



**For Action  
with Confidential Attachment**

## **Asset Management – International Association of Public Transport (UITP) Peer Review – Management Response Update**

**Date:** March 11, 2026  
**To:** Audit & Risk Management Committee  
**From:** Interim Chief Operating Officer

### **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 & Risk Management Committee:

1. Authorize that the information in Confidential Attachment 1 remain confidential as it contains information about the security of the property of the TTC.

### **Summary**

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In September 2025, the International Association of Public Transport (UITP) delivered its peer review of the TTC's streetcar and subway assets and maintenance programs. The review resulted in 32 recommendations aimed at improving asset management, maintenance performance, and customer service reliability. Of the 32 recommendations, the TTC accepted 20, reserved 10 for further assessment, and considered two to require no further action. This report:

- Provides progress updates on the 30 outstanding UITP recommendations;
- Identifies those recommendations that are considered High Priority by the TTC because they have the potential to significantly impact safety or service, require additional funding, or depend on partnering with the City of Toronto;
- Includes timelines for management actions; and
- Identifies whether additional resourcing over and above approved budgets is required.

### **Background and Analysis**

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At its September 11, 2024 meeting, the ARMC authorized UITP to carry out a peer review on TTC Subway and Streetcar assets and maintenance programs. The UITP peer review team [presented their findings](#) to the ARMC at its September 22, 2025

meeting. At its November 3, 2025 meeting, the TTC Board considered the [Asset Management – International Association of Public Transport \(UITP\) Peer Review – Management Response](#) report and released the findings, and management responses, with security-related information redacted.

Since the last report, progress has been made across all 30 remaining UITP recommendations, details of which are outlined in the attachments to this report. The below table summarizes the status of the recommendations at the time of reporting:

	Accepted and in progress	Pending further assessment/ resourcing	No further action required	Total
November 3, 2025	20	10	2	32
March 11, 2026	20	6	6	32

**Progress Since Last Report**

Since November 2025, Management has:

- Advanced three recommendations that were previously ‘pending further assessment/resourcing’ to ‘accepted and in progress’ with defined action plans. Details are provided in Attachment 1.
- Closed three ‘accepted and in progress’ and one ‘pending further assessment/resourcing’ recommendations where actions have been completed or no further action is required. Supporting rationale is provided in Attachment 3.

Of the 20 accepted and in progress recommendations, 17 can be actioned within approved budgets. Additional labour and non-labour funding was approved for one through the 2026 budget process, non-labour funding will be sought through the regular 2027 budget process for another, and one requires assessment to determine the budget impact.

**Timelines**

The majority of recommendations will be actioned by the end of 2026, with longer timelines reflecting initiatives that require cross-organizational co-ordination, capital planning alignment and/or approval at a designated Board meeting.

	2026 Q1	2026 Q2	2026 Q3	2026 Q4	2027 Q1	2027 Q2	2027 Q3	2027 Q4
Accepted and in progress	1	3	5	6	3	1	-	1
Pending further assessment /resources		3	2	-	1	-	-	-

Detailed progress updates of all management responses are provided in the Attachments to this report.

**High Priority Recommendations**

The TTC has determined that there are four high priority recommendations in the UITP report as detailed below. Recommendations were prioritized based on their potential impact on:

- Safety risk (workers and customers).
- Service reliability and customer experience.
- External dependencies (e.g. City co-ordination).
- Resource requirements beyond approved budgets.

7.1.1 Road Traffic Congestion – Congestion on city roads has a direct impact on Streetcar service reliability, speed, and customer experience. Streetcars are significantly impacted by street parking and competing road users resulting in slower operating speed, bunching, gapping, and reduced schedule adherence.

7.6.5 Operational Speed of Streetcars – Streetcar speed and journey time has a direct impact on customer experience and reduced speeds has negatively impacted public perception of the quality and reliability of streetcar service.

The above recommendations are also dependent on working closely with the City in support of its congestion management efforts through Transit Signal Priority (TSP) expansion, leveraging opportunities to restrict on-street parking and other related initiatives. Additional capital labour resources and operating non-labour resources were approved in the 2026 budget submission to support TSP under 7.1.1. The need for further resources to support additional initiatives under 7.6.5 will be assessed after the next Board and City Council update.

7.2.7 Streetcar Overhead Linesperson (OHL) Maintenance – There are safety risks to workers associated with performing maintenance under energized conditions. While the TTC takes every reasonable precaution to protect the safety of its workers, it will

conduct a cost benefit analysis to determine the feasibility of performing work under de-energized conditions.

7.6.4 Streetcar Turnouts – Installation of double point switches has the potential to improve journey time and worker safety. The TTC is committed to fully assessing the safety, service, and operational implications of double point switches. Turnout modernization enhancements associated with double point switches will require inclusion in the Capital Plan if the TTC’s assessment concludes that the benefits of the initiative outweigh the costs and the recommendation is accepted.

Based on the above, these recommendations were prioritized to recognize their significance and ability to potentially lead to long-term system, safety, and service improvements as summarized in the table below:

**High-Priority UITP Recommendations – At a Glance**

<b>Recommendation</b>	<b>Why It Matters</b>	<b>Timeline</b>	<b>Resourcing</b>
7.1.1 Road Traffic Congestion	Major driver of streetcar service reliability and customer experience; city-dependent	Ongoing; City update expected Q2 2026	Additional capital labour resources and operating non-labour resources were approved in the 2026 budget submission.
7.6.5 Operational Speed of Streetcars	Slow streetcar speeds negatively impact customer experience and public confidence	Report on multiple initiatives to City Council and TTC Board Q1 2026	To be confirmed (post-Q1 report follow-up)
7.2.7 Streetcar OHL Maintenance	Worker safety risk associated with maintenance under energized conditions	Feasibility assessment by Q2 2026	To be identified upon completion of the feasibility study (Q2 2026)
7.6.4 Streetcar Turnouts	Potential for improved safety and reduced journey time through automated/double-switch turnouts	Feasibility assessment by Q3 2026	If accepted will require capital funding and inclusion in Capital Plan

Management actions outlined in the attachments to this report are being advanced in parallel with, and are aligned to, relevant TTC Board motions that relate to UITP recommendations. Where UITP recommendations require co-ordination with the City of Toronto, Management continues to advance TTC-led actions concurrently while supporting City-led initiatives and reporting back to the TTC Board and the ARMC as direction and implementation evolve.

Over the coming years, the TTC will continue to advance its asset management capabilities and maturity through the implementation of management action plans and continuous improvement practices in response to UITP’s recommendations. In alignment with its mandate for governance, compliance, and oversight over asset performance, Enterprise Asset Management (EAM) will continue to report progress on these improvements to the ARMC.

**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 the TTC’s diverse communities.

**Innovation and Sustainability Considerations**

Environmental sustainability is a guiding principle of the TTC’s 2024-2028 Corporate Plan. The 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 are resilient and aligned with sustainability goals.

**Corporate Plan Alignment**

Advancing the TTC’s asset management maturity in accordance with UITP recommendations supports the five strategic directions outlined in the Corporate Plan. Therefore, all accepted recommendations have been identified to align with the TTC’s Corporate Plan. This alignment strengthens the 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 EAM Program and the Maintenance Management System (MMS) rollout are included in the TTC’s 2026-2035 Capital Budget and Plan, which was approved by the TTC Board at its meeting on January 7, 2026, and by City Council on February 10, 2025. The total project cost for each program is detailed in the table below:

Program Name	2024 LTD and 2025 Projection	2026 Budget	2027	2028	2029	2030	2031-2035	10-Year Total	Total Project Cost
EAM	13,797	9,028	6,683	2,280	1,844	1,844	7,374	29,053	42,850
MMS	21,996	12,138	6,820	6,918	1,290	-	-	27,166	49,162

\* All figures shown in thousands of dollars (000s)

No additional funding is requested through this report. Any additional resourcing required to fulfill UITP recommendations have been and will continue to be sought through the regular budget process.

The Interim Chief Financial Officer has reviewed this report and agrees with the financial impact information.

## Contact

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## Attachments

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Attachment 1 – UITP Management Responses – Accepted and in progress  
Attachment 2 – UITP Management Responses – Pending further assessment and potential resourcing  
Attachment 3 – UITP Management Responses – No further action required  
Confidential Attachment 1 – UITP Management Responses – Pending further assessment and potential resourcing