



**DWA**  
Designated Waiting Area

↑  **EXIT**

← 

↑  **EXIT**

←  **EXIT**

←  **EXIT**

**EXIT** WHEN FLAGGED

# 2024 Annual Report

Toronto Transit Commission





# Contents

<b>Land Acknowledgment</b>	<b>2</b>
<b>Acknowledging and Honouring Black Communities</b>	<b>4</b>
<b>Chair’s Message</b>	<b>6</b>
<b>The TTC Board</b>	<b>8</b>
<b>CEO’s Message</b>	<b>10</b>
<b>Executive Team</b>	<b>12</b>
<b>About the TTC</b>	<b>14</b>
<b>What Guides Us</b>	<b>16</b>
<b>2024 Accomplishments</b>	<b>18</b>
<b>Consolidated Financial Statements of Toronto Transit Commission</b>	<b>33</b>
<b>Management’s Statement</b>	<b>34</b>
<b>Notes to the Consolidated Financial Statements</b>	<b>45</b>
<b>Supplementary Schedules (Unaudited)</b>	<b>65</b>
<b>Management Directory May 2025</b>	<b>70</b>

---

# Land Acknowledgment

The Toronto Transit Commission (TTC) acknowledges that we are on the traditional territory of many nations, including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat Peoples, and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit, and the Williams Treaties signed with multiple Mississaugas and Chippewa bands.

The TTC commits to continued learning, work and partnership with Indigenous peoples and communities. The TTC will increase our own knowledge, improve internal and external relations and implement collaborative solutions as we seek to play our part in reconciliation and building a better community for all Torontonians.



# TTC IS PROUD TO SUPPORT INDIGENOUS PEOPLES MONTH



Celebrating Indigenous People Month in June. The 2024 theme "Carrying our Stories" highlights Rez Rocket Romance, an essay written by Elaine Bomberry. The TTC bus wrap was designed by Joel Martin.

# Acknowledging and Honouring Black Communities

The TTC acknowledges all Treaty peoples – including those who came here as settlers – as migrants either in this generation or in generations past – and those of us who came here involuntarily, particularly those brought to these lands as a result of the transatlantic trade of enslaved persons. We pay tribute to those ancestors of African origin and descent.

African Ancestral Acknowledgements, such as this one, offer an opportunity to reflect on the past, provide context for current challenges facing Black communities, and support a desire for a hopeful future for people of African descent. This Acknowledgement honours the past and recognizes the continued journey of people of African descent towards freedom, justice, and the enjoyment of collective community well-being.



TTC Operators with Charles Roach, co-founder of the Black Action Defence Committee.



Annually, the TTC hosts the Emancipation Day Underground Freedom Train Ride in support of Blackhurst Cultural Centre. The late evening train ride from Union Station to Downsview Park marks the celebration of Emancipation Day on August 1<sup>st</sup>.

---

# Chair's Message



**Toronto's continued success as a thriving social and economic hub is contingent on a reliable, frequent, and safe public transit system that creates access to opportunity for everyone.**

## **To: Mayor Olivia Chow and Councillors of the City of Toronto**

As the Chair of the Toronto Transit Commission, it is my privilege to submit the 2024 Annual Report for the TTC – highlighting a year of progress and continued investment in a reliable and accessible transit system.

The TTC carried 419.8 million riders in 2024, reflecting an overall increase of about six per cent over 2023, or 23.5 million additional trips. The TTC has experienced annual ridership increases for the last three years, which would not be possible without the skill and professionalism of our workforce, who work tirelessly to get our customers from A to B safely.

In 2024, customers took 204 million trips on the bus network, 181 million subway rides, and 35 million streetcar trips. The TTC expects approximately 439 million rides in 2025. The TTC has experienced annual ridership increases for the last three years. On April 4, the TTC marked another major milestone when it welcomed its 34 billionth rider since beginning operations in 1921.

I want to thank Mayor Olivia Chow, my colleagues at City Council and my fellow Commissioners for their continued support. Sustaining the TTC's operations and advancing long-term projects requires a safe, reliable, affordable system that meets the needs of Toronto's residents and visitors. Additional investments have helped to reduce the TTC's state-of-good-repair funding backlog by almost 50 per cent – from \$8.2 billion by 2033 to a projected \$4.3 billion over the next 10 years.

A vibrant, healthy public transit system is central to a great city. It supports jobs, creates job opportunities, and attracts investment in the city. It helps to relieve congestion, promotes a cleaner environment, and knits the city and its residents together. Toronto's continued success as a thriving social and economic hub is contingent on a reliable, frequent, and safe public transit system that creates access to opportunity for everyone.



In 2024, City Council appointed three new Commissioners to the TTC Board. Deputy Mayor Ausma Malik (Spadina-Fort York) and Councillor Alejandra Bravo (Davenport) began their term on January 1, 2025. Both are appointed until November 14, 2026. They replaced Councillors Stephen Holyday (Etobicoke Centre) and Chris Moise (Toronto Centre).

The appointment of a Public Member to the TTC Board was approved by City Council on April 17, 2024. Citizen Commissioner Liane Kim is an internal audit and enterprise risk management executive and will be serving for a term ending on June 16, 2027.

More recently, the TTC Board officially welcomed citizen Commissioner Joe Mihevc to his first meeting in April of this year. The Board elected Mr. Mihevc as TTC Vice-Chair to replace outgoing Vice-Chair Joanne De Laurentiis. Ms. De Laurentiis was first appointed to the Board in October 2016 and served as TTC Vice-Chair since May 2020. City Council named Mr. Mihevc to the Board on March 26. He served on the Board for many years and was Vice-Chair from 2006 to 2010. His term of office runs until March 29, 2029.

Together, we will continue building a world-class transit system that Torontonians can rely on today and for generations to come.

Sincerely,

A handwritten signature in black ink, appearing to read 'J. Myers', written in a cursive style.

**Jamaal Myers**

TTC Chair  
May 2025

---

# The TTC Board

As of December 2024



**Jamaal Myers**  
Chair



**Joanne De Laurentiis**  
Vice-Chair

## Commissioners



**Paul Ainslie**



**Stephen Holyday**



**Fenton Jagdeo**



**Liane Kim**



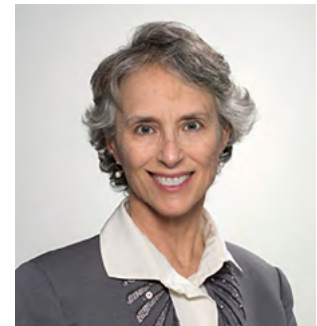
**Josh Matlow**



**Chris Moise**



**Julie Osborne**



**Dianne Saxe**



TTC Subway and Streetcar map as of December 2024.

---

# CEO's Message



**By listening to our riders and supporting our employees, we can shape a more connected, inclusive, and sustainable TTC.**

**To: TTC Chair and Commissioners,  
Mayor Olivia Chow and Councillors  
of the City of Toronto**

In 2024, the TTC introduced three important documents to guide the organization over the next five years and beyond. They are the 2024-2028 Corporate Plan, the 5-Year Service and Customer Experience Action Plan and the Innovation and Sustainability Strategy.

First, our newest five-year plan, *Moving Toronto, Connecting Communities*, provides the framework to guide our work and priorities in delivering mass transit services that meet the needs of Canada's biggest city. The Corporate Plan will be reviewed regularly to assess progress, identify what resources and supports are required to be successful, and to account for emerging issues and risks, recognizing the dynamic environment in which the TTC operates.

With our new Corporate Plan comes new vision and mission statements. Our new vision: *Moving Toronto toward a more equitable, sustainable, and prosperous future*. This is supported by our new mission statement: *To serve the needs of transit riders by providing a safe, reliable, efficient, and accessible public transit service through a seamless integrated network, creating access to opportunity for everyone.*

Second, our new 5-Year Service and Customer Experience Action Plan supports one of the Corporate Plan's strategic directions: *Attract New Riders, Retain Customer Loyalty*. It is the blueprint to ensure the TTC continues to improve service and our customers' experience while using our multimodal services.

The action plan's seven pillars of opportunity and 25 actions continue to advance initiatives that increase travel options, improve reliability and comfort across the network, and bridge the gap between our service and overall customer experience.

Third, the Innovation and Sustainability Strategy aims to identify innovative technologies and ideas that maximize benefits to customers, Toronto residents, and the environment. Over the next year, the TTC will grow its eBus fleet to 400 vehicles – by far the largest in North America. These electric buses will make up approximately 20 per cent of our fleet, moving us one step closer to our goal of having a fully electric fleet by 2040 or sooner. With subways and streetcars already a zero-emission option, choosing the TTC *is the better way* to reduce your carbon footprint.

As Interim CEO, I am proud to support the TTC's Innovation and Sustainability Strategy and our many initiatives to improve efficiency, reduce emissions, and use renewable energy sources.

Building a system that shapes our great city requires action now to place transit at the centre of Toronto's future mobility. I am also incredibly proud of all the work we are doing to build a workplace that is becoming more inclusive, free of bias, stereotypes, and discrimination – and where every employee's differences are recognized and differences are celebrated.

The TTC remains committed to building an organization that truly represents and reflects the diversity of the city we serve. This commitment continues through the ongoing

work of the TTC's Anti-Racism Strategy, which drives meaningful change across the TTC. Our Executive and Senior Management teams are actively engaged in inclusive leadership training, reinforcing our efforts to foster a workplace where all employees feel supported and empowered to thrive.

I want to thank our employees for their continued dedication and our riders for their trust as we work to improve every journey.

By listening to our riders and supporting our employees, we can shape a more connected, inclusive, and sustainable TTC.

Sincerely,

A handwritten signature in black ink, appearing to read "G. Percy". The signature is fluid and cursive, with a long horizontal stroke at the end.

**Greg Percy**

Chief Executive Officer (Interim)  
May 2025

---

# Executive Team



**Greg Percy**  
Chief Executive Officer (Interim)



**Bruce Macgregor**  
Deputy Chief Executive Officer



**Michael Atlas**  
General Counsel



**Josh Colle**  
Chief Strategy and  
Customer Experience  
Officer



**Stephanie Davies**  
Chief Capital Officer



**Betty Hasserjian**  
Chief Safety Officer



**Fortunato Monaco**  
Chief Operations and  
Infrastructure Officer



**Shakira Naraine**  
Chief People and  
Culture Officer



**Natalie Poole-Moffatt**  
Chief Corporate  
Affairs Officer



**Rich Wong**  
Chief Transportation  
and Vehicles Officer



A TTC Wheel-Trans bus driving past Toronto City Hall.

# About the TTC

## Who We Are

The TTC is the City of Toronto's public transit service agency mandated to establish, operate and maintain the local transportation system in the city. The TTC is the largest public transit system in Canada and the third largest in North America.

With a comprehensive network of bus, Wheel-Trans, streetcar, and subway services, spanning the city's 630 square kilometres, the TTC is critical infrastructure moving more than 423 million customers trips in 2024 (including Wheel-Trans).

The TTC is foundational to Toronto's mobility network, with one in four trips in Toronto being taken by public transit. The network reaches all corners of the city, enabling access to employment, education, services and entertainment for residents and visitors.

By enabling these connections, the TTC contributes to the health and prosperity of Toronto and the region, the economic engine of Canada. Investment in transit supports local, provincial and national jobs and economic development, collective efforts to mitigate the impacts of climate change, and creating access to opportunity for everyone.

After more than 100 years in service and having carried more than 34 billion customers, the TTC has grown to become one of the most visible and vital public service organizations in the Greater Toronto Area.

We continue to make Toronto proud by centering our customers in all of our decision-making.

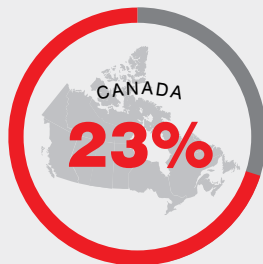
## TTC Conventional Ridership at a Glance

# 525

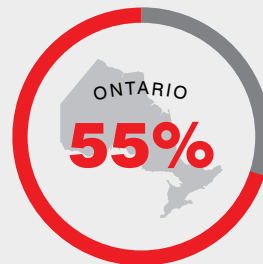
Million Rides  
2019

# 420

Million Rides  
2024



**23%** of Canada's  
transit ridership<sup>1</sup>



**55%** of Ontario's  
transit ridership<sup>1</sup>



**70%** of the transit ridership  
in the Greater Toronto and  
Hamilton Area<sup>1</sup>




**100+ transit connections** with GO Transit, MiWay, Brampton Transit, York Region Transit, Durham Region Transit.

<sup>1</sup> CUTA Data, Canadian Conventional Transit Statistics





  
7 AM - 9 AM  
4 PM - 6 PM  
MON - FRI  
BUSES  
EXCEPTED  
173



4522  
504 KING Distillery  
01  
4522

Free Crisp  
actually fits  
504 at 8:45.

OLD  
Distillery



---

# What Guides Us

## Our Vision

Moving Toronto towards a more equitable, sustainable and prosperous future.

## Our Mission

To serve the needs of transit riders by providing a safe, reliable, efficient and accessible mass public transit service through a seamless integrated network to create access to opportunity for everyone.

## Our Values

*Safety, Service and Courtesy*

The TTC is an agency of the City of Toronto and is guided by the public service values codified in the Toronto Public Service By-Law, Chapter 192 of Toronto's Municipal Code:

- Serve the public well.
- Serve the TTC Board well.
- Act with integrity.
- Maintain political neutrality.
- Uphold Toronto's motto: *Diversity Our Strength*.
- Use TTC property, services and resources responsibly.
- Apply judgement and discretion.
- Serve the Public Service well.

These values align with the TTC's long-standing motto: *Safety, Service and Courtesy*. This is a reflection of the commitment and contributions of generations of TTC employees in delivering high-quality transit service to the City of Toronto.

---



TTC Operator in front of a subway train.

# 2024 Accomplishments

## Corporate plan and strategic directions

The TTC is the backbone of Toronto's mobility network – keeping people moving and connected. In 2024, the TTC Board adopted a new five-year Corporate Plan titled, *Moving Toronto, Connecting Communities*, which sets out five strategic directions: (1) Build a Future-Ready Workforce, (2) Attract New Riders, Retain Customer Loyalty, (3) Place Transit at the Centre of Toronto's Future Mobility, (4) Transform and Modernize for a Changing Environment and (5) Address the Structural Fiscal Imbalance. These strategic directions set the TTC on a path to be successful in moving Toronto, connecting communities, and achieving the benefits of public transit investment.

## Growing ridership and delivering on key initiatives

While customer travel patterns shifted, ridership grew in 2024, with the TTC providing close to 420 million rides – a six-per-cent increase over 2023. Key initiatives included the launch of the One Fare program with the Province of Ontario and Metrolinx, ratification of five collective bargaining agreements, and the implementation of the TTC's Partnership Approach to Community Safety, Security, and Well-Being on Public Transit, which resulted in the deployment of 160 customer-facing personnel. The TTC also developed its first Innovation and Sustainability Strategy, and successfully delivered service during major events, such as the Taylor Swift concerts and free transit on New Year's Eve. Capital spending reached 94.8 per cent of the 2024 budget – the highest in five years – as the TTC continued to advance major capital projects, such as the Line 2 modernization program, with the launch of the new subway trains, and Automatic Train Control procurement.

## Securing long-term investment

The TTC continues to address the challenge of balancing affordability with service improvements and growth. Investment in transit remains critical. In 2024, the TTC supported the City of Toronto's implementation of the Ontario-Toronto New Deal, strengthened transit agency partnerships, and leveraged relationships with the Canadian Urban Transit Association, Ontario Public Transit Association, and advocacy organizations to advance sustainable funding models. The TTC secured investments in bus, streetcar, and subway fleet renewal, as well as future eBus vehicles and eBus charging systems. The TTC remains focused on long-term financial sustainability, with ongoing efforts to maximize partnership funding and secure sustainable funding models.



A TTC low-floor light rail vehicle travelling through Toronto.



A TTC Nova Bus driving through a subway station providing shuttle services for Line 2.



2024 Information Technology Summer Students – TTC's summer student program provides opportunities for students to gain experience in various roles within the organization.

## Build a Future-Ready Workforce

From every trip taken, to every vehicle serviced, to every customer interaction, the TTC's workforce is the key to our success. Ensuring our employees are supported and equipped with the necessary training, tools and support to meet Toronto's transit needs is critical as we prepare for the future. The TTC has continued focusing on building a future-ready workforce during 2024 through the following undertakings:

- Launched **SAP WorkZone**, a new tool replacing SAPJam, to enhance communications to frontline employees, and **SAP Time and Attendance** for the majority of non-union staff, with plans to continue rollout in 2025.
- Concluded negotiations with five labour bargaining units to achieve **new collective agreements** that are both fair and recognize the important contributions of our unionized employees.
- Initiated and completed third party review of TTC's **compensation structure**, including benchmarking exercise of non-union roles, benefits program, and compensation policies.
- Improved **occupational health and safety at rail yards** with the installation of flashing lights on non-revenue vehicles operating in rail yards and the installation of control gates.
- To support Operators and frontline staff to de-escalate confrontational situations in day-to-day roles, the **TTC delivered de-escalation training**. As of December 2024, 85 per cent of frontline employees are trained.



### Embracing Diversity

- For the third year in a row, the TTC achieved the target of **hiring more than 40 per cent women Operators**.
- Introduced the **TTC's Anti-Racism Strategy**, providing framework for advancing culture change within the TTC.
- Hosted multiple **employee events and activities** to build culture of inclusion and belonging, including Transit Operator and Appreciation Day, Cultural and Heritage month celebrations, TTC's Annual Family Day and Bus Rodeo, Women in Leadership, etc.



TTC employees celebrating the 2024 Pride Parade.

# Attract New Riders, Retain Customer Loyalty

The TTC strives to improve the customer experience and understand the varied needs of diverse transit riders to retain customers and attract new ones. Growing transit ridership long-term requires focused effort and investment in the immediate term to build a culture where taking public transit is ingrained in how people choose to move and connect across Toronto. The TTC advanced its transit ridership growth and customer loyalty priorities in 2024 through the following:

- Successfully **provided service for six Taylor Swift concerts** in November 2024, managing crowds and additional service without issue. A strategic Gen Z engagement approach was used to share information, with 700,000 social media views, and 70 per cent increase in customer engagement.
- Continued efforts to improve **customer communications and social media presence**, including a 12-month pilot with *Transit* app to provide real-time vehicle arrival times; and building presence on social media platforms with reach of 43 million views and 1.2 million engagements.
- Advanced the TTC's Partnership Approach to **Community Safety, Security, and Well-Being** on Public Transit, including continuing to have a high-visibility presence on the system, with 160 customer-facing personnel deployed in 2024.
- Board approved a new **5-Year Service and Customer Experience Action Plan 2024-2028**, providing the framework for improving customer experience and responding to evolving customer demand patterns.
- Progressing the **Easier Access Program**, 57 out of 70 (81 per cent) subway stations are accessible.
- Implemented the **free student field trip** pilot initiatives, providing new opportunities for students to ride the TTC and develop a new customer segment.



## TTC continues to modernize to improve reliability and service long-term

- Launched the **Apple Mobile Wallet** for PRESTO in August 2024.
- Launched the **Request for Proposals for new subway trains and Automatic Train Control for Line 2**.
- Completed design and necessary approval to proceed to construction phase of **Line 3 Busway**, enabling work to be completed by 2027.
- Installed **cellular service** cables on Line 2.





TTC Customer Service Agent providing support to customers.



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

The TTC needs to be prepared for growth and the changes underway today that will reshape how people choose to move in the future. Whether it is a shift in travel patterns; changes to urban form; strengthening connections between transit and housing; or an expanded transit network now under construction, the TTC is focused on how our mass transit network can be leveraged to share Toronto's future. To sustain and enhance the contributions of the TTC's multi-modal network over the long-term the following priorities were achieved in 2024:



### Advancing Fare and Service Integration with our Partners

- In February 2024, the TTC in partnership with the Province of Ontario, Metrolinx, and municipal transit partners, launched the rollout of the **One Fare Program**. Fully funded by the Province, this program improves affordability for customers by eliminating double fare between the TTC and GO Transit services and TTC and 905 transit services.

- Early works for the **Bloor-Yonge Capacity Improvements Project**, including construction for the relocation of existing utilities was substantially performed in October 2024.
- Continued to advance the **TTC Streetcar Capacity Program**, with 35 of the 60 new streetcars accepted by the end of 2024, increasing the overall streetcar fleet by 15 per cent. The construction contracts (Phase 1 and Phase 2) for the Hillcrest Maintenance and Storage Facility project awarded in Q3 2024.
- The TTC continued to work with Metrolinx on the following **transit expansion projects**: Ontario Line, Scarborough Subway Extension, Yonge North Subway Extension, and Eglinton West LRT Extension.
- Received delivery of all **336 hybrid buses** and 16 of 340 eBuses. 41 of 248 charge points were installed at Arrow Road, Eglinton, and Birchmount garages, supporting the transition to zero emissions.
- Commenced work with the City on **long-term transit demand planning**, which will help inform the basis for updating the 2051 long range forecasts.



TTC employee at Leslie Barn working on the 505 Dundas Streetcar.

# Transform and Modernize for a Changing Environment

Rapid technological change, shifting expectations in how TTC customers and employees access information and services, and the need to address increasingly complex problems requires our organization's systems to adapt and keep pace. Building organization resiliency to manage risks, and embracing new technologies to streamline the employee and customer experience is foundational to enable the TTC to provide high-quality services. In 2024, the TTC continued its transformational journey to modernize the organization through the following:

- Launched the TTC's first **Innovation and Sustainability Strategy**. Early accomplishments include launching the Bus Design Innovation Program with ATU Local 113, ATU International, and Centennial College to pilot new design features for Operator safety and conducting two Innovation Challenges across the TTC.
- Approved the first energy conservation pilot at Greenwood Yard, along with the TTC's first **Energy Management Plan**.
- Matured **Business Continuity Planning** with the development of corporate-wide contingency plans to mitigate against disruptions, including 35 departmental contingency plans.
- Hosted the **2024 Canadian Urban Transit Association (CUTA) Conference and Trade Show**, with 700+ delegates across the industry to share knowledge, insights, and strengthen relationships.
- Built the framework for renewed **Enterprise Risk Management (ERM)** approach with the identification of 10 Key Enterprise Risks that are guiding ERM planning.
- Delivered mandatory **Cybersecurity Awareness Training** curriculum to maintain and improve the security of systems.



## TTC's SAP Program Transformation

In 2024, the TTC has continued to transform its Enterprise Resource Planning systems:

- Completed the **Maintenance Activity-Based Financial Costing Systems** implementation which has centralized TTC maintenance based cost tracking, enhanced cost visibility and decommissioned a 45-year-old mainframe-based legacy system.
- Rolled out the first release of the **SAP Time and Attendance Project** for employees, transitioning from manual-time tracking processes to a digital solution, delivering standardized time management and improved reporting capability.



As part of the 2024 Canadian Urban Transit Association (CUTA) Conference, TTC held technical tours with participants at Leslie Barns.

# Address the Structural Fiscal Imbalance

In 2024, the TTC continued to modernize and transform its business practices as part of its fiscal management priorities and maintain strong funding partnerships, resulting in financial and value-added benefits for transit riders:

- Hosted the launch of the new federal **Canada Public Transit Fund** at TTC Greenwood Yard in July 2024 and received confirmation of nearly \$1.2 billion in new federal funding under the CPTF over the years 2026–2035, which will support federal funding requirements for new subway trains.
- Supported the City of Toronto’s implementation of the Ontario–Toronto New Deal, and **strengthened transit agency partnerships** with large transit systems, and leveraged relationships with the Canadian Urban Transit Association (CUTA), Ontario Public Transit Association (OPTA), and non-profit advocacy organizations to make case for long-term sustainable funding model for transit.
- Implemented a multi-pronged approach in 2024 to **address fare compliance** across the system. This ongoing program of work focuses on building a culture of fare payment among customers through public education campaigns, providing more options to pay, and increasing the visibility of Fare Inspectors and Special Constables across the system.
- Delivered **2024-2038 Capital Investment Plan** and a **focused review of priority State of Good Repair Needs** in Q2 2024 that informed 2025 capital budget and plan development and intergovernmental funding discussions. Secured new funding sources through the 2025 budget process to reduce the SOGR backlog by nearly 50 per cent, from about ~\$8.2 billion to \$4.3 billion.
- Enhanced decision-making processes and financial reporting through better utilization of Operating, Capital and Accounts Payable financial dashboards and training of cross-functional teams, improving controls, capturing discounts and tracking of key financial metrics.



## Establishing a sustainable financial framework

- The TTC will continue to prudently manage expenditures, maximize existing revenues and leverage available funding sources where possible to achieve improved benefits for our customers and the communities we serve. But the TTC cannot achieve a sustainable financial framework on its own. Strengthened partnerships will be key to address the structural fiscal imbalance.



TTC Fare Inspector checking PRESTO card in a streetcar. In Fall 2024, TTC developed a "Tap to Transfer" education and advertisement campaign in response to the TTC Board approved Fare Compliance Action Plan.



# TTC Asset Management Plan

**In 2024, the TTC introduced its first-ever Asset Management Plan. The TTC has approximately \$39 billion in assets, and this plan is a significant part of the modernization underway to maintain safety and improve reliability.**

The plan details the information required by Ontario Regulation for all assets owned and managed by the TTC – fleets, facilities, systems, structures and all infrastructure assets – everything necessary to operate and maintain Wheel-Trans, bus, subway, and streetcar services that keep Toronto moving.

It also includes new ways of managing vehicles, IT, construction, and materials. Information on inventory, age, condition, life cycle activities, costs, and risks is presented according to specific asset categories, with overall performance and levels of service considered across the TTC's transit services.

The 2024 AMP highlighted particular concern over the lack of funding for:

- Line 2 Bloor-Danforth subway elements (power, signals, communications systems, and vehicles) that are at/or approaching end of life.
- Facilities maintenance of garages, yards, carhouses and various other buildings (HVAC, roofs, structures, elevators, escalators, and plumbing).
- Bus fleet with the majority now more than halfway through its life cycle.
- The streetcar network will predictably be at risk within five to 10 years without capital funding commitments for rehabilitation.

The TTC is an asset-intensive organization that provides a high-quality transit service to Canada's largest urban centre and economic hub. To ensure that the TTC's assets can deliver safe, reliable, and integrated transit service, the TTC is maturing its asset management capability through its Enterprise Asset Management program.

The TTC plays a crucial role in climate change mitigation by providing low- to zero-emissions mass transit, which helps reduce community-wide emissions. The TTC is also committed to reducing its environmental impact by adopting leading sustainability practices and integrating climate action into its culture, assets, and business practices. This includes reducing greenhouse gas emissions from its facilities and operations and supporting Toronto's TransformTO net-zero target by 2040.

Recognizing the need for resilience against climate change, the TTC anticipates increased investment to maintain service levels and asset conditions. Adapting to climate change involves higher costs, but the risks of inaction are greater. Therefore, the TTC will integrate resilience considerations into Asset Management Plans to prepare for a changing future and extreme climate events.





TTC employees repairing surface tracks.

**70** O'Connor  
To Eglinton Ave East



70-Cowwell Station  
5min & 13min



The TTC's Next Vehicle Arrival System (NVAS) allows customers to receive real-time route data as to when the next buses will arrive.

**Consolidated Financial Statements of  
Toronto Transit Commission**  
Year ended December 31, 2024



# Management's Statement



**TTC management maintains the highest standard of accountability, transparency and integrity in the use of the public funds we are provided.**

The TTC is Canada's largest public transit system, connecting communities across Toronto for more than 100 years. The network reaches all corners of the city, enabling access to employment, education, services and entertainment for residents and visitors.

As the provider of this vital city service and, as the steward of the resources and critical infrastructure required to deliver transit, TTC management maintains the highest standard of accountability, transparency and integrity in the use of the public funds we are provided. The TTC's internal governance framework, combined with strong financial management and control practices, ensures the ongoing monitoring and monthly reporting of financial performance and results to senior management and quarterly reporting to the TTC Board and City Council.

The accompanying consolidated financial statements of the TTC have been prepared in accordance with Canadian public sector accounting standards recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada and are the responsibility of management. In 2024, the TTC successfully adopted Public Sector Accounting 3400 – Revenue.

Management is also responsible for all of the notes to the consolidated financial statements and schedules, and for ensuring that this information is consistent with the consolidated financial statements. A summary of the significant accounting policies is described in Note 2 to the consolidated financial statements.

TTC management is also responsible for the integrity, objectivity and accuracy of the financial information. To meet its responsibility, management maintains a system of internal controls designed to provide reasonable assurance that the assets are safeguarded and that reliable financial information is available on a timely basis.

The Board of Directors oversees management's responsibilities for financial reporting through the Audit and Risk Management Committee. The Audit and Risk Management Committee reviews and approves the consolidated financial statements and recommends them to the Board of Directors for approval. In addition, the Auditor General is informed of all significant audit issues through participation in closing meetings held between the external auditors and management.

The consolidated financial statements have been audited by TTC's external auditors, KPMG LLP, and their report precedes the consolidated financial statements. The Auditor's responsibility is to express an opinion on whether the financial statements are fairly presented in accordance with generally accepted accounting principles. The Auditor's report outlines their responsibilities, the scope of the Auditor's examination and their opinion on the financial statements.

Sincerely,

A handwritten signature in black ink, appearing to read 'Bruce Macgregor', with a long horizontal flourish extending to the right.

**Bruce Macgregor**

Deputy Chief Executive Officer  
June 2025



## **KPMG LLP**

Vaughan Metropolitan Centre  
100 New Park Place, Suite 1400  
Vaughan, ON L4K 0J3  
Canada  
Telephone 905 265 5900  
Fax 905 265 6390

# **INDEPENDENT AUDITOR'S REPORT**

To the Board of Directors of Toronto Transit Commission

## ***Opinion***

We have audited the consolidated financial statements of Toronto Transit Commission (the Entity), which comprise:

- the consolidated statement of financial position as at December 31, 2024
- the consolidated statement of operations and accumulated surplus for the year then ended
- the consolidated statement of remeasurement gains and losses for the year then ended
- the consolidated statement of changes in net debt for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the Entity as at December 31, 2024, and its consolidated results of operations and accumulated surplus, its consolidated remeasurement gains and losses, its consolidated changes in net debt and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

## ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the **"Auditor's Responsibilities for the Audit of the Financial Statements"** section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



### ***Other Information***

Management is responsible for the other information. Other information comprises:

- the information, other than the financial statements and the auditor's report thereon, included in the annual report.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit and remain alert for indications that the other information appears to be materially misstated.

We obtained the information, other than the financial statements and the auditor's report thereon, included in the annual report as at the date of this auditor's report.

If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in the auditor's report.

We have nothing to report in this regard.

### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.



Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.





Page 4

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

*KPMG LLP*

---

Chartered Professional Accountants, Licensed Public Accountants

Vaughan, Canada


June 23, 2025

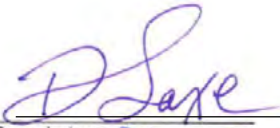
**TORONTO TRANSIT COMMISSION**  
Consolidated Statement of Financial Position  
As at December 31

\$000s	2024	2023
<b>Financial assets</b>		
Cash and cash equivalents (note 4)	102,830	144,623
Subsidies receivable (note 5)	1,504,763	1,422,482
Accounts receivable	151,275	139,473
Portfolio investments (note 6)	2,301	2,296
Derivative assets (note 7)	232	-
Indemnity receivable from the City of Toronto (note 8)	25,984	14,383
<b>Total financial assets</b>	<b>1,787,385</b>	<b>1,723,257</b>
<b>Liabilities</b>		
Accounts payable and accrued liabilities	708,762	662,391
Deferred revenue (note 12)	42,576	42,342
Employee future benefits liabilities (note 9)	979,970	946,266
Unsettled accident claims (note 8)	161,702	155,676
Environmental liabilities (note 10)	17,651	17,141
Asset retirement obligation (note 11)	270,386	263,423
Derivative liabilities (note 7)	-	915
<b>Total liabilities</b>	<b>2,181,047</b>	<b>2,088,154</b>
<b>Net debt</b>	<b>(393,662)</b>	<b>(364,897)</b>
<b>Non-financial assets</b>		
Tangible capital assets (note 13)	13,592,160	13,074,880
Spare parts and supplies inventory	236,559	222,787
Prepaid expenses	28,236	25,900
<b>Total non-financial assets</b>	<b>13,856,955</b>	<b>13,323,567</b>
<b>Accumulated surplus</b>	<b>13,463,293</b>	<b>12,958,670</b>
<b>Accumulated surplus is comprised of:</b>		
Accumulated operating surplus (note 14)	13,462,401	12,959,225
Accumulated remeasurement (losses)/gains	892	(555)
Commitments, contingencies and contractual rights (note 20)		
	<b>13,463,293</b>	<b>12,958,670</b>

See accompanying notes to the consolidated financial statements

Approved:

  
Commissioner Samuel Myers

  
Commissioner Diane Saxe

**TORONTO TRANSIT COMMISSION**Consolidated Statement of Operations and Accumulated Surplus  
For the year ended December 31

\$000s	2024 Budget (note 18)	2024	2023
<b>Operating revenue</b>			
Passenger services	1,005,534	1,027,936	943,496
Advertising	26,030	31,942	24,350
Property rental	19,433	15,181	16,682
Outside city services	9,025	9,197	9,361
Miscellaneous	71,867	88,821	32,400
<b>Total operating revenue</b>	<b>1,131,889</b>	<b>1,173,077</b>	<b>1,026,289</b>
Operating subsidies (note 15)	1,496,855	1,362,720	1,302,124
Capital subsidies (note 16)	1,360,744	1,272,132	1,228,083
<b>Total subsidy revenue</b>	<b>2,857,599</b>	<b>2,634,852</b>	<b>2,530,207</b>
<b>Total revenue</b>	<b>3,989,488</b>	<b>3,807,929</b>	<b>3,556,496</b>
Conventional transit service	3,198,916	3,123,204	2,942,638
Wheel-Trans	180,526	181,549	159,933
Other functions	2	-	6
<b>Total expenses (note 17)</b>	<b>3,379,444</b>	<b>3,304,753</b>	<b>3,102,577</b>
<b>Surplus for the year</b>	<b>610,044</b>	<b>503,176</b>	<b>453,919</b>
Accumulated surplus, beginning of the year		12,959,225	12,505,306
<b>Accumulated surplus, end of the year</b>		<b>13,462,401</b>	<b>12,959,225</b>

See accompanying notes to the consolidated financial statements

**TORONTO TRANSIT COMMISSION**

Consolidated Statement of Remeasurement Gains and Losses  
For the year ended December 31

\$000s	2024	2023
Accumulated remeasurement (losses)/gains, beginning of the year	(555)	1,465
Unrealized gains/(losses) in the current year attributable to financial derivatives (note 7)	1,083	(1,460)
Unrealized gains in the current year attributable to foreign exchange revaluation	300	31
Realized amounts reclassified to Consolidated Statement of Operations and Accumulated Surplus	64	(591)
<b>Accumulated remeasurement gains/(losses), end of the year</b>	<b>892</b>	<b>(555)</b>

See accompanying notes to the consolidated financial statements

**TORONTO TRANSIT COMMISSION**  
Consolidated Statement of Net Debt  
For the year ended December 31

\$000s	2024 Budget (note 18)	2024	2023
Surplus for the year	610,044	503,176	453,919
Change in tangible capital assets (note 13)			
Acquisitions	(1,360,744)	(1,303,315)	(1,242,288)
Amortization	774,717	777,163	769,399
Writedowns	-	8,872	11,095
<b>Total change in tangible capital assets</b>	<b>(586,027)</b>	<b>(517,280)</b>	<b>(461,794)</b>
Change in spare parts and supplies	-	(13,772)	(40,092)
Change in prepaid expenses	-	(2,336)	(1,232)
Change in remeasurement gains for the year	-	1,447	(2,020)
<b>Change in net debt</b>	<b>24,017</b>	<b>(28,765)</b>	<b>(51,219)</b>
Net debt, beginning of the year		(364,897)	(313,678)
<b>Net debt, end of the year</b>		<b>(393,662)</b>	<b>(364,897)</b>

See accompanying notes to the consolidated financial statements

**TORONTO TRANSIT COMMISSION**  
Consolidated Statement of Cash Flow  
For the year ended December 31

\$000s	2024	2023
<b>Operating activities</b>		
Surplus of the year	503,176	453,919
Add (deduct) items not involving cash:		
Amortization of tangible capital assets	777,163	769,399
Net loss on disposal of tangible capital assets	3,478	849
Recognition of revenue from capital subsidies	(1,272,132)	(1,228,083)
Change in foreign exchange revaluation	300	31
Non-cash operating expenses	3,043	-
Tangible capital asset writedowns	8,872	11,095
Changes in non-cash assets and liabilities related to operations:		
(Increase)/decrease in operating subsidy receivable	(72,489)	100,873
Increase in operating accounts receivable	(11,807)	(25,502)
Increase in indemnity receivable from the City	(11,601)	(6,951)
Increase in spare parts and supplies inventory	(16,815)	(40,092)
Increase in operating prepaid expense	(2,734)	(1,232)
(Decrease)/increase in operating accounts payable and accrued liabilities	(15,525)	77,444
Increase/(decrease) in operating deferred revenue	234	(253)
Increase in employee future benefits liabilities	33,704	34,732
Increase in unsettled accident claims	6,026	9,852
Increase in environmental liabilities	510	8,124
<b>Cash (used in)/provided by operating activities</b>	<b>(66,597)</b>	<b>164,205</b>
<b>Capital activities</b>		
Tangible capital asset acquisitions	(1,238,003)	(1,286,234)
Tangible asset disposal proceeds	467	775
<b>Cash used in capital activities</b>	<b>(1,237,536)</b>	<b>(1,285,459)</b>
<b>Financing activities</b>		
Capital subsidies received	1,262,340	1,156,434
<b>Cash provided by financing activities</b>	<b>1,262,340</b>	<b>1,156,434</b>
Change in cash and cash equivalents during the year	(41,793)	35,180
Cash and cash equivalents, beginning of the year	144,623	109,443
<b>Cash and cash equivalents, end of the year</b>	<b>102,830</b>	<b>144,623</b>

See accompanying notes to the consolidated financial statements

**Notes to the Consolidated Financial Statements**  
For the year ended December 31, 2024



## 1. NATURE OF OPERATIONS

The Toronto Transit Commission (the "TTC") was established on January 1, 1954 to consolidate and co-ordinate all forms of local transportation within the City of Toronto (the "City"), except railways and taxis. As outlined in the City of Toronto Act (2006), the TTC has exclusive authority to establish, operate or maintain a local passenger transportation system within the City. From a funding perspective, the TTC functions as one of the boards of the City and is dependent upon the City for both operating and capital subsidies (notes 15 and 16). The TTC also operates Wheel-Trans, a paratransit service for people with disabilities (which is also subsidized by the City), and owns the Toronto Coach Terminal Inc. and its subsidiary, the TTC Insurance Company Limited. The TTC controls the TTC Sick Benefit Association, which was incorporated to adjudicate and pay benefit claims to eligible Members of Association unable to work due to illness or disability. The TTC, which is not subject to income and capital taxes, receives an 11.24% rebate for the Harmonized Sales Tax and receives exemption from certain property taxes.

## 2. SIGNIFICANT ACCOUNTING POLICIES

### a. Basis of presentation

The consolidated financial statements are prepared by the TTC in accordance with Canadian public sector accounting standards recommended by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada (CPA Canada).

### b. Basis of consolidation

The consolidated financial statements include the operations of Wheel-Trans and the financial results of the TTC's subsidiaries, the Toronto Coach Terminal Inc. ("TCTI") and TCTI's subsidiary, the TTC Insurance Company Limited (the "Insurance Co."). The results of the TTC Sick Benefit Association ("SBA"), which is controlled by the TTC, have also been consolidated. The consolidation schedule is disclosed in Appendix 1.

### c. Measurement uncertainty

The preparation of the consolidated financial statements, in conformity with public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenue and expenses during the reporting period. Specifically, employee future benefits are subject to the assumptions described in note 9 and other contingencies are described in note 20a. Also, management makes their best estimate on the fair value of certain pension investments described in note 9 as the final audited fair values are not available at the time of preparation of the financial statements. Amortization expense is based on the asset lives described in note 2h. Accident claims liabilities are subject to assumptions on discount rates and amounts reserved for incurred, but not reported claims as described in note 8. Deferred revenue is based on estimated value of fare media sold, but not yet used before year end as described in note 12. Environmental liabilities are subject to estimation of future costs as described in note 10. Actual results could differ from the amounts estimated.

In addition, the TTC's implementation of PS3280 Asset Retirement Obligations (the "ARO") has resulted in the requirement for management to make estimates regarding the useful lives of affected tangible capital assets and the expected retirement costs, as well as the timing and duration of these retirement costs as described in note 11.

### d. Subsidy revenue

Operating subsidies are authorized by the City after the TTC's operating budgets have been approved. Operating subsidy revenue is recognized by the TTC in the period to the extent that net operating costs are incurred. Capital subsidies are recognized in revenue when the City authorizes the capital subsidy and the cost is incurred. The eligibility criteria and related stipulations must also have been met except when and to the extent that the transfer gives rise to an obligation that meets the definition of a liability, which can be influenced by a number of factors, including stipulations of the transfer.

### e. Operating revenue and deferred revenue

#### *Revenues from transactions with performance obligations:*

Revenues from transactions with performance obligations occur when there is an enforceable promise to transfer goods or services directly to a payor in return for promised consideration. Revenues are recognized when control of the benefits associated with the goods or services have transferred and there is no unfulfilled performance obligation. Any payments with unfulfilled performance obligation are recognized as a liability.

Passenger services revenue consist of performance obligations that are satisfied at a point in time and are recognized to revenue at the period when the passenger secures a ride. Revenue from passes is recognized over a period of time in the period in which they are valid. An estimate of tickets, tokens and passes sold which will be used or valid after the year-end are included in deferred revenue.

Other revenues such as advertising, property rental, outside city services and third party design review and construction services are recognized in revenue once the performance obligations are met and are measured at net realizable value.

#### *Revenues from transactions without performance obligations*

Transactions without performance obligations are either voluntary or involuntary. Revenue from involuntary transactions arise because the right to the economic resource is attributable to legislation based on constitutional authority or delegated constitutional authority. These revenues are recognized when the TTC's economic resources increase without a direct transfer of goods or services to a payor.

Any significant non-recurring revenues related to sale of capital assets are disclosed in note 13 Tangible Capital Assets.

### f. Cash and cash equivalents

Cash and cash equivalents consist of cash on hand and funds on deposit with a major financial institution.

### g. Spare parts and supplies inventory

Spare parts and supplies inventory are valued at weighted-average cost, net of allowance for obsolete and excess parts.



#### **h. Tangible capital assets and amortization**

Tangible capital assets are recorded at cost less accumulated amortization. In addition to direct costs attributable to capital projects, the TTC capitalizes certain internal costs, which are directly related to the acquisition, construction, betterment, or development of those related capital assets. Amortization is calculated using the straight-line method, based on the estimated useful lives of major assets, as follows:

<b>Asset</b>	<b>Years</b>
Subways	20-65
Buildings and structures	20-40
Rolling stock	6-30
Buses	3-13
Trackwork	15-30
Other equipment	5-26
Traction power distribution system	24-25

Capital assets are amortized from the date that they enter service. One-half year of the amortization expense is recorded in the year of acquisition and assets under construction are not depreciated until the asset is substantially complete and available for productive use. A substantial amount of land that the TTC requires for operations is not recorded in these consolidated financial statements and is recorded in the financial statements of the City.

#### **i. Portfolio investments**

Portfolio investments consist of bonds that are recorded at amortized cost. Discounts or premiums on investments are amortized on an effective interest rate method until maturity of the investment to which this item is related. Investment income is reported as revenue in the period earned.

#### **j. Unsettled accident claims**

The TTC has a self-insurance program for automobile and general liability claims. Estimated costs to settle automobile and general liability claims are actuarially determined, based on available loss information and projections of the present value of estimated future expenditures developed from the TTC's historical experience for TTC related claims and the City's historical experience for City related claims. The provision for estimated future expenditures includes expected internal and external adjustment expenses, an estimate of claims incurred but not reported and a provision for adverse deviations.

#### **k. Employee future benefit plans**

The TTC's employee benefits plans include post-employment plans (workplace safety and insurance benefit plan and long term disability benefit plan), post-retirement plans (medical and dental benefits) and pension plans.

The costs of the post-employment benefit plans are recognized when the event that obligates the TTC occurs. Costs include projected future income replacement payments, health care continuation costs, taxes and fees paid to independent administrators, calculated on a present value basis.

The costs and obligations of the post-retirement benefit plans and pension plans are calculated using the projected benefits prorated on service method and management's best estimates of retirement ages of employees, future salary levels, expected health care cost escalations, and plan investment performance.

The net asset or liability related to each employee future benefit plan reflects the year-end difference between the value of the accrued benefit obligation and the value of the plan assets (if funded), net of unamortized gains and losses and the valuation allowance. Plan assets are valued using year-end fair market values.

Accrued benefit obligations and costs are determined using discount rates that are consistent with the City's long-term borrowing rates for the post-employment and post-retirement plans. For the TTC's funded pension plans, the discount rate is the plan's expected rate of return on plan assets.

Actuarial gains and losses arise from changes in actuarial assumptions or when actual experience differs from what was assumed. For post-employment benefit plans, the net actuarial gain or loss is deferred and amortized on a straight-line basis over the average expected period during which benefits will be paid unless there is a related plan amendment or curtailment. For workplace safety insurance benefits, the amortization period is 10.4 years (December 31, 2023 – 8.2 years) and for long-term disability benefits, the amortization period is 7.6 years (December 31, 2023 – 7.6 years). The amortization of the gain/loss begins in the year after the actuarial gain/loss arises.

A post-retirement benefit plan actuarial gain or loss is deferred and amortized over the expected average remaining service life of the employees unless there is a plan amendment or curtailment. The amortization period for the pension plan is 14.5 years (December 31, 2023 – 14.4 years), for the post-retirement medical and post-retirement dental plans the amortization period is 16.0 years (December 31, 2023 – 16.0 years) and for the supplemental funded pension plan, the amortization period is 7.2 years (December 31, 2023 – 7.2 years). The amortization of the actuarial gain or loss begins in the year after the gain or loss arises for all post-retirement plans except the TTC pension plan. Amortization begins in the year of the actuarial gain or loss for the TTC pension plan. This policy is expected to reduce the long term expense volatility that results from the accounting requirement to defer and amortize actuarial losses.

Past service costs arising from a plan amendment or plan initiation are recognized in the period of a plan amendment. Prior service costs or gains are offset by net actuarial gains or losses, if any, as of the end of the calendar year in which the prior service costs or gains arise. Unamortized amounts that remain after offsetting with prior period service costs or gains continue to be amortized in their original amount. Also, unamortized actuarial gains or losses related to settled or curtailed plans are recognized in the period of the plan settlement or curtailment.

#### **l. Contaminated sites and other environmental liabilities**

The Ministry of Environment (Ontario) sets out regulatory requirements pertaining to contaminant releases. Under this act, there is a requirement for the persons responsible to address a contaminant release that is causing or has caused an adverse effect. A provision in PS 3260 is provided for when a site has been identified as being non-compliant with environmental legislation, the TTC accepts responsibility, it is expected that future economic benefits will be given up and a reasonable estimate of costs can be determined. The estimated amounts of future costs are reviewed regularly, based on available information and governing legislation.

#### **m. Asset retirement obligations**

A liability for an ARO is recognized at the best estimate of the amount required to retire a tangible capital asset (or a component thereof) at the financial statement date when there is a legal obligation for the TTC to incur retirement costs in relation to a tangible capital asset (or component thereof), the event giving rise to the liability has occurred, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount can be made.

The best estimate of the liability includes all costs directly attributable to asset retirement activities, based on estimated future expense information available as at the financial statement date. Due to uncertainty as to the future retirement date of assets, the TTC has chosen not to discount the future liability. In subsequent years, the liability is adjusted for changes due to revisions to either the timing or the amount of the original estimate of the undiscounted cash flows.

For assets that are not fully amortized and in productive use, the associated retirement liability recognized are capitalized as part of the carrying amount of the asset and amortized over the underlying assets' useful life in accordance with the amortization accounting policy outlined in 1(h).

#### **n. Financial instruments**

The TTC has designated its financial instruments as follows:

- i) Cash and cash equivalents
- ii) Subsidies receivable from the City of Toronto
- iii) Accounts receivable
- iv) Indemnity receivable from the City of Toronto
- v) Portfolio investments, in bonds
- vi) Accounts payable and certain accrued liabilities
- vii) Financial derivatives

Cash and cash equivalents are recorded at cost which approximates fair market value. Financial derivatives are recorded at fair value. All other financial instruments are recorded at amortized cost. The fair values of the accounts receivable, operating and capital portions of the subsidies receivable, indemnity receivable and accounts payable and accrued liabilities approximate their carrying values due to the relatively short time period to maturity of these instruments. The fair value of the other recoverable amounts within subsidies receivable from the City of Toronto (note 5) cannot be determined since there are no fixed terms of repayment.

PSAS Section 3450, Financial Instruments, requires disclosure of a three-level hierarchy for fair value measurement based on the transparency of inputs to the valuation of a financial asset or financial liability as at the financial statement date. The three levels are defined as follows:

Level 1 – fair value is based on quoted market prices in markets for identical financial assets or financial liabilities. Level 1 financial assets generally include equity investments traded in an active market.

Level 2 – fair value is based on observable inputs, either directly or indirectly, other than quoted prices included within Level 1.

Level 3 – fair value is based on non-observable market data inputs.

The TTC's financial derivatives are the only financial instruments recorded at fair value and they are classified as Level 2.

#### **o. Future accounting pronouncements**

The TTC continues to assess the impact on its consolidated financial statements of the following upcoming changes to PSAS.

*Standards applicable for fiscal years beginning on or after April 1, 2026 (the TTC's December 31, 2027 year-end):*

- (i) Concepts Underlying Financial Performance, provides the core concepts and objectives underlying Canadian public sector accounting standards. General recognition and measurement criteria, and presentation concepts are introduced.
- (ii) PS 1202, Financial statement presentation will replace the current PS 1201 Financial Statement presentation. The section includes items such as restructuring of the statement of financial position, changes to common terminology used in the financial statements and removal of the statement of remeasurement gains (losses) with the information instead included on a new statement called the statement of changes in net assets (liabilities).

#### **p. Change in Accounting Policies**

The TTC has adopted the following new accounting standard for the year ended December 31, 2024:

##### *PS 3400 Revenue*

On January 1, 2024, the TTC adopted Public Sector Accounting Standard PS 3400 – Revenue. The new accounting standard establishes a single framework to categorize revenue recognition and measurement. PS 3400 differentiates between revenue arising from transactions with performance obligations (exchange transactions) and transactions that do not have performance obligations (non-exchange transactions). There are two approaches to recognizing revenue with performance obligations: at a point in time or over a period of time. This determination is made based on when a performance obligation is satisfied. The standard was adopted on a prospective basis at the date adoption, as permitted by the transitional provisions; prior periods were not restated.

##### *PS 3160 Public Private Partnerships*

Additionally, the TTC adopted Canadian public sector accounting standard PS 3160 Public Private Partnerships. The new accounting standard establishes standards on how to account for public private partnership arrangements and the recognition and measurement of resulting assets and liabilities. The TTC determined that the adoption of this new standard did not have an impact on the amounts presented in the financial statements as of December 31, 2024.

##### *PSG-8 Purchased Intangibles:*

The TTC adopted Canadian public sector accounting guideline PSG-8 Purchased Intangibles. The new accounting guideline establishes standards on how to account for purchased intangible assets. As at December 31, 2024, the TTC determined that the adoption of this new standard did not have an impact on the amounts presented in the financial statements.

### 3. FINANCIAL RISK MANAGEMENT

#### Credit risk

Credit risk is the risk of loss due to a counterparty's inability to meet its obligations. As at December 31, 2024, the TTC's credit risk exposure consists mainly of the carrying amounts of cash and cash equivalents, portfolio investments, accounts receivable, subsidies receivable and indemnity receivable.

Cash and cash equivalents and portfolio investments are invested with the City of Toronto or a major financial institution and are therefore assessed as low risk.

Of TTC's accounts receivable, \$50.6 million is past due (i.e. outstanding 30 days or more since the due date) and of this total, approximately 73.1% is due from government entities. TTC deems all of these amounts as collectible.

Approximately 24.2% of TTC's accounts receivable (December 31, 2023 – 21.8% ) and 100% of subsidies receivable (December 31, 2023 – 100%), is due from the City of Toronto. Impairment risk on this receivable is low since the TTC is controlled by the City.

The remaining 75.8% (December 31, 2023 - 78.2%) is comprised of:

- Federal government: 25.1% (December 31, 2023 - 32.7%)
- Provincial government: 35.2% (December 31, 2023 - 38.1%)
- Other government entity: 0.7% (December 31, 2023 - 1.2%)
- Non government entity: 14.8% (December 31, 2023 - 6.2%)

Impairment risk on receivables from the Federal government is low as it is mainly comprised of HST receivable.

The TTC's best practice is to obtain an advance deposit or letter of credit when entering a significant agreement with a non-government entity further lowering overall credit risk. Also, past due receivables are routinely monitored and subject to collection action.

To assess and manage its exposure to credit risk, the TTC reviews and reports impairment balances annually. The TTC believes that its credit risk is low and there are no notable concentrations of risk.

#### Currency risk

Currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in currency or foreign exchange rates. The TTC has a limited foreign currency risk with respect to its financial instruments as substantially all of TTC's financial assets and financial liabilities are denominated in Canadian dollars. The TTC is exposed to some foreign currency risk as some contracts for the future purchase of supplies and capital assets are denominated in U.S. dollars. As of the balance sheet date, TTC has \$2.6 million in U.S. dollar financial liabilities (December 31, 2023 – \$2.8 million), which is offset by TTC's U.S. dollar cash balance of \$8.4 million (December 31, 2023 – \$5.1 million). Therefore, TTC's currency risk is low and there are no notable concentrations of risk.

#### Liquidity risk

Liquidity risk is the risk that the TTC will encounter difficulty in meeting obligations associated with its financial liabilities and other contractual obligations. TTC's accounts payables and accrued liabilities amount to \$708.8 million (December 31, 2023 – \$662.4 million) and, excluding non-financial liabilities, \$402.7 million is due within one year or less (December 31, 2023 – \$393.6 million). The TTC has a combination of cash on hand and receivables from governments and government organizations, including the City of Toronto, as described above within the statement of credit risk, which will be sufficient to satisfy these liabilities. Construction holdbacks of \$68.6 million (December 31, 2023 – \$43.9 million) are also excluded from the \$402.7 million (December 31, 2023 – \$393.6 million) due within a year; however, they are fully recoverable from the City of Toronto as referred to in note 5. Therefore TTC's liquidity risk is low and there are no notable concentrations of risk.

#### Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The TTC's interest rate risk is low as the TTC does not hold debt and all portfolio investments have fixed interest rates (note 6) and are expected to be held to maturity.

#### Other price risk

The TTC is exposed to fuel price risk arising from fluctuations in fuel costs. To manage its exposure to fuel prices, the TTC enters into fuel swap contracts with financial institutions (note 7).

### 4. CASH AND CASH EQUIVALENTS

In connection with the City guarantee referred to in note 8, the Insurance Co., is required to maintain cash or securities available for payment of accident claims liabilities equal to one month's claims and operating expenses (all self-insured retention payments are processed through the TTC). The cash and cash equivalents amount restricted for this purpose is approximately \$2.4 million as at December 31, 2024 (December 31, 2023 – \$1.7 million).

## 5. SUBSIDIES RECEIVABLE

Subsidies from the City of Toronto consist of operating subsidies as described in note 15 and capital subsidies as described in note 16. Subsidies receivable as at December 31 comprise the following amounts, all of which are due from the City of Toronto:

\$000s	2024	2023
Subsidies to be collected within one year:		
Capital subsidy receivable	300,326	335,060
Operating subsidy receivable	202,933	138,801
<b>Total subsidies to be collected within one year</b>	<b>503,259</b>	<b>473,861</b>
Other recoverable amounts:		
Employee benefits	568,034	554,103
Accident claims expenses	23,884	29,458
Construction related	131,732	94,062
Future environmental costs (note 10)	7,468	7,575
Asset retirement obligation (note 11)	270,386	263,423
<b>Total other recoverable amounts</b>	<b>1,001,504</b>	<b>948,621</b>
<b>Total subsidies receivable</b>	<b>1,504,763</b>	<b>1,422,482</b>

The amount related to non-cash employee benefits and accident claim expenses represents the delayed payment of operating subsidy for the non-cash portion of these expenses.

Subsidy receivable related to construction will be collected in the year the vendors are paid. Subsidy receivable for future environmental and legal asset retirement costs will be collected in the year in which the related work is performed.

## 6. PORTFOLIO INVESTMENTS

Portfolio investments as at December 31 consist of the following:

\$000s	2024	2023
Municipality of Metropolitan Toronto Bond (2.45%; February 6, 2025 maturity)	2,301	2,296
<b>Total portfolio investments</b>	<b>2,301</b>	<b>2,296</b>

At December 31, 2024, the fair value of the bond is \$2.3 million (December 31, 2023 – \$2.3 million).

## 7. FINANCIAL DERIVATIVES

TTC's financial derivatives consist of heating fuel swaps with financial institutions which help manage TTC's exposure to fluctuating fuel prices by setting a fixed price for a future purchase of a fixed quantity of fuel. Heating fuel swaps are used because they are an openly traded commodity that most closely relates to the diesel fuel consumed by TTC. The TTC does not purchase or hold any derivative financial instrument for speculative purposes. Several derivative agreements were in place and used throughout the year and continue to exist as of December 31, 2024. Derivative instruments are required to be measured at fair value on initial recognition and changes in the fair value of the derivative instruments are recognized in the statement of remeasurement gains and losses. As of December 31, 2024, the accumulated remeasurement gains from these fuel swaps are \$0.2 million (December 31, 2023 - \$0.9 million of accumulated remeasurement losses). The derivative contracts are included in the statement of financial position on a present value basis. The fair value of these contracts are primarily derived using the quoted price of heating oil on the New York Mercantile Exchange (NYMEX) as of December 31, 2024. As of December 31, 2024, approximately 22.0% of diesel fuel requirement has been hedged using the fuel swap agreements (December 31, 2023 – 24.5%) with a notional quantity of 4.4 million gallons to be settled by January 2025.

## 8. INDEMNITY RECEIVABLE AND UNSETTLED ACCIDENT CLAIMS

The Insurance Co. was established in 1994 in order to provide insurance coverage for compulsory automobile personal injury and accident benefit claims for the TTC. On June 1, 2021, the Insurance Co.'s licence was amended to allow the Insurance Co. to provide insurance coverage to the City for claims arising on or after January 1, 2022. An indemnity agreement was entered into between the City and Insurance Co., whereby Insurance Co. is to be reimbursed by the City for all current and future costs and expenditures including all claims under the City's policies. An indemnity receivable from the City of \$26.0 million (December 31, 2023 – \$14.4 million) was recognized as part of the indemnity agreement, the amount of which corresponds with the unsettled accident claims for City's automobiles.

At December 31, 2024, \$148.7 million (December 31, 2023– \$143.1 million) of the unsettled accident claims liability is related to the Insurance Co.'s payable for all automobile claims incurred, including \$26.0 million (December 31, 2023 – \$14.4 million) from assuming the City's automobile risks. This portion of the TTC's and the City's accident claims liability is guaranteed by the City. The TTC and the City have purchased insurance from third-party insurers to cover tort claims in excess of \$5.0 million on any one accident. The remainder of the unsettled accident claims liability, \$13.0 million (December 31, 2023 – \$12.6 million), relates to general liability claims of \$16.0 million (December 31, 2023 – \$15.7 million), less \$3.0 million (December 31, 2023 – \$3.1 million) of expected HST rebates.

The ultimate cost of these liabilities will vary from the best estimate made by management for a variety of reasons including additional information with respect to the facts and circumstances of the claims incurred. The liability includes a reserve established for each file as well as an incurred but not reported ("IBNR") provision to account for the fact that full information on case files may not be available at the valuation date, or losses have been incurred but are not yet reported. Therefore, the TTC relies upon historical information and statistical models to estimate the IBNR liability. The TTC also uses reported claims trends, claims severity, exposure growth and other factors in estimating its IBNR reserve. The time required to learn of and settle claims is an important consideration in establishing the TTC's reserves. The TTC revises these reserves as additional information becomes available.

This provision is discounted to take into account the time value of money and a provision for adverse deviation ("PFAD") is added as recommended by standard actuarial practice. Assumptions regarding the anticipated timing of future payments and an appropriate discount rate are made by management. As uncertainty exists with respect to the determination of these discounted estimates, an explicit PFAD is made for potential claims development. A PFAD is selected based on guidance developed by the Canadian Institute of Actuaries.

The following table summarizes the effects of the time value of money and PFAD on the liability for unpaid claims and claims adjustment costs.

Unpaid claims and claims adjustment costs	Undiscounted	Time value of money	Discounted (before PFAD)	PFAD	Discounted
<b>\$000s</b>					
As at December 31, 2024	161,400	(15,331)	146,069	15,633	<b>161,702</b>
As at December 31, 2023	156,554	(15,831)	140,723	14,953	<b>155,676</b>

As at December 31, 2024, the interest rate used to determine the time value of money was 3.07% and reflected the market yield (December 31, 2023 – 3.29%).

## 9. EMPLOYEE FUTURE BENEFITS

### Description of benefit plans

The TTC has a number of benefit plans which provide employees with post-employment, post-retirement and pension benefits.

### Post-employment benefit plans

Post-employment benefits are available to active employees in the form of long-term disability ("LTD") and workplace safety insurance ("WSI") plans. The LTD plan is self-insured by the TTC and is administered by an independent insurance carrier. As a Schedule 2 employer under the Ontario Workplace Safety and Insurance Act, the TTC fully finances its WSI costs.

For the post-employment benefit plans, the effective date of the most recent actuarial valuation was September 30, 2024. These valuations were used to project the accrued benefit obligations and costs for the current year end. The next actuarial valuation for the post-employment benefit plans is expected to be performed as at September 30, 2025.

### Post-retirement, non-pension benefit plans

Post-retirement benefits, consisting of basic health care and dental coverage, are available to employees retiring from the TTC with at least ten years of service and with a pension from the TTC Pension plan. Dental benefits are limited to employees retiring on or after January 1, 2003.

For the post-retirement benefit plans, the effective date of the most recent actuarial valuation was January 1, 2024. This valuation was used to project the accrued benefit obligations and costs for the current year end. The next actuarial valuation for the post-retirement benefit plans is expected to be performed as at January 1, 2027.

### Supplemental pension plans

The TTC and plan members participate in supplemental pension plans. These plans provide pension benefits which the TTC pension plan cannot provide because of the limits imposed by the Income Tax Act. These pension benefits automatically reflect changes that are made to the TTC Pension plan.

The funded supplemental pension plan has been accounted for as a defined benefit plan and the TTC has recognized 100% of the plan's pension expense, assets and obligation. The funded supplemental pension plan's assets consist of 53.8% (December 31, 2023 – 52.6%) cash and equity index pooled funds which are carried at market and 46.2% (December 31, 2023 – 47.4%) deposit in a Canada Revenue Agency non-interest bearing refundable tax account. The effective date of the most recent actuarial valuation for funding purposes was January 1, 2024. The next actuarial valuation for funding purposes is expected to be performed as at January 1, 2025. The effective date of the most recent valuation for accounting purposes was December 31, 2024.

### TTC Pension Fund Society

The TTC participates in the TTC Pension Fund Society (TTCPFS), a defined benefit pension plan. In 2021, the TTCPFS rebranded and is now referred to as the TTC Pension Plan (TTCPP). The TTCPP is a separate legal entity and is governed by a Board of Directors consisting of 10 voting members, five of whom are appointed from the Toronto Transit Commission and five are appointed from the Amalgamated Transit Union Local 113 (ATU). Pursuant to the Sponsors Agreement between the ATU and the TTC, the TTCPP was registered as a Jointly Sponsored Pension Plan (JSPP) effective January 1, 2011.

The plan is accounted for as a joint defined benefit plan as the TTC and its employees jointly share the risks in the plan and share control of decisions related to the plan administration and to the level of benefits and contributions on an ongoing basis. The TTC is required to account for its portion of the plan (i.e. 50%) and has therefore, recognized 50% of the pension expense incurred during the year and 50% of the plan's assets and obligation.

In lieu of TTC paying the administrative expenses of the TTCPP directly, the TTC and the TTCPP agreed to have TTC make a fixed fee contribution to the TTCPP each January. The fixed fee contribution will be adjusted annually based on the consumer price index. Along with this change, the former TTC employees of the TTCPP became employees of the TTCPP itself (as an employer). The contribution to administrative costs and the increase in the service cost have been reflected in the schedules below.

The plan covers substantially all employees of the TTC (and the TTCPP) who have completed six months of continuous service. Under the plan, contributions are made by the plan members and matched by the TTC (or the TTCPP, as an employer). The contribution rates are set by the Board, subject to the funding requirements determined in the actuarial report and subject to the limitations in the Sponsors Agreements between the ATU and the TTC.

The plan provides pensions to members, based on a formula that factors in the length of credited service and best four years of pensionable earnings up to a base year. A formula exists that sets a target for pensioner increases. The Board of Directors of the TTCPP make decisions with respect to affordable pension formula updates, pension indexing and plan improvements based on the results of the most recent funding valuation and the priorities set out in the plan's by-laws and funding policy.

Effective January 1, 2024, the base year for the TTC pension plan and the funded supplemental pension plans was updated to December 31, 2023 (from December 31, 2022). In addition, the survivor benefit date was updated to January 1, 2024 (from January 1, 2023) and an ad hoc increase of up to 4.77% (December 31, 2023 – 5.35%) was granted to all pensioners. The TTC's share of the prior service cost of these plan amendments have been reflected in the consolidated statement of operations.

The effective date of the most recent actuarial valuation for funding purposes for the TTC Pension Fund was January 1, 2024. The next required actuarial valuation for funding purposes will be performed as at January 1, 2025. The effective date of the most recent valuation for accounting purposes was December 31, 2024.

The continuity of the change in the employee benefit liabilities/(assets) including expenses recognized in 2024 is as follows:

\$000s	Post- Employment Plans	Post- Retirement Non- Pension Plans	Supplemental Pension Plans	Total employee benefit liabilities	TTC Pension Fund
Accrued benefit liability (asset) balance, beginning of the year	282,947	670,252	(6,933)	946,266	-
Current service cost:	65,907	23,334	43	89,284	89,055
Interest cost	13,037	18,852	(170)	31,719	(60,166)
Amortization of actuarial (gains)/losses: <sup>1</sup>	10,650	(8,715)	(841)	1,094	(117,572)
Plan amendments	-	-	1,436	1,436	107,492
Change in valuation allowance	-	-	-	-	137,522
Total expenses	89,594	33,471	468	123,533	156,331
Benefits paid	(70,334)	(17,235)	(157)	(87,726)	-
Employer contributions	-	-	(2,103)	(2,103)	(156,331)
<b>Accrued benefit liability/(asset) balance, end of the year</b>	<b>302,207</b>	<b>686,488</b>	<b>(8,725)</b>	<b>979,970</b>	<b>-</b>

<sup>1</sup>TTC Pension Fund (\$117,572) amortization included recognition of net unamortized gains of \$107,492 which were applied to the cost of the plan amendments.

The continuity of the change in the employee benefit liabilities/(asset) including expenses recognized in 2023 is as follows:

\$000s	Post- Employment Plans	Post- Retirement Non- Pension Plans	Supplemental Pension Plans	Total employee benefit liabilities	TTC Pension Fund
Accrued benefit liability (asset) balance, beginning of the year	268,945	648,087	(5,498)	911,534	-
Current service cost	60,538	22,117	72	82,727	77,232
Interest cost	12,081	21,070	(107)	33,044	(64,156)
Amortization of actuarial losses/(gains): <sup>1</sup>	3,520	(5,151)	21	(1,610)	(75,023)
Plan amendments	-	-	1,387	1,387	111,229
Change in valuation allowance	-	-	-	-	91,969
Total expenses	76,139	38,036	1,373	115,548	141,251
Benefits paid	(62,137)	(15,871)	(176)	(78,184)	-
Employer contributions	-	-	(2,632)	(2,632)	(141,251)
<b>Accrued benefit liability/(asset) balance, end of the year</b>	<b>282,947</b>	<b>670,252</b>	<b>(6,933)</b>	<b>946,266</b>	<b>-</b>

<sup>1</sup>TTC Pension Fund (\$75,023) amortization included recognition of net unamortized gains of \$111,229 which were applied to the cost of the plan amendments.

The following table summarizes the employee future benefit costs included in the Consolidated Statement of Operations and Accumulated Surplus:

\$000s	2024	2023
Cost of TTC Pension Fund contributions	156,331	141,251
TTC Pension expense in excess of contributions	-	-
Net cost of TTC Pension Fund	156,331	141,251
Cost of other future employee benefits	123,533	115,548
Total cost of employee future benefits	279,864	256,799
Less: Costs allocated to capital assets	(38,089)	(33,500)
<b>Total employee future benefit costs included in the Consolidated Statement of Operations and Accumulated Surplus</b>	<b>241,775</b>	<b>223,299</b>

The following table summarizes how the employee future benefit costs are included in note 17, expenditure by object:

\$000s	2024	2023
Employee future benefit costs included in Wages, salaries and benefits (note 17)	241,775	223,299
<b>Total employee future benefit costs included in the Consolidated Statement of Operations and Accumulated Surplus</b>	<b>241,775</b>	<b>223,299</b>

Reconciliation of funded status to the employee benefit liabilities and assets as at December 31, 2024 is as follows:

\$000s	Post- Employment Plans	Post- Retirement Non- Pension Plans	Supplemental Pension Plans	Total employee benefit liabilities	TTC Pension Fund
Fair value of plan assets	-	-	32,364	32,364	4,596,489
Accrued benefit obligations	497,165	481,670	23,639	1,002,474	3,428,529
Funded status – (deficit)/surplus	(497,165)	(481,670)	8,725	(970,110)	1,167,960
Unamortized (gains)/losses	194,958	(204,818)	-	(9,860)	(28,582)
Accrued benefit (liability)/asset	(302,207)	(686,488)	8,725	(979,970)	1,139,378 <sup>1</sup>
Valuation allowance	-	-	-	-	(1,139,378)
<b>Employee benefit (liability)/asset</b>	<b>(302,207)</b>	<b>(686,488)</b>	<b>8,725</b>	<b>(979,970)</b>	<b>-</b>

Reconciliation of funded status to the employee benefit liabilities and assets as at December 31, 2023 is as follows:

\$000s	Post- Employment Plans	Post- Retirement Non- Pension Plans	Supplemental Pension Plans	Total employee benefit liabilities	TTC Pension Fund
Fair value of plan assets	-	-	28,822	28,822	4,159,017
Accrued benefit obligations	369,199	511,810	21,889	902,898	3,157,161
Funded status – (deficit)/surplus	(369,199)	(511,810)	6,933	(874,076)	1,001,856
Unamortized (gains)/losses	86,252	(158,442)	-	(72,190)	-
Accrued benefit (liability)/asset	(282,947)	(670,252)	6,933	(946,266)	1,001,856 <sup>1</sup>
Valuation allowance	-	-	-	-	(1,001,856)
<b>Employee benefit (liability)/asset</b>	<b>(282,947)</b>	<b>(670,252)</b>	<b>6,933</b>	<b>(946,266)</b>	<b>-</b>

<sup>1</sup>The TTC's portion of the assets in the TTC Pension Fund is carried at market value. As the TTC cannot withdraw the surplus to reduce its contributions, the expected benefit of a surplus is nil and therefore, a valuation allowance of \$1,139.4 million (December 31, 2023- \$1,001.9 million) is required to reduce the accrued benefit asset to either the value of the net unamortized actuarial losses (if any) or to the value of the fund surplus less net unamortized gains.

The continuity of the change in the accrued benefit obligation including costs recognized in 2024 is as follows:

\$000s	Post- Employment Plans	Post- Retirement Non- Pension Plans	Supplemental Pension Plans	Total employee benefit liabilities	TTC Pension Fund
Balance, beginning of the year	369,199	511,810	21,889	902,898	3,157,161
Current service cost:	65,907	23,334	43	89,284	86,409
Interest cost	13,037	18,852	869	32,758	219,973
(Gain)/loss on the obligation:	119,356	(66,080)	885	54,161	89,828
Employee contributions	-	-	156	156	-
Benefits paid	(70,334)	(17,235)	(1,638)	(89,207)	(232,334)
Plan amendments	-	10,989	1,436	12,425	107,492
<b>Balance, end of the year</b>	<b>497,165</b>	<b>481,670</b>	<b>23,640</b>	<b>1,002,475</b>	<b>3,428,529</b>



The continuity of the change in the accrued benefit obligation including costs recognized in 2023 is as follows:

\$000s	Post- Employment Plans	Post- Retirement Non- Pension Plans	Supplemental Pension Plans	Total employee benefit liabilities	TTC Pension Fund
Balance, beginning of the year	317,586	457,064	20,931	795,581	2,877,458
Current service cost	60,538	22,117	73	82,728	74,695
Interest cost	12,081	21,070	781	33,932	209,708
(Gain)/loss on the obligation	41,131	27,430	(175)	68,386	103,579
Employee contributions	-	-	120	120	-
Benefits paid	(62,137)	(15,871)	(1,228)	(79,236)	(219,508)
Plan amendments	-	-	1,387	1,387	111,229
<b>Balance, end of the year</b>	<b>369,199</b>	<b>511,810</b>	<b>21,889</b>	<b>902,898</b>	<b>3,157,161</b>

The continuity of the plan assets for the funded pension plans in 2024 is as follows:

\$000s	Supplemental Pension Plan	TTC Pension Fund
Balance, beginning of the year	28,822	4,159,017
Employee contributions	156	-
Employer contributions	2,103	156,331
Expected return on plan	1,039	280,139
Excess on return on plan assets	1,725	235,982
TTC's portion of TTC Pension Fund administrative expenses	-	(2,646)
Benefits paid	(1,481)	(232,334)
<b>Balance, end of the year</b>	<b>32,364</b>	<b>4,596,489</b>

The continuity of the plan assets for the funded pension plans in 2023 is as follows:

\$000s	Supplemental Pension Plan	TTC Pension Fund
Balance, beginning of the year	25,204	3,897,636
Employee contributions	120	-
Employer contributions	2,632	141,251
Expected return on plan assets	888	273,864
Excess on return on plan assets	1,030	68,311
TTC's portion of TTC Pension Fund administrative expenses	-	(2,537)
Benefits paid	(1,052)	(219,508)
<b>Balance, end of the year</b>	<b>28,822</b>	<b>4,159,017</b>

Significant assumptions used in accounting for employee future benefits are as follows:

	2024	2023
Accrued benefit obligations as at December 31:		
Discount rate for post-employment plans	3.70% to 3.90%	3.80% to 3.90%
Discount rate for post-retirement, non-pension plans	4.40%	4.30%
Discount rate for supplemental pension plans	3.50% to 3.75%	3.70% to 3.85%
Discount rate for TTC Pension Fund	6.60%	6.80%
Rate of increase in earnings	2.50% to 5.29%	2.50% to 4.50%
Benefit costs for the years ended December 31:		
Discount rate for post-employment plans	3.80% to 3.90%	4.10% to 4.20%
Discount rate for post-retirement, non-pension plans	4.30%	4.70%
Discount rate for supplemental pension plans	3.70% to 4.20%	3.60% to 4.20%
Discount rate for TTC Pension Fund	6.80%	7.10%
Rate of increase in earnings	2.50% to 5.29%	2.50% to 4.50%
Expected rate of return on assets, supplemental pension plan	3.70%	3.60%
Actual rate of return on assets, supplemental pension plan	9.50%	7.40%
Expected rate of return on assets, TTC Pension Fund	6.80%	7.10%
Actual rate of return on assets, TTC Pension Fund	13.0%	9.30%

The TTC's annual rate of growth for post-retirement drug costs as of December 31, 2024 was estimated between 7.9% and 10.0%, depending on the member's age (down from a range of 8.0% to 10.1% as of December 31, 2023). These rates consist of a drug trend rate of 5.7% (down from 5.8% as of December 31, 2023), grading down linearly to 4.0% per annum in 2040 and aging factors that vary between 4.3% at age 50 to 2.2% at age 64 (drug coverage ceases at age 65).

The annual rate of growth for post-retirement dental costs was estimated between 4.3% and 5.1%, depending on the member's age. These rates consist of a dental trend rate of 4.0% and aging factors that vary between 1.1% at age 50 and 0.3% at age 70 (the oldest retiree with dental coverage is 69.7 years old as of December 31, 2024). This compares to a flat 4.0% rate of growth at all ages as of December 31, 2023 (no dental aging was assumed until the January 1, 2024 valuation).

Total financial status of the TTC Pension Fund as at December 31 is as follows:

\$000s	2024	2023
Fair value of plan assets	9,192,978	8,318,033
Accrued benefit obligations	6,857,057	6,314,322
<b>Funded status – surplus</b>	<b>2,335,921</b>	<b>2,003,711</b>

## 10. ENVIRONMENTAL LIABILITIES

As an operator of diesel buses that are refueled on property and an enterprise that repairs and rebuilds buses and other rolling stock, the TTC and its subsidiaries are subject to various federal, provincial and municipal laws and regulations related to the environment. The TTC is also subject to health and safety legislation. Environmental advisors and specialists are retained to support the TTC's investigative and remedial efforts.

The amount accrued represents the estimated costs of remediating, monitoring and containing known contamination, including airborne contamination on sites for which the TTC is responsible as well as noise abatement activities. The estimate of environmental liabilities is based on a number of factors, such as the site conditions, type of contaminants and the anticipated results of monitoring and therefore the actual costs may vary. The estimate varies based on the scope of work to be completed.

The estimated amounts of future costs are reviewed regularly, based on available information and governing legislation.

## 11. ASSET RETIREMENT OBLIGATIONS

The TTC recognized an ARO relating to several buildings and structures owned by the TTC that contain asbestos. The TTC also recognized an additional ARO related to a portion of the decommissioned Scarborough Rail Transit (SRT) structure, surface tracks and electrical poles and fuel storage tanks no longer in productive use for transit purposes and property lease commitments. The liability was measured on the date of the acquisition when the liability was assumed. Costs estimates were based upon the presently known obligations obtained through assessments and were not discounted given uncertainties as to the future asset retirement plans. Given the long-term nature of tangible capital assets as future estimated asset retirement costs may or may not materialize at end of its useful life, there are no changes to the existing funding arrangements from the adoption of the ARO standard. Obligations related to asset retirement will be continued to be budgeted and funded as the work is planned and completed, respectively.

Changes to the ARO are as follows:

Asset Retirement Obligation	Opening January 1, 2024	Liability incurred / (settled)	Ending December 31, 2024
\$000s			
Asbestos Obligation	209,623	5,727	215,350
Decommissioned Scarborough Rail Transit (SRT) Guideway	25,665	1,711	27,376
Fuel (Combustible) Storage Tanks	15,677	(10)	15,667
Electrical Trolley Coach Poles	10,525	(545)	9,980
Other Asset Retirement Obligations	1,933	80	2,013
<b>Total Asset Retirement Obligations</b>	<b>263,423</b>	<b>6,963</b>	<b>270,386</b>

Asset Retirement Obligation	Opening January 1, 2023	Liability incurred / (settled)	Ending December 31, 2023
\$000s			
Asbestos Obligation	214,667	(5,044)	209,623
Decommissioned Scarborough Rail Transit (SRT) Guideway	-	25,665	25,665
Fuel (Combustible) Storage Tanks	17,591	(1,914)	15,677
Electrical Trolley Coach Poles	12,381	(1,856)	10,525
Other Asset Retirement Obligations	2,032	(99)	1,933
<b>Total Asset Retirement Obligations</b>	<b>246,671</b>	<b>16,752</b>	<b>263,423</b>

## 12. DEFERRED REVENUE

Deferred revenue as at December 31 consists of the following:

\$000s	2024	2023
Deferred passenger revenue	36,512	36,297
Deferred credits	6,064	6,045
<b>Total</b>	<b>42,576</b>	<b>42,342</b>

### 13. TANGIBLE CAPITAL ASSETS

The cost of tangible capital assets is as follows:

\$000s	Cost as at December 31, 2024				
	Beginning	Additions, net of transfers	Disposals	Write downs	Ending
Subways	5,034,847	170,677	-	-	5,205,524
Buildings and structures	5,036,304	171,795	-	-	5,208,099
Rolling stock	3,647,129	285,709	(20,750)	-	3,912,088
Buses	2,507,867	251,866	(138,587)	-	2,621,146
Trackwork	2,570,503	140,281	-	-	2,710,784
Other equipment	1,563,215	162,404	(4,523)	-	1,721,096
Traction power distribution	858,313	62,294	-	-	920,607
Land	11,946	-	-	-	11,946
Construction in progress	1,774,611	58,289	-	(8,872)	1,824,028
<b>Total</b>	<b>23,004,735</b>	<b>1,303,315</b>	<b>(163,860)</b>	<b>(8,872)</b>	<b>24,135,318</b>

\$000s	Cost as at December 31, 2023				
	Beginning	Additions, net of transfers	Disposals	Write downs	Ending
Subways	4,934,056	100,791	-	-	5,034,847
Buildings and structures	4,881,830	154,474	-	-	5,036,304
Rolling stock	3,542,979	104,150	-	-	3,647,129
Buses	2,249,625	320,527	(62,285)	-	2,507,867
Trackwork	2,375,235	195,268	-	-	2,570,503
Other equipment	1,501,823	75,054	(13,662)	-	1,563,215
Traction power distribution	843,010	15,303	-	-	858,313
Land	11,946	-	-	-	11,946
Construction in progress	1,508,985	276,721	-	(11,095)	1,774,611
<b>Total</b>	<b>21,849,489</b>	<b>1,242,288</b>	<b>(75,947)</b>	<b>(11,095)</b>	<b>23,004,735</b>

The accumulated amortization for tangible capital assets is:

\$000s	Accumulated amortization as at December 31, 2024			
	Beginning	Amortization	Disposals	Ending
Subways	1,913,906	116,287	-	2,030,193
Buildings and structures	1,465,246	154,544	-	1,619,790
Rolling stock	1,744,850	146,197	(20,750)	1,870,297
Buses	1,538,278	177,519	(138,587)	1,577,210
Trackwork	1,745,248	60,606	-	1,805,854
Other equipment	1,093,464	93,731	(4,523)	1,182,672
Traction power distribution	428,863	28,279	-	457,142
<b>Total</b>	<b>9,929,855</b>	<b>777,163</b>	<b>(163,860)</b>	<b>10,543,158</b>

\$000s	Accumulated amortization as at December 31, 2023			
	Beginning	Amortization	Disposals	Ending
Subways	1,802,662	111,244	-	1,913,906
Buildings and structures	1,306,013	159,233	-	1,465,246
Rolling stock	1,586,148	158,702	-	1,744,850
Buses	1,431,760	168,803	(62,285)	1,538,278
Trackwork	1,673,358	71,890	-	1,745,248
Other equipment	1,023,080	84,046	(13,662)	1,093,464
Traction power distribution	413,382	15,481	-	428,863
<b>Total</b>	<b>9,236,403</b>	<b>769,399</b>	<b>(75,947)</b>	<b>9,929,855</b>

Based on the above, net book value as at December 31 is:

\$000s	Net book value 2024	Net book value 2023
	Subways	3,175,331
Buildings and structures	3,588,309	3,571,058
Rolling stock	2,041,791	1,902,279
Buses	1,043,936	969,589
Trackwork	904,930	825,255
Other equipment	538,424	469,751
Traction power distribution	463,465	429,450
Land	11,946	11,946
Construction in progress	1,824,028	1,774,611
<b>Total</b>	<b>13,592,160</b>	<b>13,074,880</b>

These costs include the capitalization of certain internal costs as described in note 2h.

#### 14. ACCUMULATED OPERATING SURPLUS

Accumulated operating surplus as at December 31 consists of:

\$000s	2024	2023
Invested in tangible capital assets	13,443,805	12,940,770
Accumulated surplus from TTC subsidiaries	4,455	4,314
Accumulated surplus generated through operating budget	14,141	14,141
<b>Total</b>	<b>13,462,401</b>	<b>12,959,225</b>

The amount reported in the table regarding tangible capital assets represents the net book value of capital assets, that have been funded through past capital subsidy and contributions to capital from operating sources. The variance between this amount and the amount reported in note 13, i.e. \$148.4 million (December 31, 2023 – \$134.1 million) primarily represents the net book value of capital assets that have been internally funded by the TTC.

#### 15. OPERATING SUBSIDIES

The sources of operating funding for the year ended December 31 are as follows:

\$000s	Conventional	Wheel-Trans	2024 Total	2023 Total
- City of Toronto	995,202	156,837	1,152,039	1,196,024
- Provincial Gas Tax (note 16b)	91,600	-	91,600	91,600
- Ontario-Toronto New Deal Funding - Line 5 and Line 6	7,963	-	7,963	-
<b>Total operating funding</b>	<b>1,094,765</b>	<b>156,837</b>	<b>1,251,602</b>	<b>1,287,624</b>

As part of the City's annual budget process, \$91.6 million (December 31, 2023 – \$91.6 million) of the TTC's Conventional operating budget is ultimately sourced from the Provincial Gas Tax (see note 16b).

##### Ontario-Toronto New Deal - Line 5 and Line 6

In November 2023, the City of Toronto and Province of Ontario reached a New Deal agreement to help achieve long-term financial stability and sustainability for the City. As part of the agreement, annual operating funding of \$330 million over three years beginning in 2024–2025 has been allocated to TTC for new subway-integrated provincial transit projects — the Eglinton Crosstown LRT and the Finch West LRT. For 2024, the TTC is expecting to recover \$8.0 million as part of this New Deal funding agreement.

Total operating subsidies received and accrued in the financial statements from the City includes certain future non-recoverable amounts and excludes other adjustments related to City reserve draws/contributions as well as City special costs, as outlined in the following table:

Operating subsidies				
\$000s	Conventional	Wheel-Trans	2024 Total	2023 Total
Operating funding received through the City (see above)	1,094,765	156,837	1,251,602	1,287,624
City special costs	1,327	-	1,327	(4,377)
Future recoverable amounts (note 5)				
Increase (Decrease) in accident claims	(5,554)	(20)	(5,574)	2,901
Increase in post-retirement benefit liabilities	13,325	606	13,931	19,167
	1,103,863	157,423	1,261,286	1,305,315
Net draws (contributions) to (note 19)				
Long Term Liability Reserve Fund	572	43	615	(3,994)
New Deal - Subway/Transit Safety Reserve Fund	100,000	-	100,000	-
	100,572	43	100,615	(3,994)
Draw from City Development Application Review Reserve	819	-	819	803
<b>Total operating subsidies</b>	<b>1,205,254</b>	<b>157,466</b>	<b>1,362,720</b>	<b>1,302,124</b>

City special costs represent subsidies reflected in the City's budget that are not included in the TTC's financial statements but relate to the TTC. They include costs associated with certain subsidized passengers, rents and taxes on commuter parking lots, and revenues and expenses associated with a property held by the City for the jurisdictional use of the TTC.

The future recoverable amounts reflect the delayed payment of operating subsidy for the non-cash portion of certain employee future benefits and accident claims (note 5).

For details related to the contributions to and draws from the reserve funds, see note 19, City of Toronto Reserves and Reserve Funds.

The City development application review reserve amount reflects recoveries for salaries, benefits and overhead costs incurred in relation to property development review applications.

## 16. CAPITAL SUBSIDIES

Capital subsidies for the year ended December 31 are as follows:

\$000s	2024	2023
Source of capital subsidies:		
- City of Toronto	852,331	820,054
- Province of Ontario	149,591	115,997
- Federal Government of Canada	263,481	287,556
- Other	6,729	4,476
<b>Total capital subsidies</b>	<b>1,272,132</b>	<b>1,228,083</b>

### a. City of Toronto

The City is responsible for ensuring full funding of the TTC's capital program. In accordance with the Municipal Act, any funding for the TTC's capital program from other governments flows through the City. As such, the TTC has claimed from the City a total 2024 capital subsidy of \$ 1.265 billion (2023 – \$1.224 billion). Amounts claimed from the City do not include a \$24.2 million expenditure (December 31, 2023 – \$3.7 million) for property purchased in the year and owned by the City, but for the jurisdictional use of the TTC.

The following disclosures regarding subsidy claims from the Provincial and Federal governments are based on the City's and the TTC's understanding of the various agreements and commitments.

#### **Toronto-York Spadina Extension Project**

The City acts as the bank for the Toronto-York Spadina Subway Extension ("TYSSE") project, under a joint funding relationship with the Province through the Move Ontario Trust ("MOT"), the Federal Government under the Building Canada Funding program and the municipalities of the City of Toronto and the Region of York. In 2024, \$10.1 million (December 31, 2023 – \$35.0 million) was recognized as subsidy with respect to this project and the amount is presented in the above table as a City of Toronto subsidy. It is expected that the City will recover these funds from the project's funding partners.

The Province approved funding of \$870 million (March 2006 and January 2008) for the TYSSE into York Region with a project cost of \$2.6 billion and this funding was deposited in the MOT. On March 6, 2007, the Federal Government announced that it would contribute funding for the TYSSE into York Region with the amount capped at \$697 million for the project.

The TTC incurs project expenditures and then submits a capital billing for the full project cost to the City. Each month the Executive Task Force, which is the joint Toronto/York governing body, submits a funding request to each of the MOT and the municipalities (City of Toronto and Region of York) to claim for each party's appropriate share of project funding.

### b. Province of Ontario

Capital subsidies claimed under the various provincial programs for the year ended December 31 are as follows:

\$000s	2024	2023
Source of capital subsidies:		
- Provincial Gas Tax (PGT)	86,623	88,461
- Streetcar Program	58,371	19,564
- Investing in Canada Infrastructure Program (ICIP)	4,597	6,171
- LRV Car Project	-	1,801
<b>Total provincial capital subsidies</b>	<b>149,591</b>	<b>115,997</b>

#### **Provincial Gas Tax (PGT)**

In October 2004, the Province introduced gas tax funding to municipalities for public transit. Commencing at 1¢/litre, the funding is based on a province-wide 70% ridership and 30% population allocation base, updated annually. The funding rate increased to 1.5¢/litre, effective October 2005, and then to 2¢/litre, effective October 2006. For 2024, the City directed \$91.6 million (December 31, 2023 – \$91.6 million) toward the TTC's operating needs (note 15) and \$86.6 million (December 31, 2023 - \$88.5 million) was used to support the acquisition of TTC Capital assets.

#### **Streetcar Program**

On May 12, 2021, the provincial government announced a \$180 million contribution towards the total estimated cost of \$568 million for the TTC Streetcar Program, which includes the procurement of 60 new streetcars and supporting infrastructure required at Hillcrest Facility. To date, provincial funding for the eligible expenditures incurred amounts to \$98.5 million, including \$58.4 million in 2024 (December 31, 2023 - \$19.6 million).

#### **Investing in Canada Infrastructure Program (ICIP)**

In a joint announcement with the Government of Canada and the City of Toronto in December 2022, the Province of Ontario confirmed its commitment to contribute up to \$449.2 million towards the Bloor-Yonge Capacity Improvements project. The funding will flow through the Public Transit Infrastructure Stream of the Investing in Canada Infrastructure Program (ICIP). To date, provincial funding for the eligible expenditures incurred amounts to \$12.7 million and has been accrued, including \$4.6 million in 2024 (December 31, 2023 - \$6.2 million).

#### **LRV Car Project**

On June 19, 2009, the Province confirmed that it would provide one-third funding for the 204 LRV Car Project (up to \$417 million) and this funding flows on the basis of contract milestone payments. A Transfer Payment Agreement between the Province, City of Toronto and the TTC was signed in January 2013. The LRV Program ended in 2023, with total eligible expenditures amounting to \$1.35 billion, of which \$351.4 million in provincial funding was recognized against the project.

### c. Federal Government of Canada

Capital subsidies claimed under the various federal programs for the year ended December 31 are as follows:

\$000s	2024	2023
Source of capital subsidies:		
- Canada Community-Based Fund (CCBF)	176,593	181,706
- Streetcar Program	50,060	8,113
- Investing in Canada Infrastructure Program (ICIP)	5,078	6,816
- Zero Emission Bus and charging Infrastructure (ZETF)	31,750	90,921
<b>Total federal capital subsidies</b>	<b>263,481</b>	<b>287,556</b>

#### **Canada Community-Building Fund (Formerly Federal Gas Tax)**

In June 2005, a joint announcement by the Federal, Provincial, and City of Toronto governments and the Association of Municipalities of Ontario was made in connection with the signing of two federal gas tax funding agreements under the “New Deal for Cities and Communities”. In 2008, the Federal government announced that gas tax funding had been made a permanent measure. In 2014, a new and permanent agreement for the 10-year period 2014-2023 was signed. As of June 2021, the Federal Gas Tax Fund has been renamed the Canada Community-Building Fund (CCBF) to better reflect the program’s evolution over time and will not alter or modify the objectives or requirements of the program.

In June 2024, the Federal, Provincial and City of Toronto governments announced the signing of a new CCBF agreement for the period of 2024-2028, which will see the federal government invest \$4.7 billion across Canada. Ontario’s allocation of this funding to municipalities is based on population and the City of Toronto was allocated \$176.6 million in 2024. In December 31, 2023, \$181.7 million was allocated. The City of Toronto dedicates its full allocation to the TTC annually.

#### **Streetcar Program**

On May 12, 2021, the federal government announced that it would provide up to 43% of the total eligible costs, to a maximum contribution of \$180 million, to the TTC Streetcar Program, which includes the procurement of 60 new streetcars and supporting infrastructure required at Hillcrest Facility. To date, federal funding for the eligible expenditures incurred amounts to \$81.6 million, including an amount of \$50.5 million in 2024 (December 31, 2023 - \$8.1 million).

#### **Investing in Canada Infrastructure Program (ICIP)**

Under the ICIP, the federal government is investing more than \$180 billion over 12 years in public transit projects, green infrastructure, social infrastructure, trade and transportation routes, and Canada’s rural and northern communities. Through the Public Transit Infrastructure Stream of the ICIP, the Government of Canada announced an investment of up to \$500 million for the Bloor-Yonge Capacity Improvements project in December 2022. This represents the Government of Canada’s formal commitment to the funding first announced in August 2019. To date, federal funding for the eligible expenditures incurred amounts to \$13.8 million and \$5.1 million has been accrued in 2024 (December 31, 2023 - \$6.8 million).

#### **Zero Emission Transit Fund (ZETF)**

The ZETF program is a \$2.75 billion federal fund led by Infrastructure Canada (INFC) to advance the federal government’s commitment to help procure 5,000 zero emission buses. Under the program, the opportunity includes, federal funding up to 50% of eligible projects costs for the procurement of zero emissions buses and charging infrastructure, with a maximum contribution of \$350 million and a project end date of March 31, 2026.

The TTC’s approved project under the ZETF program is for 340 eBuses and 248 charge points to be delivered by March 31, 2026 with the federal government contributing up to \$349 million toward the eligible project costs. To date, federal funding for the eligible expenditures incurred amounts to \$122.8 million and \$31.8 million have been accrued in 2024 (December 31, 2023 - \$91.0 million).

### d. Other

Other funding of \$6.7 million (December 31, 2023 – \$4.5 million) includes specific purpose third-party agreements.

## 17. EXPENSES BY OBJECT

Expenses by object for the year ended December 31 comprise the following:

\$000s	2024	2023
Wages, salaries and benefits	1,832,107	1,661,752
Materials, services and supplies	428,686	410,305
Vehicle fuel	100,701	106,691
Electric traction power	44,695	44,553
Utilities	29,960	28,149
Accident claims and insurance	24,086	27,213
Amortization (operating budget)	26,296	23,074
Amortization (assets funded through capital)	750,867	746,325
Wheel-Trans contract services	67,355	54,515
<b>Total expenses</b>	<b>3,304,753</b>	<b>3,102,577</b>

## 18. BUDGET DATA

Budget data presented in these consolidated financial statements is based upon the 2024 operating and capital budgets approved by the TTC Board ("the Board"), the Board of the Toronto Coach Terminal Incorporated and Toronto City Council ("City Council"). The 2024 operating and capital budget was approved by the Board on December 20, 2023. The 2024 operating and capital budget were subsequently approved by City Council on February 14, 2024. Amendments to the operating and capital budget were approved by the Board and City Council June 20, 2024 and June 26, 2024 respectively. The Board of the Toronto Coach Terminal Inc. approved the 2024 budget on June 20, 2024. Adjustments are required to provide comparative budget values for the year-end actual results based on an accrual basis of accounting. The chart below reconciles the approved budget with the budget figures as presented in these consolidated financial statements.

\$000s	Conventional	Wheel-Trans	Other	Total
Total operating & subsidy revenues, per approved current year budget	3,766,029	163,567	302	3,929,898
Other recoverable revenues	58,699	891	-	59,590
<b>Total budgeted revenues per consolidated FS</b>	<b>3,824,728</b>	<b>164,458</b>	<b>302</b>	<b>3,989,488</b>

\$000s	Conventional	Wheel-Trans	Other	Total
Total expenses, per approved current year budget	2,405,437	163,567	2	2,569,006
Other recoverable expenses	58,699	891	-	59,590
Amortization of previously subsidized assets	734,780	16,068	-	750,848
<b>Total budgeted expenses per consolidated FS</b>	<b>3,198,916</b>	<b>180,526</b>	<b>2</b>	<b>3,379,444</b>

Other recoverable revenues and expenses are certain non-cash employee benefits and accident claim costs that will be funded in future years (see note 5). In accordance with PS 3400, certain revenues and expenses are required to be presented on a gross basis. Other recoverable revenues and expenses includes an adjustment to present items that were previously recognized as a cost recovery to comply with the newly implemented accounting standards.

## 19. CITY OF TORONTO RESERVES AND RESERVE FUNDS

In its accounts, the City maintains interest bearing Reserve Funds, and non-interest bearing Reserves comprised of funds set aside by City Council for specific purposes. Included in these Reserves and Reserve Funds are amounts which the City has received from the Province, which are earmarked for TTC projects. Contributions to and draws from these Reserves and Reserve Funds are made by the TTC, or the City, upon approval by City Council. In order for the TTC to draw on these Reserves and Reserve Funds, they are required to incur the related expenditures. In 2024, the average interest rate applicable to Reserve Funds was approximately 1.0% (December 31, 2023 – 2.0%).

The balances and transactions related to the Reserves and Reserve Funds are presented in the following two tables.

### Reserves and Reserve Funds originating from TTC operating surpluses or operating subsidies

\$000s	Stabilization	Land	Long Term	New Deal	2024	2023
	Reserve	Acquisition	Liability	Subway/Transit		
Balance, beginning of the year	99,908	103	48,328	-	148,339	143,491
Funding received through Province	-	-	-	300,000	300,000	-
Net (draws)/contributions	-	(27)	(615)	(100,000)	(100,642)	3,994
Interest earned	-	1	479	-	480	854
<b>Balance, end of the year</b>	<b>99,908</b>	<b>77</b>	<b>48,192</b>	<b>200,000</b>	<b>348,177</b>	<b>148,339</b>

#### Stabilization Reserve

The Stabilization Reserve was created to stabilize the funding of TTC's operating expenditures over time. Any operating deficits, to the limit of the reserve balance and after approval from City Council, may be covered by a draw from this reserve. In 2024 and 2023, no amounts were withdrawn for this purpose.

In 2024 and 2023, no contributions were made.

#### Land Acquisition Reserve Fund

The Land Acquisition Reserve Fund was created to fund future land acquisitions by the City for the TTC's use. In 2024, an amount of \$27 thousand will be withdrawn from this reserve. In 2023, no amounts were withdrawn for this purpose.

In 2024 and 2023, no contributions were made.

#### Long Term Liability Reserve Fund

The Long Term Liability Reserve Fund was created in 2014 to provide support for the TTC's long-term liability for unsettled accident claims.

Through the approved budget in 2024, City Council authorized a contribution of up to \$17.6 million (December 31, 2023 – \$20.6 million) and a draw up to \$20.6 million, to support actual accident claim payments at the time of the settlement. An amount of \$17.6 million was contributed and \$18.2 million withdrawn, resulting in a net draw of \$0.6 million (December 31, 2023 – net contribution of \$4.0 million).

#### New Deal Subway/Transit Safety Reserve Fund

The New Deal Subway/Transit Safety Reserve Fund was created in 2024 to provide support for the TTC's subways and transit safety, recovery and sustainability that includes commitments related to increased police or safety officer presence on and near transit, continued expansion of transit rider cellular and data services across the TTC network and enhanced emergency reporting options and response timelines for riders. The Province contributed \$300.0 million in one-time funding to be used over three years.

In 2024, \$100.0 million was withdrawn from this reserve.

**Reserve Funds for transit capital funding originating through the Province of Ontario**

\$000s				2024	2023
	PGT	CSIF	Quickwins	Total	Total
Balance, beginning of the year	450	794	1,929	3,173	3,107
Provincial contributions	185,576	-	-	185,576	180,061
Draws	(185,576)	-	-	(185,576)	(180,061)
Interest earned	117	8	19	144	66
<b>Balance, end of the year</b>	<b>567</b>	<b>802</b>	<b>1,948</b>	<b>3,317</b>	<b>3,173</b>

**PGT**

Of the \$185.6 million (2023 – \$180.1 million) in Provincial Gas Tax available, the City has directed \$91.6 million for 2024 (2023 – \$91.6 million) toward the TTC's operating needs (note 15). The balance of \$94.0 million (2023 – \$88.5 million) was used to support the acquisition of TTC Capital assets. There is an amount of \$0.6 million remaining in the reserve fund (December 31, 2023 - \$0.5 million).

**Canada Strategic Infrastructure Reserve Fund (CSIF)**

\$303.3 million was received from the CSIF program to fund the TTC's strategic capital projects. Over the life of the program, this amount along with interest earned has been applied to various projects. In 2024, there were no funds withdrawn from this reserve fund (note 16) and \$nil was withdrawn in 2023. There is an amount of \$0.8 million remaining in the reserve fund which relates to unused accumulated interest.

**MoveOntario 2020 Reserve Fund (Quickwins)**

Provincial payments totaling \$452.5 million were received in March 2008 in support of the Metrolinx approved Quick Wins projects. Of the total payment received, plus accumulated interest of \$24.25 million (2023 - \$24.23 million), \$474.8 million has been applied to accumulated funding recognized by the TTC to date for capital expenditures, no funding was applied in 2024 (note 15) and \$nil million was drawn from the reserve fund in 2023. There is an amount of \$1.95 million remaining in the reserve fund.

**20. COMMITMENTS, CONTINGENCIES AND CONTRACTUAL RIGHTS**

- a. In the normal course of its operations, labour relations and completion of capital projects, the TTC and its subsidiaries are subject to various arbitrations, litigations and claims. Where the potential liability is determinable, management believes that the ultimate disposition of the matters will not materially exceed the amounts recorded in the accounts. In other cases, the ultimate outcome of the claims cannot be determined at this time. Any additional losses related to claims will be recorded in the period during which the liability is determinable. Amounts recorded in the accounts have not been disclosed in the consolidated financial statements as disclosure may adversely impact the outcome. Management's estimate is based on an analysis of specific claims and historical experience with similar claims.
- b. The TTC has contracts for the construction and implementation of various capital projects. As at December 31, 2024, these contractual commitments total approximately \$496.6 million (December 31, 2023 – \$593.0 million) for significant programs such as, but not limited to, Bus Hoists, Easier Access III, e-Bus Charging System, Station Finish Renewal, Vision-CAD/AVL System, Faregates, Warden Station Redevelopment, Islington Station Redevelopment, and Hillcrest Maintenance and Storage Facility.
- c. In April 2009, the Board approved the design and supply of 204 low floor light rail vehicles (LFLRV). In June 2009, the contract was awarded to Bombardier Transportation Canada Inc. In March 2021, and May 2021, an additional 60 LRVS were added to the contract bringing the total delivery requirement to 264 vehicles. As of December 31, 2024, the contract value is in total \$1,703.8 million with 239 LRV's delivered to the TTC, costs incurred to date total \$1,539.9 million, and the outstanding commitment is \$163.9 million.
- d. In May 2021, Creative Carriage was awarded a contract for the purchase of 110 low floor Wheel-Trans buses. In March 2022, and June 2022, an additional 50 low floor Wheel-Trans buses were added to the contract. In July 2023, a further award of 52 low floor Wheel-Trans buses were added and in August 2024, 10 low floor Wheel-Trans buses were added increasing the total requirement to 222 low floor Wheel-Trans buses. As of December 31, 2024, the contract value is \$59.0 million with 184 buses delivered to the TTC. Costs incurred to date are \$49.5 million and the outstanding commitment is \$9.5 million.
- e. In October 2020, the Board approved approximately 300 Hybrid Electric buses and in February 2022, contracts were awarded to Nova Bus Inc. and New Flyer Industries for a total of 336 buses. As of December 31, 2024, the contract values total \$420.2 million with 336 deliveries to the TTC. Costs incurred to date are \$413.0 million, and the outstanding commitment is \$7.2 million.
- f. In January 2023, TTC entered into 2 contracts for the supply of long-range Battery Electric buses, New Flyer Industries was awarded 186 buses and Nova Bus Inc. 124 buses. In July 2023, 30 buses in total were added to the contracts increasing the delivery requirement to 340 Battery Electric buses. As of December 31, 2024, the contract values total \$618.3 with 40 deliveries to the TTC. Costs incurred to date are \$151.8 million, and the outstanding commitment is \$466.5 million.
- g. The TTC could be exposed to significant or material contractual cancellation penalties if any of its commenced capital projects do not continue as planned.
- h. The TTC entered into a revolving credit facility agreement with a Canadian chartered bank. Under this agreement, the TTC has issued a standby letter of credit to be used to support its bus electrification project in the amount of \$1.2 million (2023 - \$1.2 million). The amount drawn of this letter of credit as at December 31, 2024 was \$nil (2023 - \$nil).
- i. In consideration for services associated with the PRESTO fare payment system, TTC is obligated to pay a commission fee equivalent to 5.25%, inclusive of HST, of the gross receipts of passenger revenue received through the PRESTO system until 2027.



j. The TTC leases certain premises and equipment under operating lease agreements. The approximate future minimum annual lease payments are as follows:

	\$000s
2025	17,125
2026	12,475
2027	11,648
2028	8,347
2029	5,966
Thereafter	<u>64,674</u>
<b>Total</b>	<b><u>120,235</u></b>

k. In 2022, the TTC extended its vehicle and station advertising agreement with Pattison to December 31, 2033. Over the remaining term of the agreement the minimum guaranteed annual fee payable to the TTC is expected to be at least \$326.6 million, based on assumed ridership between 80-100% of pre-pandemic levels. The actual annual amounts payable over the term of the agreement may differ based on the TTC's actual ridership levels and other factors.

l. In 2023, TTC entered into the Eglinton Crosstown LRT (Line 5) Train Operating and Funding Agreement (TOFA) with the City and Metrolinx. The agreement specifies the TTC's/ City's obligations for the operations and non-lifecycle maintenance expenses of Line 5. The estimated non-lifecycle maintenance costs payable to Metrolinx over the effective contract duration of 10 years is expected to be \$376.9 million. The actual annual payable amounts over the term of the agreement may fluctuate based on inflation, service level in effect for the period, and other factors in accordance with the agreement. The non-lifecycle maintenance costs amount will be payable upon service commencement of Line 5, which is pending as of financial statement date.

m. In 2024, TTC entered into the Finch West LRT (Line 6) Train Operating and Servicing Agreement (TOSA) with the City and Metrolinx. The agreement specifies the TTC's/ City's obligations for the operations and non-lifecycle maintenance expenses of Line 6. The estimated non-lifecycle maintenance costs payable to Metrolinx over the effective contract duration of 10 years is expected to be \$160.1 million. The actual annual payable amounts over the term of the agreement may fluctuate based on inflation, service level in effect for the period, and other factors in accordance with the agreement. The non-lifecycle maintenance costs amount will be payable upon service commencement of Line 6, which is pending as of financial statement date.



TTC Summer Students cleaning Jane Station.

**Supplementary Schedules (Unaudited)**  
Year ended December 31, 2024



**CONVENTIONAL SYSTEM - 10 YEAR NON-CONSOLIDATED FINANCIAL & OPERATING STATISTICS (UNAUDITED)**

	<b>2024</b> <sup>11</sup>	<b>2023</b> <sup>11</sup>	<b>2022</b> <sup>11</sup>
<b>OPERATING STATISTICS (regular service inside City)</b>			
Revenue Passenger Trips (Millions)	419.9	396.3	318.8
Basic Adult Token/PRESTO Fare (at December 31) (\$)	3.30	3.30	3.20
Average Number of Employees (Conventional & Wheel-Trans)	15,939	15,772	14,917
Hourly Base Wage Rate & Benefits per Operator (\$)	62.11	61.67	60.31
Kilometres Operated (Millions)			
Bus	140.4	137.8	135.2
Subway Car	81.4	80.5	82.4
Streetcar	10.4	9.2	9.2
Scarborough RT	0	2	3.5
<b>Total Kilometres Operated</b>	<b>232.2</b>	<b>229.5</b>	<b>230.3</b>
<b>OPERATING REVENUE STATISTICS</b>			
Operating Revenue - including property rental, etc. (\$ Millions)	1164.8	1019.3	789.2
Operating Revenue per Passenger Trip (\$)	2.77	2.57	2.48
Operating Revenue per Kilometre (\$)	5.02	4.44	3.43
<b>OPERATING EXPENSE STATISTICS<sup>1</sup></b>			
Operating Expenses (\$ Millions)	2,370.0	2,182.2	2,090.2
Operating Expense per Passenger Trip (\$)	5.64	5.51	6.56
Operating Expense per Kilometre (\$)	10.21	9.51	9.08
<b>OPERATING SUBSIDY STATISTICS</b>			
Operating Subsidy (\$ Millions)	1,205.3 <sup>10</sup>	1,165.3 <sup>9</sup>	1,300.1 <sup>8</sup>
Operating Subsidy per Passenger Trip (\$)	2.87	2.94	4.08
Operating Subsidy per Kilometre (\$)	5.19	5.07	5.65
<b>REVENUE/COST RATIO</b>	<b>49.1%</b>	<b>46.7%</b>	<b>37.8%</b>
<b>PASSENGER VEHICLE FLEET</b>			
(Conventional & Wheel-Trans, owned and in service December 31)			
Buses	2,038	2,063	2,061
Subway Cars	848	848	848
Streetcars (CLRV & ALRV)	0	0	0
Streetcars (LFLRV)	233	206	204
Scarborough RT Cars	0	0	28
Wheel-Trans Buses	268	278	264
<b>Total Vehicle Fleet</b>	<b>3,387</b>	<b>3,395</b>	<b>3,405</b>

See accompanying notes for conventional system - 10 Year Non-Consolidated Financial & Operating Statistics (Unaudited)

<b>2021</b> <sup>11</sup>	<b>2020</b> <sup>11</sup>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
197.8	225.0	525.5	521.4	533.2	538.1	537.6
3.20	3.20	3.10	3.00	3.00	2.90	2.80
14,877	14,843	15,251	14,812	14,389	14,095	13,651
59.56	57.14	53.50	51.65	51.68	50.81	50.33
136.6	131.5	145.1	143.2	142.0	138.6	131.6
75.9	85.0	93.5	92.6	82.9	83.0	82.2
8.9	9.9	11.9	11.4	11.5	13.1	13.9
3.6	3.3	3.5	3.4	3.4	3.5	3.4
<b>225.0</b>	<b>229.7</b>	<b>254.0</b>	<b>250.6</b>	<b>239.8</b>	<b>238.2</b>	<b>231.1</b>
513.4	583.7	1,253.9	1,226.2	1,234.5	1,196.3	1,179.1
2.60	2.59	2.39	2.35	2.32	2.22	2.19
2.28	2.54	4.94	4.89	5.15	5.02	5.10
1,956.1	1,884.2	1,918.2	1,803.1	1,696.2	1,712.6	1,695.7
9.89	8.37	3.65	3.46	3.18	3.18	3.15
8.69	8.20	7.55	7.20	7.07	7.19	7.34
1,441.9 <sup>7</sup>	1,296.4 <sup>6</sup>	661.3 <sup>5</sup>	576.9 <sup>4</sup>	461.8 <sup>3</sup>	516.3 <sup>2</sup>	516.6 <sup>1</sup>
7.29	5.78	1.26	1.11	0.86	0.96	0.96
6.41	5.66	2.62	2.30	1.92	2.17	2.24
26.2%	31.0%	65.4%	68.0%	72.8%	69.9%	69.5%
2,071	2,114	2,096	2,010	1,920	1,926	1,861
848	848	848	848	848	840	796
0	0	0	128	184	219	235
204	204	198	117	57	30	13
28	28	28	28	28	28	28
250	256	266	263	212	199	205
<b>3,401</b>	<b>3,450</b>	<b>3,436</b>	<b>3,394</b>	<b>3,249</b>	<b>3,242</b>	<b>3,138</b>

## NOTES for CONVENTIONAL SYSTEM - 10 Year Non-Consolidated Financial & Operating Statistics (Unaudited)

1. In 2015, the total subsidy paid by the City was \$373.8 million, consisting of \$427.0 million for the operating subsidy, \$19.2 million for capital from current, \$3.6 million for the City special costs, less \$26.6 million long-term payable for accident claims and \$40.1 million long-term payable for employee benefits, less \$9.0 million draw from the TTC Stabilization Reserve Fund and \$0.3 million draw from the City Tax Rate Stabilization Reserve. The \$427.0 million for operating subsidy includes \$2.0 million in funding for the Wheel-Trans deficit. The City allocated \$91.6 million of Provincial subsidy to the operating budget.
2. In 2016, the total subsidy paid by the City was \$396.0 million, consisting of \$426.4 million for the operating subsidy, \$3.7 million for the City special costs, \$6.3 million long-term payable for accident claims and less a \$40.4 million long-term payable for employee benefits. The \$426.4 million for operating subsidy includes \$1.7 million in funding for the Wheel-Trans deficit. The City allocated \$91.6 million of Provincial subsidy to the operating budget.
3. In 2017, the total subsidy paid by the City was \$383.5 million, consisting of \$370.2 million for the operating subsidy, \$14.2 million for contributions to Long-Term Liability Reserve, \$4.7 million for the City special costs, \$34.8 million long-term payable for accident claims and less a \$40.4 million long-term payable for employee benefits. The City allocated \$91.6 million of Provincial subsidy to the operating budget.
4. In 2018, the total subsidy paid by the City was \$491.6 million, consisting of \$485.3 million for the operating subsidy, \$6.9 million contribution to the TTC Stabilization Reserve, \$12.4 million for contributions to Long-Term Liability Reserve, \$5.1 million for the City special costs, and an \$11.8 million reduction in the long-term payable for accident claims and less a \$29.9 million increase in the long-term payable for employee benefits. The City allocated \$91.6 million of Provincial subsidy to the operating budget.
5. In 2019, the calculated subsidy of \$664.3 million is reduced to \$661.3 million in the 10 Year Non-consolidated Financial Statistics to reflect expenses funded by liquidated damages. This amount is further reduced by \$91.6 million to reflect the provincial subsidy allocated to the operating budget to total of \$569.7 million.

The total conventional system funding provided by the City was \$529.6 million, consisting of \$569.7 million for the operating subsidy, \$3.5 million for the City special costs, \$3.7 million long-term payable for accident claims, less a \$7.0 million draw from the TTC Stabilization Reserve, less a \$15.7 million draw from Long-Term Liability Reserve and less \$24.6 million increase in long-term payable for employee benefits.

6. In 2020, the calculated subsidy of \$1,300.5 million is reduced to \$1,296.4 million in the 10 Year Non-consolidated Financial Statistics to reflect expenses funded by liquidated damages. Of this amount, \$91.6 million was sourced from Provincial Gas Tax and \$590.2 million from the Safe Restart Agreement to arrive at total conventional system City funding of \$614.6 million.

City Funding paid of \$578.8 million is comprised of \$614.6 million for the operating subsidy, plus \$3.1 million for the City special costs, less \$5.7 million long-term payable for accident claims and \$33.2 million long-term payable for employee benefits.

7. In 2021, the calculated subsidy of \$1,442.7 million is reduced to \$1,441.9 million in the 10 Year Non-consolidated Financial Statistics to reflect expenses funded by liquidated damages. Of this amount, \$91.6 million was sourced from Provincial Gas Tax and \$796.4 million from the Safe Restart Agreement to arrive at total conventional system City funding of \$553.9 million.

City Funding paid of \$600.7 million is comprised of \$553.9 million for the operating subsidy, plus \$0.1 million for the City special costs, plus \$7.3 million long-term payable for accident claims, less \$38.8 million long-term payable for employee benefits, plus a \$75.1 million contribution to the TTC's Stabilization reserve and a \$3.1 million contribution to the long term liability reserve.

8. In 2022, the calculated subsidy of \$1,301.0 million is reduced to \$1,300.1 million in the 10 Year Non-consolidated Financial Statistics to reflect expenses funded by liquidated damages. Of this amount, \$91.6 million was sourced from Provincial Gas Tax and \$452.2 million from the Safe Restart Agreement to arrive at total conventional system City funding of \$665.0 million plus an additional \$91.3 million of relief funding for COVID.

City Funding paid of \$642.0 million is comprised of \$665.0 million for the operating subsidy, plus \$4.5 million for the City special costs, plus \$0.3 million long-term payable for accident claims, less \$35.1 million long-term payable for employee benefits, plus a \$7.3 million contribution to the long term liability reserve.

9. In 2023, the calculated subsidy of \$1,162.9 million is increased to \$1,165.3 million in the 10 Year Non-consolidated Financial Statistics to include \$2.4 million in funding for the Wheel-Trans deficit. Of this amount, \$91.6 million was sourced from Provincial Gas Tax to arrive at total conventional system City funding of \$718.4 million plus an additional \$352.9 million of relief funding for COVID.

City Funding paid of \$704.4 million is comprised of \$718.4 million for the operating subsidy, plus \$4.4 million for the City special costs, less \$2.9 million long-term payable for accident claims, less \$18.3 million long-term payable for employee benefits, plus a \$3.6 million contribution to the long term liability reserve, less \$0.8 million draw from City development application review reserve.

10. In 2024, the calculated subsidy of \$1,208.3 million is reduced to \$1,205.3 million in the 10 Year Non-consolidated Financial Statistics to reflect expenses funded by liquidated damages. Of this amount, \$91.6 million was sourced from Provincial Gas Tax to arrive at total conventional system City funding of \$1,105.6 million plus an additional \$8.0 million of new deal funding for Line 5 and Line 6.

City Funding paid of \$995.2 million is comprised of \$1,105.6 million for the operating subsidy, less \$1.3 million for the City special costs, plus \$5.6 million long-term payable for accident claims, less \$13.3 million long-term payable for employee benefits, less \$0.6 million drawn from the long term liability reserve, less \$100.0 million drawn from new deal subway / transit safety reserve, less \$0.8 million drawn from City development application review reserve.

11. 2024, 2023, 2022 and 2021 Statistics have limited comparability to other years due to the impact of the COVID-19 pandemic.

# Management Directory

## May 2025



### Executive Team

**Greg Percy**

Chief Executive Officer (Interim)

**Bruce Macgregor**

Deputy Chief Executive Officer

**Michael Atlas**

General Counsel

**Josh Colle**

Chief Strategy and Customer Experience Officer

**Stephanie Davies**

Chief Capital Officer

**Betty Hasserjian**

Chief Safety Officer

**Fortunato Monaco**

Chief Operations and Infrastructure Officer

**Natalie Poole-Moffatt**

Chief Corporate Affairs Officer

**Shakira Naraine**

Chief People and Culture Officer

**Rich Wong**

Chief Transportation and Vehicles Officer

### Senior Management and Department Heads

**Marjorie Andrade**

Head, Light Rail Transit Operations (Acting)

**Nasir Bhatti**

Head, Operations Financial Control (Acting)

**Bryan Callaghan**

Head, Track and Structure

**Claudio Caschera**

Head, Subway Transportation

**Bem Case**

Executive Director, Innovation and Sustainability Programs

**Viraj Chandrakanthan**

Head, Audit, Risk and Compliance

**Yeeman Chen**

Head, Farecard Team (Acting)

**Eric Chu**

Head, Project Development and Planning

**Steve Cuschieri**

Head, Streetcar Maintenance

**Mark Del Vecchio**

Head, Financial Planning and Analysis

**John Dimovski**

Chief Project Manager, Project Delivery

**Vlado Dimovski**

Head, Construction Management

**Steven Gehring**

Senior Manager, Operational Safety and Planning

**Adrian Grundy**

Head, Corporate Communications (Acting)

**Nicole Ehlers**

Head, Special Constable Service

**Angela Gibson**

Executive Director, Transit Enforcement and Fare Collection

**Laura Gould**

Head, Commercial Management

**Yan He**

Chief Project Manager, Expansion and ATC

**Matt Hopkins**

Executive Director, People

**Peter Hrovat**

Head, Streetcar Infrastructure

**Mohamed Ismail**

Head, Sustainable Innovation

**Michelle Jones**

Head, Sustainable Innovation

**Ernesto Llorens**

Head, Project Management Office

**Laurence Lui**

Head, Service Planning and Scheduling

**Deborah Lyon**

Head, Streetcar Transportation

**Scott MacGillivray**

Head, Bus Maintenance and Shops (Acting)

**Sal Maltese**

Head, Operations Training Centre

**Tharshini Markandaier**

Head, Procurement and Category Management

**Gord McKee**

Head, Signals/Electrical/Communications

**David Metcalfe**

Head, Business Management and Performance

**Mark Mis**

Head, Strategy and Foresight

**Ismail Mohamed**

Head, Vehicle Programs

**John Montagnese**

Executive Director, Finance

**Harpreet Nagi**

Head, Rail Cars and Shops

**David Nagler**

Head, Community and Stakeholder Relations

**Michael Nieznalsk**

Director, Capital Projects Safety and Security

**Haroon Nuri**

Head, Plant Maintenance

**Nancy Ortenburg**

Head, Marketing and Customer Experience



**Roy Park**

Head, Renewable Energy  
Programs

**Cameron Penman**

Head, Wheel-Trans

**Mike Puplett**

Head, Transit Control

**Wendy Reuter**

Head, Research and Analytics

**Jamal Richardson**

Head, Stations

**Rob Rush**

Head, Materials Management

**Chris Salvador**

Head, Revenue Operations

**Chris Sawicki**

Chief Project Manager, Major  
Projects

**Selak Seraj**

Head, Engineering

**Dhaksayan Shanmuganayagam**

Chief Information Officer,  
Information Technology Services

**Salim Sidawi**

Head, Enterprise Asset  
Management Program Delivery

**Anja Schiralli**

Head, Employee Services and  
Systems

**Robert Smith**

Head, Bus Transportation

**Michael Stevenson**

Head, Property, Planning and  
Development

**Visha Sukdeo**

Associate General Counsel

**Winslow Taylor**

Head, Human Rights and  
Investigations

**Tamu Thomas**

Executive Director, Transportation

**Karen Thorburn**

Executive Director, Corporate  
Initiatives

**Chad Townsend**

Litigation Counsel, Legal

**Andrea Valente**

Head, Revenue Protection



TTC Nova Bus driving through an intersection at night.



