



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

Date: July 17, 2025

To: TTC Board

From: Executive Director, Corporate Initiatives

Summary

This report provides a mid-year update on the [TTC's Corporate Plan, Moving Toronto, Connecting Communities 2024 – 2028](#). The report highlights key 2025 accomplishments to date, forecasted activities for the remainder of the year and a look-ahead to 2026. Additionally, the report identifies key risks and issues, updated from the January 2025 Progress Report. Progress against commitments in the Corporate Plan will help inform the TTC's 2026 Budget process. The TTC will continue to report regularly to the Board, with the next update report forecasted for year-end 2025.

Recommendations

It is recommended that the TTC Board:

1. Receive this report for information.

Financial Summary

There is no direct financial impact from the approval of the recommendation in this report. The initiatives in the Corporate Plan will continue to guide priorities and investments recommended in the TTC's 2026 Operating and Capital Budget. The Corporate Plan will be used to evaluate business cases to ensure that new incremental funding requests support the achievement of the priority actions identified in the plan. Any future implementation costs will be considered through the annual budget process.

The Executive Director Finance has reviewed this report and agrees with the financial impact information.

Equity/Accessibility Matters

The TTC continually strives to reflect and serve the broad diversity of Toronto. This is demonstrated by the TTC's commitment to strengthen equity, diversity, inclusion, and

accessibility across the organization. The Corporate Plan guides this commitment and is demonstrated by the actions set forth in [the 5-Year Accessibility Plan](#), the [Anti-Racism Strategy](#) and the [5-Year Service and Customer Experience Action Plan](#). Additionally, the TTC is advancing learning through Upskill's Inclusive Leadership Program, fostering inclusion and enhancing decision-making.

Decision History

May 16, 2024 – TTC Corporate Plan 2024-2028 & Beyond: Moving Toronto, Connecting Communities

The report introduced the Corporate Plan as the strategic plan for the TTC. The Board received and approved the Plan and directed staff to report with progress updates on implementation, and alignment to annual operating and capital budgets and plans.

Report: [TTC Corporate Plan 2024-2028 & Beyond: Moving Toronto, Connecting Communities](#). Decision: [TTC Board Decision](#)

January 27, 2025 – TTC Corporate Plan 2024 – 2028: Progress Update

The report introduced the TTC's first progress update on the Corporate Plan.

Report: [TTC Corporate Plan 2024 – 2028: Progress Update](#)
Decision: [Agenda Item History - 2025.TTC1.5](#)

Issue Background

The TTC's Corporate Plan, *Moving Toronto, Connecting Communities 2024 – 2028*, introduced five strategic directions, each with objectives and priority actions. The priority actions within the Corporate Plan are aligned with Board Direction and the TTC's multi-year budgeting process.

Comments

2025 Progress Update and End-of-Year/2026 Look Ahead

Attachment 1 provides the mid-year update to the TTC's five-year Corporate Plan. The report summarizes key accomplishments achieved to date in 2025, forecasts year-end 2025 and 2026 activities, and identifies and updates key risks.

Implementation

Since the Corporate Plan was approved in May 2024, the TTC has focused on developing internal tools and capacity to support its implementation, which include:

Governance

To advance the Corporate Plan, the TTC restructured its internal governance framework to align with the strategic directions. By updating the governance model, the TTC aims

to further enable cross-departmental consultation, information sharing, transparency and streamline decision-making processes.

Communications

The TTC remains committed to enhancing employee engagement and experience. In Q1 2025, the TTC engaged more than 1,100 unionized and non-unionized employees through in-person sessions to share progress against the Corporate Plan. To further support awareness and understanding, a Corporate Plan E-Learning module will be launched over the summer. There will also be further engagement and communications on the Corporate Plan through the fall, demonstrating progress to-date.

Performance Reporting

The TTC is maturing its approach to performance measurement and monitoring of outcomes, leveraging existing tools and data to develop a more robust corporate balanced scorecard aligned to the Corporate Plan. The TTC's Research and Analytics, and Business Performance teams are supporting this effort. The establishment of target measures will continue in areas where they do not currently exist and will also be included in future reporting. Strategic level results of this work will be integrated into future reporting to Board.

Next Steps

The TTC will undertake an end-of-year report-back to provide an update on progress of 2025 actions and will present a more detailed 2026 future-year outlook, aligned with the prospective 2026 budget.

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Signature

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Attachments

Attachment 1: TTC Corporate Plan Mid-Year 2025 Progress Update