



Update on City of Toronto-Toronto Transit Commission Relationship Framework

Date: July 22, 2026
To: TTC Board
From: Executive Director, Corporate Initiatives

Recommendations

It is recommended that the TTC Board:

1. Receive this report for information.

Summary

The TTC Board ([TTC12.1](#)) and City Council ([CC38.1](#)) have directed staff to explore opportunities to strengthen the accountable and transparent relationship between the City and TTC. The purpose of this report is to provide the TTC Board with a plan to develop a comprehensive relationship framework that complements the [City of Toronto Act](#), [Toronto Municipal Code, Ch. 279, Toronto Transit Commission](#) and [Financial Control By-law](#).

As an agency of the City, TTC has a long history of working with the City to serve the needs of public transit riders by providing safe, reliable, and accessible transit service. Through ongoing collaboration, both organizations have established strong working relationships that help achieve TTC's vision and mission, and the City's social, economic, and environmental policy objectives. Similar to other City agency relationship frameworks, the objective is to formalize in one comprehensive document the City-TTC relationship and provide the basis to strengthen existing cross-functional collaboration. The TTC is working with the City Manager's Office to develop the relationship framework for Board and Council consideration in 2027.

Background and Analysis

City-TTC Relationship Framework

The proposed framework will clearly describe TTC's governance model, decision-making authorities, and accountability and reporting requirements. It is not intended to introduce new partnerships or working models between the City and TTC (unless necessary) but rather strengthen existing cross-functional collaboration and areas of interface. These areas include, but are not limited to, transportation planning and service planning, capital coordination, environmental sustainability, community safety and well-being, financial stewardship, and accountability and oversight.

A formalized relationship framework will benefit and support the City and TTC in numerous ways, including:

- Recognizing the TTC's authority and autonomy in accordance with the *City of Toronto Act, 2006* and other applicable law.
- Advancing TTC's mission to serve the needs of transit riders by providing a safe, reliable, efficient and accessible mass public transit service in the context of City objectives and priorities.
- Establishing conditions to promote an effective and collaborative relationship between the City and TTC.
- Clarifying the level of support and accountability provided by the City to the TTC and identify the responsibilities and obligations of the TTC to the City.
- Consolidating key governance and legislative information to clearly outline governance, audit, and accountability structure.
- Clarifying the application of relevant legislation, the Toronto Municipal Code, and Council and Board Directives.

Areas of Interface

The formalized relationship framework will reflect the existing areas of interface between the City and TTC in delivery of service. Areas of interface include but are not limited to:

- Aligning Long-Term Financial Planning to ensure operating and capital budget pressures are considered.
- Development of annual capital and operating budgets in adherence with the City's existing budget process per [2010.EX46.24](#), which established a strong foundation for financial governance and stewardship (i.e., financial stewardship, City subsidy requirements, key performance indicators and service levels).
- Aligning and coordinating City and TTC intergovernmental priorities and activities to strengthen provincial and federal relationships.
- Developing and implementing responses to community safety, security and well-being on transit and respective roles of City partners. (e.g. multidisciplinary safety approach with the City).
- Enhancing transportation planning and alignment with various City and TTC initiatives to improve transit service reliability and ridership growth. This includes the City's Official Plan, City's RapidTO Surface Transit Network Plan, Congestion Management Plan, TTC's Ridership Growth Strategy and 5-Year Service and Customer Experience Action Plan.
- Strengthening capital coordination and planning efforts with the City and other partners and stakeholders to advance capital work and minimize the disruptive impacts of construction.
- Realizing the benefits of climate resilience and sustainability through the transition to Zero-Emission fleets in alignment with the City's TransformTO Climate Action Plan and the TTC's Innovation and Sustainability Strategy.

Draft Framework Outline

Based on existing relationship frameworks that are in place between the City and other City agencies, the final framework may include:

- Definitions
- Background
- City Council Authority
- TTC Board Structure and Authority and Responsibilities
- TTC Authority and Responsibilities
- Role of City Council, City Staff and City Liaisons
- Accountability Officers
- City Policies, By-Laws and Legislation
- Accountability and Reporting Requirements
- Service Planning and Performance
- Communications And Public Representation
- Amending the Relationship Agreement
- Conflicting Provisions

A section of the relationship framework will clarify accountabilities with respect to transportation planning, transit service plan development and performance. Under this section, the TTC will highlight the process for development of Annual and Multi-Year service plans, and criteria for measuring service performance. This will provide the process for reporting on service achieved based on financial subsidy provided to the TTC by the City and/or government partners. Key documents that will inform this section include the TTC's 5-Year Service Plan, Annual Service Plan, and Service Standard and Decision Rules for Planning Transit Service.

Next Steps

The City Manager's Office (CMO) was consulted on this report. TTC will work with the CMO to initiate conversations with City Divisions to develop the relationship framework. Once finalized, staff will report back to the Board for consideration and endorsement, and then to City Council for approval before it comes into effect.

The delivery of an integrated, efficient and sustainable public transit system that meets the needs of Torontonians depends on ongoing collaboration with the City. The City and TTC are both committed to fostering a strong and productive relationship to advance shared priorities and ensure that work is conducted in an effective, efficient and transparent manner.

Financial Impact

The report recommendations have no direct financial impacts.

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

Contact

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Attachments

Attachment 1 – Decision History
Attachment 2 – City-TTC Relationship

Decision History

On January 7, 2026, the TTC Board adopted a motion from Chair Jamaal Myers for TTC CEO and City Manager to explore in advance of the 2027 budget opportunities to strengthen the accountable and transparent relationship between the TTC and the City of Toronto, including consideration of mechanisms to formalize agreements between both entities on key performance indicators, verification/auditing, service levels, safety and customer experience.

[TTC12.1 – Recommended 2026 TTC Conventional and Wheel-Trans Operating Budgets](#)

On February 10, 2026, City Council also adopted this motion, directing the City Manager to work with TTC CEO to explore opportunities to strengthen the accountable and transparent relationship between the City of Toronto and the Toronto Transit Commission, including consideration of mechanisms to formalize agreements between both entities on key performance indicators, verification/auditing, service levels, safety and customer experience.

[CC38.1 – Budget Implementation Including Property Tax Rates, User Fees and Related Matters](#)

City-TTC Relationship

CTTEC*

Level	Areas of Interface (Scope)	TTC Lead	City Lead
Corporate/Strategic	- Policy Direction & Strategy - City-TTC Agency Governance - Intergovernmental Relations - Issues Resolution	Chief Executive Officer (CEO) Office	City Manager's Office (CMO)
Department/Division	Community Safety and Well-being	- Safety & Environment, Chief Safety Officer - Transit Enforcement & Fare Collection, Chief Operating Officer	- Toronto Shelter & Support Services Division, Community & Emergency Services - Social Development, Community Development & Social Services
	Capital Coordination	- Engineering, Construction & Expansion, Chief Infrastructure Officer - Closures & Diversions, Chief Vehicles Officer	- Engineering & Construction Services Division, Infrastructure Services - Strategic Capital Coordination Office, Infrastructure Services
	Environmental Sustainability	Innovation & Sustainability, Chief Strategy & Customer Office	Environment, Climate & Forestry Division, Corporate Services
	Transportation Planning	Transportation Planning & Engineering, Chief Strategy & Customer Office	- City Planning Division, Development & Growth Services - Transportation Services - Transit Expansion Office
Accountability	- Financial Accountability - Budget Process - Audit Oversight - Financial Control By-laws	- Independent Auditors (e.g., KPMG etc.) - Audit, Finance and Risk Management Committee - Chief Financial Officer Office	- Auditor General - Ombudsman - Integrity Commissioner - Chief Financial Officer & Treasurer Office

This chart outlines existing working relationships between the City and TTC.

- 1) **Corporate/Strategic:** The City Manager and CEO are the most senior officials in the City and TTC's corporate structure. They are accountable to City Council and TTC Board for the scope delivered by their respective departments/divisions.
- 2) **Department/Division:** Accountable to the City Manager and CEO and are responsible for the programs and services that fall under their respective departments. They are also responsible for fulfilling City Council and Board Directives.
- 3) **Accountability:** Responsible for audit oversight and financial accountability. The City and TTC both have multiple levels of accountability that they must fulfill to remain transparent to the public, especially when it comes to financial stewardship.

*City of Toronto-Toronto Transit Commission Executive Committee (CTTEC) - executive leadership forum between City and TTC officials.