asset State-of-Good-Repair to Keep the System Moving Reliably

To provide customers a reliable service the following priority actions aim to ensure asset availability by keeping up with the state of good repair of an aging system.

Key Performance Indicator:

- Average Asset Condition Score:
 - Target- 2 (Good), Current- 2.4 (Good)

| Actions | 2025 Accomplishments and Forecast | 2026 Look Ahead |
|--|---|---|
| 2.4.1: Mature TTC Enterprise Asset Management (EAM) Capabilities | <ul style="list-style-type: none"> ✓ EAM Policy, Strategy and 2025 Asset Management Plan were approved in April. The TTC's average asset condition is 2.4 (Good), slightly below target of 2, on a 1 (Excellent) to 5 (Very Poor) scale. There is variation across the portfolio. Some assets range in poor to fair condition (approx. 15% of the TTC's total replacement cost). ✓ Continuing to implement work program to mature asset management capability and to improve overall data quality informing TTC's confidence in replacement cost. <p>A goal of EAM is to better inform prioritization of the TTC's state-of good repair requirements. Some examples of key SOGR programs underway:</p> <ul style="list-style-type: none"> ✓ <i>Vehicle Overhaul State-of-Good-Repair</i>: Maintaining vehicle assets across all modes to ensure availability. Vehicle SOGR is fully funded for the next five years. ✓ <i>Streetcar Infrastructure Maintenance</i>: Streetcar diversions are necessary to complete track and related infrastructure SOGR programs. Bathurst St and Fleet St SOGR work was completed in June enabling the return of 510 Bathurst and 511 Harbourfront routes. Track replacement and SOGR work began at King St and Church St in May with a forecasted Q3 completion. Upcoming work includes King St and Dufferin St work to begin in September; College St and McCaul St work, and Queen St (Davies to Broadview) work in October. ✓ <i>Subway Infrastructure SOGR</i> requires system closures: Completion of one single day closure, two late openings, 92 nights of early access and 13 full weekend closures (on Line 1 and Line 2) as of June, facilitating critical SOGR and, expansion work, ATC Line 2 and implementing wireless service. Between Q3-4, six late openings, 116 early night closures and 22 full weekend closures are scheduled. ✓ Completed the <i>Subway Track Geometric Survey (TGS)</i> to improve the ability to accurately monitor variations in track geometry. Results of the TGS will be communicated in summer and action plans will be implemented to address new slow zones. | <ul style="list-style-type: none"> • The 2026 Asset Management Plan will be completed by Q2 and inform the 2027 Capital Investment Plan, including, completing two additional Asset Class Strategies • Planning for 2026 subway closures are under evaluation. Streetcar diversions currently being planned for 2026 include: Queen St (Davies to Broadview); Long Branch Loop; Fleet Loop; College St (Bay St to Church St); King St and York St. Closures and diversions will be confirmed in a Board Report in Q4 2025. • The funding of SOGR work remains a top priority to ensure assets are operable and support service delivery. Operations and Infrastructure currently have ~\$1.789B in un-funded capital needs over the next 10 years. This includes the tangent track replacement program which is not fully funded beyond 2026, with a 10-year deficit of \$142.9M. If the program remains unfunded, condemnation of track and intersections could begin in 2027, negatively impacting service. This is a priority in 2026 Budget. |

Objective 2.4: Prioritize Asset State-of-Good-Repair to Keep the System Moving Reliably

Key Performance Indicator:

- Second Exits: 5 of 9 complete.
- Line 2 Modernization Contracts Awarded in 2026: Currently on schedule.

| Actions | 2025 Accomplishments and Forecast | 2026 Look Ahead |
|---|--|---|
| 2.4.2: Advance Subway Fire Ventilation Upgrades and Station Second Exits Program | <p>Second Exits: The TTC is adding 14 Second Exits at high-priority stations to enhance safety; with nine stations completed and five stations remaining.</p> <ul style="list-style-type: none"> ✓ College and Dundas West stations are under construction. ✓ Detailed design for Summerhill Station Second Exit completed in March, with construction to begin by Q4. <p>Fire Ventilation:</p> <ul style="list-style-type: none"> ✓ Detailed design for the Subway Ventilation Equipment Replacement at Russell Hill Emergency Service Building, Dupont Station, and Spadina Station. ✓ Scope design review for the Subway Ventilation Equipment Replacement at St Patrick and Queen's Park stations, Donlands Station, and Union Streetcar Loop. | <ul style="list-style-type: none"> • Second Exits at College and Dundas West stations are to be completed in 2026. • Detailed design of Subway Ventilation Equipment Replacement contracts to be completed at various locations. |
| 2.4.3: Preserve Line 2 Subway Reliability by Modernizing with New Trains and Automatic Train Control | <p>Purchase of 55 New Subway Trains</p> <ul style="list-style-type: none"> ✓ Implementing Board approved procurement strategy. Stage 2 of the Request for Proposal (RFP) is complete. Proponent submissions anticipated late July 2025. <p>Line 2 Automatic Train Control (ATC)</p> <ul style="list-style-type: none"> ✓ Launched the Line 2 ATC RFP. Proponent submissions anticipated in September. ✓ Early works and phase 1 construction has begun and will continue through 2025. | <p>Purchase of New Subway Trains</p> <ul style="list-style-type: none"> • Contract for the procurement is expected to be awarded by the end of Q2 2026, with the first trains expected for delivery in 2030. <p>Line 2 Automatic Train Control (ATC)</p> <ul style="list-style-type: none"> • Line 2 ATC contract is anticipated to be awarded by mid-2026. |



3

Strategic
Direction 3

**Place Transit
at the Centre
of Toronto's
Future Mobility**

Objective 3.1: Build network capacity to support long-term growth to 2041

Capital investments are being planned to position the TTC to meet 2041 forecasted demand on the subway and streetcar networks, and bus network long term. Major projects and programs highlighted have milestones that extend over the next decade and are subject to securing full funding in some cases to be implemented.

Key Performance Indicator:

- Line 1: 100 second headway/ 39,600 passenger per hour peak direction (pphpd) by 2037
- BYCI: Accommodate 409,500 customers per day by 2041; build for 2051 capacity.

| Actions | 2025 Accomplishments and Forecast | 2026 Look Ahead |
|--|--|--|
| 3.1.1: Advance the Line 1 Capacity Enhancement Program | <p>A program of capital investments are being planned to address 55% increase in daily boardings expected on Line 1 by 2041. The program is required to accommodate growth, mitigate overcrowding and increase frequency by reducing headways. The program is not fully funded, with only \$1.081B of the \$6.709B committed. The following projects within the program are being advanced:</p> <ul style="list-style-type: none"> ✓ <i>Station capacity:</i> Planning work for station capacity and service increases at St. Andrew, St. George, and King stations by 2039. ✓ <i>Systems and Infrastructure:</i> Completed electrical traction upgrades and fire ventilation requirements to achieve target headways and guideway enhancements. ✓ <i>New Train Maintenance and Storage Facility (TMSF):</i> 15% design packages has been updated, and a class 4 estimate is in progress. The TTC is undertaking the necessary due diligence for potential site locations for a TMSF. | <ul style="list-style-type: none"> • Continue to progress design work on station capacity, systems, infrastructure and the TMSF to achieve target headways; program is contingent on: <ul style="list-style-type: none"> • full funding for various components • agreement with CN on the right-of-way access for a new TMSF and concurrence on site location. • availability of 2025 growth trains (unfunded) • Interim headways of 110 seconds by 2029 and 105 seconds by 2033 will not be achieved, however, the 100 second target by 2037 continues to be achievable subject to funding. |
| 3.1.2: Construct Capacity Improvements at Bloor-Yonge Station | <ul style="list-style-type: none"> ✓ Early Works Construction was completed in Q1 2025. ✓ Awarded a Progressive-Design-Build (PDB) contract for phase 2 of development, which began Q1 2025. Phase 2 development, including 70% design, is forecasted to be completed by Q1 2027. | <ul style="list-style-type: none"> • Monitoring project schedule and cost as proceeds to construction. Major construction to begin in 2027. • Report to Board outlining the impact of scope options related to Platform Edge Doors and Net-Zero requirements to the project. |

Objective 3.1: Build network capacity to support long-term growth to 2041

Key Performance Indicator:

- Line 2: 120 second headways/ 33,000 passengers per hour peak direction (pphpd) by 2041

| Actions | 2025 Accomplishments and Forecast | 2026 Look Ahead |
|--|--|---|
| 3.1.3: Leverage Line 2 Modernization to Enhance Line 2 Capacity Long Term | <p>Investments in Line 2 modernization (new trains, Automatic Train Control – see 2.4.3) are foundational to further investments to be made under the Line 2 Capacity Enhancement program to support a forecasted 18% demand increase by 2041. The program is not fully funded, with only \$1.081B of the \$6.709B committed. The following projects within the program are being advanced:</p> <ul style="list-style-type: none"> ✓ <i>Stations Capacity</i> – Spadina Station Streetcar Platform extension; ✓ Traction power upgrades and guideway enhancements; ✓ <i>Greenwood Facility</i>: advancing design carhouse and overhaul shop in 2025, plus preliminary specifications for yard signaling. ✓ Early planning work commencing on Western Yard, for longer term Line 2 needs. | <ul style="list-style-type: none"> Continue to progress work on station capacity, system and infrastructure work. This is a multi-year program reported quarterly through the Major Project Update report. Advance Greenwood Yard Carhouse Modifications to ensure the availability of required tracks by Q2 2029 to prepare for the new fleet deliveries forecasted to commence in 2030 with substantial performance scheduled to be completed by Q1 2031. |
| 3.1.4: Evaluate Opportunity to Integrate Platform Edge Doors into Subway Improvements | <ul style="list-style-type: none"> ✓ In June, delivered to the TTC Board a report on the feasibility of Platform Edge Doors (PEDs). As requested by the Board, further analysis on costs and benefits will proceed to the Strategic Planning Committee for consideration as part of the 2026 budget. A potential pilot will be tabled as an option but needs to be evaluated in context of the overall unfunded needs in the TTC's Capital Investment Plan. | <ul style="list-style-type: none"> To be determined. Subject to 2026 Budget process deliberations. |
| 3.1.5: Grow Streetcar Capacity with 60 New Streetcars and Upgraded Facilities | <ul style="list-style-type: none"> ✓ As of June 2025, 50 of the 60 new streetcars have been delivered. The new streetcars address the projected demand of up to 460,000 daily boardings by 2041. All 60 streetcars will be delivered by the end of 2025. ✓ Construction at the Hillcrest Facility continues to add storage for 25 streetcars. ✓ First phase of construction at the Russell Facility will be complete in September, with a second phase to commence in Q3; the work will help to accommodate maintenance activities for the new streetcars. | <ul style="list-style-type: none"> Continue construction projects at the Hillcrest Facility. Phase 1 (Storage and Temporary Pre-Servicing) is forecasted to be completed by 2028. Continue construction at the Russell Facility to accommodate maintenance activities. The project is expected to be completed by 2029. |

Objective 3.2: Promote Sustainable Transportation Modes Through Seamless Connections

Integrating sustainable transportation modes whether its new rapid transit expansion projects, cycling or pedestrian infrastructure increases options for our customers. The following actions will support seamless connections across modes.

Key Performance Indicator:

- Line 5: Add 19 km of rapid transit, 25 stations/stops and 70 connections in 2025
- Line 6: Add 10 km of rapid transit, 18 stations/stops and 28 connections in 2025
- Provincial Subway Program: Add 40.6 km of rapid transit, 30 new stations, and multiple network connections in the 2030s.

| Actions | 2025 Accomplishments and Forecast | 2026 Look Ahead |
|--|---|--|
| 3.2.1: Open Line 5 Eglinton Crosstown and Line 6 Finch West | <p>In preparation Line 5 and Line 6 opening, the TTC has continued activities to ensure opening of the lines is a success, once Metrolinx fully hands over for revenue operations. Includes:</p> <ul style="list-style-type: none"> ✓ Training operational staff ✓ 27 bus routes connecting to Line 5 and 8 bus routes connecting to Line 6 will be updated. ✓ A communications campaign will be launched (pending confirmation of opening dates). | <ul style="list-style-type: none"> • Once operational, monitor and evaluate ongoing on-time performance of Lines 5 and 6. |
| 3.2.2: Ensure Seamless Integration of Transit Expansion Projects with the TTC Network | <ul style="list-style-type: none"> ✓ Metrolinx continues to deliver the Provincial Priority Subway Program (Ontario Line, Scarborough Subway Extension, Yonge North Subway Extension, Eglinton West LRT extension). The TTC is supporting design reviews to ensure an operational lens is applied to project development. The TTC is also working to finalize the detailed roles and responsibilities for the Ontario Line. Agreement for the other three projects established in the 2023 Toronto Ontario Agreement-In-Principle. ✓ The City of Toronto is leading the development of the Eglinton East LRT and Waterfront Transit projects. The TTC will continue to provide input and support as required. | <ul style="list-style-type: none"> • Construction to continue for key provincial transit expansion projects. The benefits of new subway expansion are dependent on investments in Line 1 and 2 modernization, SOGR, and capacity enhancement. |
| 3.2.3: Advance Fare and Service Integration with our Partners | <ul style="list-style-type: none"> ✓ Exploring opportunity to expand PRESTO universal concessions beyond adult, youth, child, and senior. ✓ Commencing discussions on the extension of the One Fare Pilot program beyond 2026. | <ul style="list-style-type: none"> • Work to continue in evaluating service integration pilots with neighbouring transit agencies and the Province. |
| 3.2.4: Integrate Transit and Active Transportation | <ul style="list-style-type: none"> ✓ Completed the identification of locations to improve pedestrian access to transit in Q2. The TTC is working to inform capital planning with the City's Missing Sidewalks program in Q3 and Q4. ✓ Collaborating with Toronto Bike Share on their growth plan to improve integration with cycling. | <ul style="list-style-type: none"> • Further details to be reported pending on going work with City Transportation and Toronto Bike Share. |

Objective 3.3: Minimize Environmental Impacts and Build Resiliency for a Climate-Changed Future

The TTC is taking action to transition to net-zero emissions by 2040 and build resiliency into our system as we prepare for a changing environmental conditions and more extreme weather events.

Key Performance Indicator:

- GHG emissions reduction target will be reported in the October Innovation and Sustainability Progress Report

| Actions | 2025 Accomplishments and Forecast | 2026 Look Ahead |
|---|--|---|
| 3.3.1: Lead the Transition to Net Zero Through the Green Fleet Program | <ul style="list-style-type: none"> ✓ The TTC received 149 e-buses as of Q2 and will continue with the delivery and commissioning process. Charging systems also continue to be implemented with 41 charge points available for commercial operations to date and continue with the installation and commissioning process at the remaining garages. An update on the Green Bus Program will be brought forward to the Board in July outlining updates on the plan to achieve the City's TransformTO objective of net-zero community-wide emissions by 2040. ✓ Entered a contract for five zero-emission Wheel-Trans buses, which are part of a pilot to evaluate operations. | <ul style="list-style-type: none"> • Complete receipt of full complement of the 340 zero-emission buses by Q2. Complete installation of the remaining 124 charge-points of 248 by Q2. • Receive all 5 zero-emissions pilot Wheel-Trans buses. Commence evaluation of pilot buses to 2028. • Continue to work with PowerOn Energy Solutions on procurement and construction of charging infrastructure ahead of fleet deliveries. |
| 3.3.2: Assess the Resiliency of TTC Assets | <p>In April, delivered to the TTC Board lessons learned on the impact of recent extreme weather events and actions to improve emergency response plans, and TTC operational and infrastructure resilience. By the end of 2025, TTC will:</p> <ul style="list-style-type: none"> ✓ Complete a climate risk assessment for the TTC Operations Centre and Lakeshore garage charging infrastructure. ✓ Release Phase 1 of the Climate Adaptation Plan, identifying immediate actions to boost resilience and mature the TTC climate risk and vulnerability assessment process. | <ul style="list-style-type: none"> • Initiate a pilot of flood mitigation approaches at stations. • Mature climate data collection to inform decision making. • Release Phase 2 of the Climate Adaptation Plan, which will focus on buildings and subway infrastructure resiliency. |
| 3.3.3: Integrate the Toronto Green Standard into New Asset Planning and Design | <ul style="list-style-type: none"> ✓ TTC began the process to update TTC standards and specifications to reflect the Toronto Green Standard requirements and TTC's Innovation and Sustainability Strategy. ✓ TTC continues to advance a TTC-wide analysis of electricity needs to support integration of net-zero requirements into asset planning and design. | <ul style="list-style-type: none"> • Continue to review projects to ensure integration of TGS, resilience, and sustainability requirements. Integration of these elements will help TTC towards its objective of net-zero emissions by 2040. |

Objective 3.4: Develop the 2051 Long-Term Plan to Enhance Transit as a Competitive Mode

As new information becomes available, including updated population and employment projection horizons, the following actions are being undertaken to extend to a longer-term view to 2051.

Key Performance Indicator:

- Deliver a 2051 Long Range Plan by 2027

| Actions | 2025 Accomplishments and Forecast | 2026 Look Ahead |
|--|---|--|
| 3.4.1: Assess 2051 Demand Growth Scenarios with Key Partners | <ul style="list-style-type: none"> ✓ In response to recent changes in customers trends, the TTC is collaborating with City planning partners on developing a long-term ridership demand model and updating the pre-covid long-term model. Internal reporting and socialization will be completed in Q3 2025. ✓ The new 2051 forecast will incorporate additional factors such as housing and land-use, while previous 2041 forecast looked primarily at population growth. ✓ Commence integration of modelling results into long-term service and capital planning. The outcome of this work will be incorporated into Action 3.4.2 to inform the 2051 long-range planning exercise. | <ul style="list-style-type: none"> • Integrate long-term demand model into fleet and infrastructure needs to accommodate future growth and demand scenarios. |
| 3.4.2: Undertake a Long Range 2051 Planning Exercise on Future TTC Services | <ul style="list-style-type: none"> ✓ Utilizing the outcome of the analysis completed in the 2051 long-term outlook available in Q3 2025, the TTC will begin a long-range forecasting exercise to inform service, fleet, facilities and other resource requirements. | <ul style="list-style-type: none"> • Development of the long-range plan to commence. Output of the long-range planning exercise will be incorporated into the Capital Investment Plan to forecast capital projects to 2051. |



4

Strategic
Direction 4

**Transform and
Modernize for
a Changing
Environment**

Objective 4.1: Build Resilience and Capacity to Manage Enterprise Risk and Threats

To improve preparedness and mitigate known and emerging risks, the TTC is building capacity through the following actions.

Key Performance Indicator:

- 15% of targeted departments have adopted the new corporate Business Continuity Program in alignment with the multi-year plan

| Actions | 2025 Accomplishments and Forecast | 2026 Look Ahead |
|--|--|--|
| 4.1.1: Mature the TTC's Enterprise Risk Management Program | <ul style="list-style-type: none"> ✓ Risk appetite statements for the 10 key Enterprise Risks o define risk metrics and tolerance limits. This work supports enhanced risk monitoring, operational integration, decision making and mitigation strategies. ✓ Completed an operational risk assessment pilot on bus collisions. Identified a comprehensive set of root causes for further evaluation and mitigation. | <ul style="list-style-type: none"> • Continue support of risk owners and finalizing risk metrics and tolerance limits. Perform risk identification refresh and continue sub-risk assessments. • Enhance ERM and operational risk alignment, prepare data for the anticipated ERM system tool. |
| 4.1.2: Implement and Adapt the TTC's Cybersecurity Strategy | <ul style="list-style-type: none"> ✓ Cybersecurity strategy implementation is advancing. Activities including training, processes, and tool improvement. Additional resource added in 2025 to support cybersecurity in the Operational Technology environment. ✓ Strategy update to be reported to Audit Risk Management Committee in Q3. | <ul style="list-style-type: none"> • Cybersecurity implementation and monitoring is advancing. Activities to continually enhance cybersecurity, including training, and process and tool improvement are ongoing. |
| 4.1.3: Build on the Emergency Management Program | <ul style="list-style-type: none"> ✓ The first draft of the updated Corporate Emergency Response Plan (CERP) has been completed, with finalization anticipated by the end of 2025. ✓ Development of a comprehensive training program is underway to build capacity in emergency management and incident response. Completion is scheduled for Q3 2025, with a rollout in Q4 2025. ✓ Emergency Management and Fire Safety are running and participating in a number of workshops and tabletop exercises. | <ul style="list-style-type: none"> • Continue the delivery of the Emergency Management training program, with success measures • CERP to be tested, reviewed and revised annually. • Conduct a series of emergency exercises throughout 2026 to prepare for possible disruptions. • Hold Emergency Planning Committee meetings regularly to support coordination and oversight related activities. |
| 4.1.4: Strengthen Business Continuity Planning and Practice | <ul style="list-style-type: none"> ✓ Business impact analyses have been completed across seven departments. As of May, 49% of deliverables are done, with completion expected by year-end. These efforts aim to strengthen response and recovery capabilities in the targeted departments by 2028. ✓ Issuing an RFP for a mass notification emergency tool by Q4. | <ul style="list-style-type: none"> • Continue to implement the multi-year plan for the corporate business continuity program. • Initiate configuration of mass notification tool in preparation for implementation. |

Objective 4.2: Foster Innovation to Maximize Benefits to Customers and Employees

The TTC has established an Innovation and Sustainability Strategy to build a culture of innovation within the organization. Key outcomes to be achieved include looking at new ways to minimize risks, maximize the benefits of transit, drive environmental performance and better support our employees and customers.

| Actions | 2025 Accomplishments and Forecast | 2026 Look Ahead |
|---|--|--|
| 4.2.1: Launch the TTC's Innovation and Sustainability Strategy (ISS) | <p>In the January 2025 Progress Report, this action was noted as complete, with the Board approval of the Innovation and Sustainability Strategy (ISS). The following are interim updates before the first annual progress report is presented to the Board in Q3 2025.</p> <p>Corporate Innovation Program: The following activities are underway:</p> <ul style="list-style-type: none"> ✓ Controlled testing was completed for the Collision Avoidance System on buses, aiming to improve road user safety. A revenue service pilot will launch in Q4 2025. ✓ Launched a pilot for fully enclosed bus operator barriers and completed controlled testing of semi-active seats to improve ergonomics and safety. A pilot for semi-active seats will be launched pending the final results of testing. ✓ Conducted several internal and external Innovation Challenges and workshops. | <p>Innovation</p> <ul style="list-style-type: none"> • Evaluate and advance pilot projects, which may include mixed reality for training, smart CCTV for safety and suicide prevention, e-link displays at service stops, and robotics for anomaly detection and remote track monitoring. • Continue internal and external innovation challenges with TTC employees, academia and technology sector ecosystem partners. |
| | <p>Environmental and Sustainability Program: Additional sustainability initiatives underway include:</p> <ul style="list-style-type: none"> ✓ <i>Conservation Programs at TTC Facilities:</i> Water conservation audits were conducted at 14 locations and LED retrofits at two locations in 2025. LED retrofits will save approximately 2.3 million kWh of electricity annually. ✓ <i>HVAC optimization at two facilities:</i> This reduces the use of electricity. ✓ <i>Advancing renewable energy generation:</i> This includes advancing a solar panel system at Hillcrest Complex. ✓ Advancing design and/or construction of energy storage systems, decarbonized HVAC systems, and employee charging system projects to reduce the TTC's emissions. ✓ Provided input to help modernize the TTC's Procurement Policy in development. | <p>Sustainability</p> <p>In conjunction with capital planning, continue to find opportunities to implement the following projects:</p> <ul style="list-style-type: none"> • Energy and water retrofits • Enhancement of TTC green spaces • Net zero transition plans for gas-consuming facilities • Refrigerant management plan • Design of new solar energy projects and energy storage system projects at three locations • Design and/or implementation of HVAC decarbonization at five facilities • Design and implementation of 60 new employee vehicle charge points |

Objective 4.3: Embrace Technology to Drive Efficiency and Improve Employee and Customer Experience

Investment in technology is critical to drive efficiency in work processes, meet evolving needs and expectations of customers and employees and provide greater access to real-time information to improve decision-making. The following actions are being undertaken.

| Actions | 2025 Accomplishments and Forecast | 2026 Look Ahead |
|---|--|--|
| 4.3.1: Align Corporate Information Technology (IT) Strategy to Enable Transformation | <ul style="list-style-type: none"> ✓ In Q2 2025, the TTC rolled-out Microsoft Co-Pilot Enterprise. Co-Pilot enhances employees' productivity using enterprise-grade AI capabilities. ✓ The TTC's IT Strategic Plan and Technology Roadmap will be published in Q3 2025, underpinning and connecting the implementation of IT solutions across the TTC. ✓ TTC onboarded the vendor for Automated Camera Enforcement on streetcars, with design completed in Q2 2025. Installation and testing of equipment will begin in Q3-4 2025. | <ul style="list-style-type: none"> • Implementation and monitoring of the progress of the IT Strategic Plan and Technology Roadmap. Technology solutions will be rolled out, in support of the IT Strategy. • Begin Automated Camera Enforcement Pilot in Q1, which is expected to last 9 months, with ongoing evaluation of performance. |
| 4.3.2: Complete the Upgrade of Back Office Processes with Enterprise SAP | <p>The SAP program implementation is multi-phased with the program as scoped expected to complete by 2027.</p> <ul style="list-style-type: none"> ✓ In Q2 2025, TTC awarded the contract for SAP Procurement, Materials-Warehouse, and Finance Project to help modernize financial operations. The projects will enhance process and data tracking, improve decision making, reduce risks, create efficiencies, and reduce costs. ✓ The Time and Attendance System for Operators with Vacation and Board Period Sign-Up will be launched by Q3 2025. This function will modernize period shift sign-up and help create operational efficiencies. | <ul style="list-style-type: none"> • Continue the progress for the Time and Attendance, and Procurement, Warehouse /Materials Management, and Finance projects. • Develop metrics for individual projects through the implementation process to help track efficiencies and process improvements. • SAP components related to HR practices will be evaluated and implemented to improve data analysis capabilities and to support employee experience initiatives. • Current program scope forecasted to complete by 2027. |

Objective 4.4: Mature Data Analytics Capacity and Knowledge Management

Organizational transformation must be driven through improved data analytics and insights on what drives the most impact for customers and employees. The following actions seek to improve capacity and knowledge management.

| Actions | 2025 Accomplishments and Forecast | 2026 Look Ahead |
|--|---|---|
| 4.4.1: Harness TTC Data to Improve Outcomes | <ul style="list-style-type: none"> ✓ The TTC reports customer and service KPIs through the "Monthly TTC KPIs Report" to the Board, identifying results, analysis and actions. Evaluation is underway on opportunities to improve key metrics related to service reliability. ✓ A Corporate KPI Scorecard will be developed by Q4 2025, to measure progress against the Corporate Plan. This will strengthen accountability, enable clearer performance measurement, and improve strategic decision-making. ✓ A public <i>Customer Experience Dashboard</i> is being created, illustrating customer sentiment across key functions, improving transparent performance tracking. The Dashboard will launch in Q3-4. ✓ Testing new methods of customer surveying in partnership with TransitApp to gain new customer insights. | <ul style="list-style-type: none"> • KPIs across all reporting mediums will be continually evaluated to ensure they best represent the customer experience and operational realities. |
| 4.4.2: Strengthen Knowledge Sharing Networks and Partnership with Peers | <ul style="list-style-type: none"> ✓ TTC's benchmarking memberships was expanded to include Imperial College BOLTs, incorporating benchmarking to LRT, streetcar, and subway. ✓ TTC continues hosting the informal network of APTA member transit authorities to facilitate the exchange of best practices among leading North American agencies. ✓ TTC participated in the WTS International conference in May 2025, engaging with industry transportation leaders. ✓ Continued program of sending TTC subject matter experts to key transit conferences to share and gain knowledge including (CUTA, OPTA, APTA, UITP, WTS, AACE, and other related industry events.) | <ul style="list-style-type: none"> • A strategy will be developed to improve engagement and participation with benchmarking organizations to develop best-in-class insights and comparisons. |



5

Strategic
Direction 5

**Address the
Structural
Fiscal Imbalance**

Objective 5.1: Improve Value for Money, Focus on Efficiency

The TTC continues to look at opportunities to drive efficiency savings and efficiencies as one component of an overall strategy to addressing long-term fiscal sustainability. The high fixed cost structure of the service delivery model presents constraints, but a focus on modernizing and improving business processes must be pursued.

Key Performance Indicators

- Identified target for savings and efficiencies:
 - 2025 Target: \$37.2M, 2026 Target: \$17.1M

| Actions | 2025 Accomplishments and Forecast | 2026 Look Ahead |
|-------------------------------------|--|---|
| 5.1.1: Transform Business Processes | <p>The TTC achieved ~\$232M in savings and efficiencies since 2019. The TTC has a \$17.1M efficiency target for the 2026 budget process. Previous efficiencies were achieved in-part through line-by-line reviews, and price negotiations on a broad range of services.</p> <p>Some examples of business process optimization underway:</p> <ul style="list-style-type: none"> ✓ <i>Bus Farebox –Optimize Cash Collection Process:</i> to align with customer usage of cash compared to Presto/Open Payments, by reducing the farebox handling workload by ~30% by mid-2026. There is a cost efficiency opportunity of \$520K per year per garage, which will be confirmed through a pilot exercise. A pilot began at Queensway garage in Q2, with Arrow Road Division in Q3/Q4. ✓ <i>Modernizing TTC Uniform and Work Clothing Ordering:</i> Modernizing the order process of uniforms and work clothing across the TTC to eliminate paper waste and improve turnaround times, to be brought forward in Q3. Estimated cost efficiencies range between \$267K to \$939K per year. A benefit realization exercise will be required to confirm efficiencies. | <ul style="list-style-type: none"> • Implementing outcomes of line-by-line review • <i>Bus Farebox</i> – roll-out improvements across six garages, tracking costs savings from efficiencies. • <i>Modernize TTC Uniform/Work Clothing ordering process</i> – plan for implementation in 2026. • Business transformation program to continue identifying efficiency opportunities. These may include but are not limited to: <ul style="list-style-type: none"> • Occupation Health and Wellness- Optimizing Preplacement Medical Process • Occupation Health and Wellness – Optimize Short Term Disability Case Management • Snow Clearing • Workforce Change Requests |

Objective 5.1: Improve Value for Money, Focus on Efficiency

Key Performance Indicators

- Capital Spend Rate:
 - 2025 Target- >90%,
 - Year-End Projection: 93%-based on Period 4 forecasting

| Actions | 2025 Accomplishments and Forecast | 2026 Look Ahead |
|--|--|--|
| 5.1.2: Improve Supplier Relationships, Focus on Performance | <ul style="list-style-type: none"> ✓ A revised Delegation of Authority for contract award was approved in June, enabling more efficient and timely contract awards within approved budget. ✓ An updated Procurement Policy, incorporating improved processes will seek Board approval in Q3. ✓ Developing a centralized contract management dashboard to enhance oversight, compliance and strategic planning. ✓ Achieved over \$1.823M in savings in 2024 by using alternate part suppliers. ✓ Monitoring risks associated with US Tariffs and trade policy changes. ✓ Centralized the Commercial Management function to sustain expertise and capacity to deliver commercial and contract management. Building capacity to support priority projects and programs. | <ul style="list-style-type: none"> • Continued engagement with public sector partners to maximize shared procurement to improve TTC's buying power. • Continue building supplier partnerships to achieve business outcomes |
| 5.1.3: Drive Continuous Improvement in Capital | <ul style="list-style-type: none"> ✓ Revision to the corporate project management standards is underway to streamline and integrate new requirements (e.g., Toronto Green Standard). ✓ Process improvement are underway to enterprise-wide coordination of resources to optimize scarce resources required for delivery and evaluate constraints on maintenance window availability. ✓ Developing updated work program to drive program and project management maturity across organization. | <ul style="list-style-type: none"> • Develop an integrated capital planning policy and improved capital prioritization • Implement findings from an upcoming internal audit report on opportunities for improvement. |

Objective 5.2: Maximize Revenue, Protect Customer Affordability

The required subsidy to close the gap between available TTC revenue sources and expenditures has increased due to structural changes in travel demand patterns. One part of the equation towards fiscal sustainability is to maximize available revenue sources without compromising customer affordability. The following actions are being taken:

Key Performance Indicator

- City Subsidy Per Revenue Ride is trending negative:
 - 2025 Target: \$2.56, Year End Projection: \$2.70
- Revenue to date is below target, primarily due to lower-than-expected ridership.
 - 2025 Target: \$1,380.6M*, Year End Projection: \$1,338.3M.

| Actions | 2025 Accomplishments and Forecast | 2026 Look Ahead |
|--|---|--|
| 5.2.1: Advance Fare Policy Innovation | <ul style="list-style-type: none"> ✓ The TTC 5-Year Fare Policy outlined a series of opportunities that continue to be evaluated in context of resource availability and opportunities to grow ridership. See Action 2.2.1 ✓ Working with Metrolinx on PRESTO 2.0, which includes the transition to account-based technology. PRESTO 2.0 offers new product enablement opportunities such as, advanced fare capping, time of day pricing, e-ticketing (convention passes), etc. New fare products will be presented through budget cycle. | <ul style="list-style-type: none"> • Enablement of approved initiatives through internal governance tables with deployment as early as Q2 2026. |
| 5.2.2: Protect Revenue by Building a Culture of Fare Payment Compliance | <ul style="list-style-type: none"> ✓ In Q2, presented a Fare Compliance Action Plan Update to address the \$140M or 11.9% annual revenue loss (per 2024 audit) due to fare evasion; next report will be provided in Q4. ✓ Closed station crash gates, in support of a fare revenue capture target of \$12M for 2025. Crash gate usage declined from 9.4% in 2024 to 3.8% 2025 YTD, reducing the number of unpaid entries into the subway system. The year-end target is to further reduce crash gate usage to 2%. ✓ Focus on revenue protection at high volume bus transfers to stations, with Fare Inspectors deployed to Finch and Keele Stations. ✓ 2025 Budget added staff complement of 56 Fare Inspectors and 10 Special Constables. ✓ Exploring feasibility of implementing an Administrative Penalty System by the end-of-year | <ul style="list-style-type: none"> • The 2026 fare revenue capture and crash gate targets will be determined based on performance of 2025 initiatives. • Ongoing evaluation of Fare Inspectors and Special Constable resources to determine effect and efficiency. • Fare compliance audit scheduled. |
| 5.2.3: Maximize Non-Fare Revenue Streams | <ul style="list-style-type: none"> ✓ The Non-Fare Revenue Strategy was approved in June. The TTC's sources of non-fare revenue include streams, such as advertising, commuter parking, and rental income resulting in \$64M in net profitability. Direction also received to establish a TTC store. Full implementation of the strategy will depend on resource availability. | <ul style="list-style-type: none"> • Staffing enhancements to create a dedicated team as part of the 2026 Operating Budget to advance the Non-Fare Revenue workplan. |

Objective 5.3: Forecast Capital Funding Needs for the Long-Term

The TTC's Capital Investment Plan provides the long-range view of the TTC's total capital needs over the next 15 years. This includes both funded and unfunded requirements ranging from asset state-of-good repair to growth and service improvement projects and programs. Planning for the long-term requires action in the immediate term.

| Actions | 2025 Accomplishments and Forecast | 2026 Look Ahead |
|--|---|---|
| 5.3.1: Extend the Planning Horizon to 2051 and Refine the Long-Term Capital Investment Plan | <ul style="list-style-type: none"> ✓ Delivered the 2025-2039 Capital Investment Plan with priority SOGR focus: <ul style="list-style-type: none"> ✓ Secured new funding sources through the 2025 Budget to reduce the SOGR backlog from ~ \$8.2B to \$4.3B. In part through City funding secured through the Ontario-Toronto New Deal. ✓ SOGR Backlog as a % of Total Asset Value is targeting 10.7% in 2025 and 9.7% in 2026. ✓ Currently underway is the annual update of the Capital Investment Plan, along with the budget prioritization of underfunded requirements. This will need to consider debt and efficiency targets set by the City of Toronto for Budget 2026. The process will also need to balance objectives within the constraints of available resources and management of interdependent projects/programs. Some key considerations: <ul style="list-style-type: none"> ✓ \$4.3 billion unfunded SOGR programs – includes ongoing bus fleet replacement; critical equipment (elevators, bus hoists, subway pumps), facilities; surface track replacement/rehabilitation programs; replacement of signal, electrical and communication systems. ✓ \$10.604B in Capacity Enhancement Programs (see 3.1) for Line 1 and Line 2 are not fully funded to meet forecasted growth; ✓ Aspirational projects (Platform Edge Doors, TransformTO); and ✓ New initiatives not yet added to the CIP but critical to improving customer experience (Wayfinding capital improvements – see 2.2.5) | <ul style="list-style-type: none"> • The 2026-2040 update of the Capital Investment Plan will reflect estimates, progress made and continue work to reduce SOGR Backlog. • The outputs of the 2051 demand forecasts being developed (see 3.4) will be used to inform extended horizon planning for capital needs beyond the current 2041 horizon. |

Objective 5.4: Strengthen Partnerships to Advance Toward a Sustainable Funding Model

A new funding model is needed for public transit. Even with actions to find efficiencies and maximize available revenue streams there is a fundamental mismatch between the cost of providing the services needed in a growing city and the revenue available to meet operating and capital requirements. The following actions are being taken:

| Actions | 2025 Accomplishments and Forecast | 2026 Look Ahead |
|---|--|---|
| 5.4.1: Focus on Financial Stewardship through Financial Transformation | <p>To demonstrate strong financial stewardship the TTC continues to modernize its finance functions to show the TTC is taking actions to manage affordability.</p> <ul style="list-style-type: none"> ✓ Continued to implement the finance business partner model to strengthen financial stewardship and acumen across the organization. ✓ Developed new tools and dashboards, to support monitoring of financial performance against the approved budget. This includes revenue, capital and operating spend. Work is being undertaken to improve reporting and analysis on accounts payable, overtime, absenteeism and WSIB. ✓ Implemented a third-party cost recovery framework to improve effective management of resources and ensure TTC work and external work requests can be balanced. | <ul style="list-style-type: none"> • All vacancies in the Finance Department will be filled in 2026. • Continue to mature the TTC's multi-year operating budget to improve budget requirements forecasting. • Develop long-range financial forecasts and accompanying plan of balancing strategies and actions required to achieve financial sustainability. |
| 5.4.2: Build Intergovernmental and Industry Partnerships to Advance Public Transit | <ul style="list-style-type: none"> ✓ Leveraging partnerships with transit associations (CUTA, OPTA) and big transit system peers (TransLink and STM) to advocate for sustainable funding streams for public transit, and policy and program objectives. Activities include participation in lobby day activities, forums, formal submissions, and consultation activities with other orders of government. ✓ Received \$1.163 billion funding approval in principle through the Canada Public Transit Fund Baseline program in February. Funding will begin in 2026 with allocation plan presented to Board in July. ✓ New Deal LRT Agreement Executed, totaling \$330 million for 3 years to operate Line 5 and Line 6. ✓ University of Toronto Benefits of Transit Research findings were finalized and presented to the Board in May to inform inter-governmental advocacy. | <ul style="list-style-type: none"> • Support City in next round of New Deal negotiations. • Secure TTC fair share under other two streams of the Canada Public Transit Fund, and any net new programs established provincially or federally. • Further strengthen partnerships across transit sector to advocate for sustainable funding solutions including building on the CPTF baseline funding model which is proving to be a successful program design for getting projects built/procured efficiently. |

Appendix 2: 2025 Priority Budget Actions

Through the 2025 Budget, the TTC was provided new and enhanced funding for key initiatives to improve service and customer experience, and, to reduce the TTC's substantial State-of-good-repair (SOGR) backlog. The table highlights the status of the top 2025 priority actions.

| 2025 Priority Action | Progress Update |
|--|---|
| Reduce wait times on the streetcar and subway networks with \$3.3 million operating investment in additional service hours. (CP Action 2.1.1) | <p>Subway Service:</p> <ul style="list-style-type: none"> Line 4 is providing 6 minute or better service as of March Improved off-peak subway service on Lines 1 and 2, with a 5-minute or better service frequency at all times, including off-peak, evenings and weekends, will be achieved by November Board Period. <p>Streetcar Service:</p> <ul style="list-style-type: none"> 6 minutes streetcar service, seven days a week from 7am to 7pm on the 512 St Clair will take effect in September; Similar improvements on 505 Dundas and 511 Bathurst are planned for later in the fall <p><i>This initiative is part of the 500,000 service hours added to the 2025 Service Plan.</i></p> |
| Improve off-peak bus service on major routes throughout the city with \$3.2 million operating investment in additional 825 weekly service hours. (CP Action 2.1.1) | <p>Restoring the off-peak crowding standard for bus was completed over the spring with minor changes to be implemented over the fall.</p> <ul style="list-style-type: none"> Two phases of schedules have been updated to improve service reliability over the spring, with the final stage to be implemented over the fall, this includes additional service hours being added to the most frequent and crowded routes. As of April, service has increased on nine priority bus and streetcar routes during midday, evening and weekend periods where they are overcrowded, including the 96 Wilson, 116 Morningside and 944 South Express. <p><i>This initiative is part of the 500,000 service hours added to the 2025 Service Plan.</i></p> |
| Bunching and Gapping – 11 Route Pilot (CP Action 2.3.1) | <p>A pilot to address bunching and gapping on bus and streetcar routes was initiated in February. Enhanced route management and supervision was added to 11 routes across the city and the pilot has yielded significant learnings.</p> <p>Additional focused analysis is being conducted on a streetcar (St. Clair) and bus (Bathurst) route to identify any additional challenges that contribute to bunching and gapping and to identify further learnings that can be applied across the network.</p> |
| New Station Management Model Pilot (CP Action 2.2.1) | <p>A new system-wide station-management model is being piloted at six key stations: Scarborough Town Centre, Finch, Spadina, Dundas, Lansdowne and Kennedy. Funding originally allocated for 3 new Group Station Manager (GSM) positions in the 2025 budget was used to convert 13 Duty Station Managers into temporary GSM positions. Each of the 20 operational zones is now directly overseen by a GSM, enabling more focused leadership, faster decision-making, and stronger support for station-level initiatives—particularly at the pilot locations.</p> |

| 2025 Priority Action | Progress Update |
|---|--|
| Addition of 10 Street Outreach Workers for Downtown Streetcar Routes (CP Action 2.2.2) | The Streets to Homes program is a City of Toronto program that provides street outreach and support for individuals experiencing homelessness. There have been 3 frontline workers added out of the 10 positions. The recruitment to fill the remaining 7 positions is ongoing and is targeting completion in August. |
| Line 2 Modernization – New Subway Cars and Signaling System (CP Action 2.4.3) | Procurement of the Line 2 Subway cars is underway with vendor submissions to be provided in July 2025, contract to be awarded in 2026. Enabled tri-partite funding by New Deal and Canada Public Transit Fund. |
| Back on Track – Station Cleanliness Pilot - \$6.3 million in capital funding over 2025 -2026 (CP Actions 2.2.1, 2.2.3) | Enhancements to six priority, pilot, stations include enhanced cleaning, repainting, new floor tiles, ceiling repairs and replacement of tactile platform edge tiles. <ul style="list-style-type: none"> • Nine janitors and 70 summer students hired to provide extra assistance with cleaning and maintenance duties. • Cleanliness audits are conducted at the six stations on a monthly basis, with a target of 80%. The latest results from May show an average ~8% improvement of cleanliness since March, rising to 83% from 75%; all six stations have achieved over 80%. Stations not involved in the pilot continued to be audited on a quarterly basis. • Additional work being completed includes: <ul style="list-style-type: none"> ○ Public address system upgrades and station lighting LED retrofits in stations ○ Installation of new fixtures and lighting completed at Landsdowne, Spadina YUS, Finch Stations, with Kennedy Station to be completed shortly after. ○ Rehabilitation work at Dundas and Spadina stations on floors, ceilings, walls and painted surfaces. |
| Back on Track – Red Paint Treatment on Existing City Roads and TTC Stations to Improve Transit Priority-- \$6.3 million in capital funding over 2025 - 2026 (CP Action 2.3.2) | 15 Streetcar Intersections, 13 Queue Jump Lanes, and 10 Bus Station Entrances have been identified in the 2025 work program, which will be completed in conjunction with the City. Work began in May. <ul style="list-style-type: none"> • Queens Quay East pavement marking almost complete. • Remaining 30 plus locations identified will be next and includes streetcar ROW entrances and specific intersections (Queensway, Existing Queue Jump Lanes, reserved Bus Lanes, and other locations such as Broadview Station). |
| State-Of-Good-Repair Backlog Reduction (CP Action 2.4.1) | State-of-good-repair (SOGR) backlog reduction <ul style="list-style-type: none"> • An incremental \$4.8B in capital SOGR funding was provided, which reduces SOGR backlog to \$4.3B over the next 10 years. Part of the funding provided was \$500M over 10 years for bus, streetcar and subway fleet overhaul programs. The funding is a result of the City's reallocation of the Gardiner/DVP funding. • Procurement is underway for new Line 2 trains, with the RFP materials being submitted in Q3 and the contract award anticipated in Q1 2026. |

| 2025 Priority Action | Progress Update |
|---|--|
| | <ul style="list-style-type: none"> • Critical subway systems infrastructure (Signals, Electrical, Communication) and escalator/elevator overhaul/replacement programs, with \$368 million in additional funding provided. <p>Climate adaptation and resiliency, efficiency measures and projects that will reduce GHG emissions, key initiatives of the TTC's Innovation and Sustainability Strategy, with over \$67 million in new funding.</p> |
| SRT Busway Implementation (CP Action 2.3.3) | <p>Completed Phase 1: investigating opportunities to enhance customer amenities at Kennedy Bus Platform by installing canopy.</p> <p>Phase 2:</p> <ul style="list-style-type: none"> • Busway contract was tendered in February and closed in April. • Delegated authority to award the contract approved by Board in May. • Finalizing license agreement with Hydro One (HONI) for land to build Tara Ave. Bus stop. • City Real Estate is negotiating to acquire properties for Lawrence Ave. East and Ellesmere Rd. bus stops; in parallel, expropriation is proceeding with Stage 2 report submitted and approved by City Council in May 2025. |

Appendix 3: Benefits of Transit

Economic Benefits

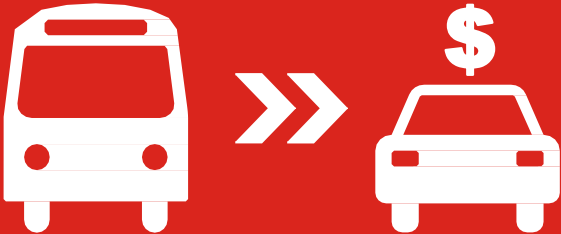
(\$1 = \$0.80) + (\$1 = \$6.08) = (\$1 = \$6.88)

\$1 invested creates \$0.80 in Economic and Regional Development Benefits

\$1 invested creates \$6.08 in Quality-of-Life Benefits

Affordability Benefits

\$5.87 in transit rider and driver benefits for every \$1 invested, including savings from reduced travel expense and a reduction in car ownership cost



Value for Money Benefits

3:1

SOGR investments yield a benefit/cost ratio of 3:1, same as expansion.



15 jobs created for every \$1 million invested.

Livability Benefits

Line 1 carries the equivalent of 26 lanes of traffic or 8-9 Gardiner Expressways, while Line 2 carries the equivalent of 3 Gardiner Expressways.



2025 TTC Operating and Capital budgets generates **\$5.0 Billion in economic activity** and creates almost **31,100 jobs nationally**.