



## For Action with Confidential Attachment

# Asset Management - International Association of Public Transport (UITP) Peer Review

**Date:** September 22, 2025  
**To:** Audit and Risk Management Committee  
**From:** Deputy CEO

### **Reason for Confidential Information**

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This report contains information related to the security of the property of the municipality or local board.

### **Recommendations**

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It is recommended that the Audit and Risk Management Committee:

1. Receive the International Association of Public Transport (UITP) Peer Review report and direct staff to evaluate the feasibility, cost, timing, and alignment of its recommendations with TTC's mission and vision.
2. Direct staff to incorporate the recommendations deemed to be a strong strategic fit into the TTC Asset Management Maturity Roadmap.
3. Authorize that the information in Attachment 2 remain confidential as it contains information related to the security of the property of the TTC.

### **Summary**

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The TTC is an asset-intensive organization committed to advancing its asset management through a comprehensive, multi-year improvement program. A key element of this program is engaging industry subject matter experts and peer organizations to ensure alignment with best practices.

In keeping with this approach, the Audit & Risk Management Committee endorsed a International Association of Public Transport (UITP) led peer review of TTC's Subway and Streetcar assets and maintenance programs at its meeting on September 11, 2024.

UITP has completed the review and has provided TTC with its findings. Attached to this report are the peer review key findings.

## **Background and Analysis**

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### **TTC Asset Management Program and Alignment with UITP Peer Review**

As previously reported, TTC is progressing through an accelerated, multi-year program to enhance its asset management capabilities. This program seeks to leverage technology, improve business processes, and enhance data quality to effectively maintain TTC assets in a state of good repair. TTC's multi-year Asset Management Maturity Program aligns with industry best practice as defined by the ISO 55000 suite of asset management standards. As such, current EAM Program accomplishments as well as future programmed enhancements do support many of the recommendations of the UITP peer review.

### **Asset Management Planning**

A core mandate of the Asset Management Program is to fulfill the Asset Management Planning requirements under the Ontario Regulation 588/17. To achieve compliance, TTC is enhancing methodologies such as the Level of Service framework and enterprise decision-making framework. These improvements directly address many of the UITP's recommendations.

### **Asset Class Strategies**

The development of detailed Asset Class Strategies is a foundational element of the EAM Program. These strategies define long-term management approaches, specific asset requirements and service delivery objectives for each of TTC's 15 asset classes.

To ensure a holistic and integrated approach, the EAM team collaborates with stakeholders across the commission. Each strategy includes practises and metrics to optimize asset performance and align with service objectives, addressing many of UITP's recommendations.

### **Maximo EAM System Implementation Program**

A major initiative within the EAM Program is the upgrade and enhancement of IBM's Maximo Application Suite or MAS. This system will serve as the single source of truth for asset maintenance and performance data across all transit assets. The MAS implementation will enable end-to-end asset lifecycle management and is a key enabler for addressing UITP's recommendations.

### **Diversity, Equity and Inclusion Matters**

The EAM Program ensures that TTC assets meet performance requirements outlined in corporate policies and plans, including accessibility objectives. These objectives are informed by customer needs and the Advisory Committee on Accessible Transit (ACAT).

Equity considerations are being embedded into asset management processes to ensure TTC assets support safe, reliable, and inclusive transit service to TTC's diverse communities.

## **Innovation and Sustainability Considerations**

Environmental Sustainability is a guiding principle of TTC's 2024-2028 Corporate Plan. TTC is committed to reducing its environmental impact by adopting leading sustainability practices and integrating climate action into its culture, assets, and operations.

The EAM Program supports this commitment by ensuring transit operations as well as planned asset management practices are resilient and aligned with sustainability goals.

**Corporate Plan Alignment**

Advancing TTC's asset management maturity in accordance with many of the UITPs recommendations supports the five strategic directions outlined in the Corporate Plan. This alignment strengthens TTC's ability to move Toronto, connect communities, and maximize the benefits of public transit investment.

## **Financial Impact**

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Funds to implement the TTC's Enterprise Asset Management Program are included in the TTC's 2025-2034 Capital Budget and Plan under Program 3.9 – Enterprise Asset Management, State of Good Repair, which was approved by the TTC Board at its meeting on January 10, 2025, and by City Council on February 11, 2025. The total project cost for the Enterprise Asset Management Program is approximately \$62.1 million, comprising of costs to the end of 2024 of \$8.1 million and approved funding in the 2025-2034 Capital Budget and Plan of \$54 million.

In addition, the TTC is upgrading its Information Technology systems to implement Maximo to enable asset management planning and end-to-end asset life cycle management processes. Funds for the Maximo scope of work are also included in the TTC's Council-approved 2025-2034 Capital Budget and Plan under Program 7.19 – Enterprise Asset Management (EAM) System, State of Good Repair.

The total project cost for the Enterprise Asset Management (IT) system is approximately \$35.5 million, comprising of costs to the end of 2024 of \$14.9 million, approved funding in the 2025-2034 Capital Budget and Plan of \$15.0 million, and \$5.6 million in unfunded requirements. Combined, there is \$69 million in approved funding in the TTC's approved 2025-2034 Capital Budget and Plan in support of this work, as summarized in the table below:

<b>Project (\$'000's)</b>	<b>2025 Budget</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030-2034</b>	<b>10-Year Total</b>
Enterprise Asset Management	8,692	7,391	7,402	4,000	4,000	22,500	53,985
Maximo	7,820	4,467	2,740				15,026
<b>Total</b>	<b>16,512</b>	<b>11,858</b>	<b>10,142</b>	<b>4,000</b>	<b>4,000</b>	<b>22,500</b>	<b>69,011</b>

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

## **Contact**

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## **Attachments**

Attachment 1 – UITP Peer Review Findings and Recommendations  
Attachment 2 – Confidential Information