

Our Vision — A transit system that makes Toronto proud



# Table of Contents

- Forward from the CEO . . . . . 1**
- Section 1: Background . . . . . 2**
  - Our Vision . . . . . 4
  - Our Mission. . . . . 6
  - Our Core Value . . . . . 8
  - Our Timelines . . . . . 11
- Section 2: Organization . . . . . 14**
- Section 3: The Corporate Plan . . . . . 18**
  - Strategic Objectives . . . . . 19**
    - Safety . . . . . 20
    - Customer . . . . . 22
    - People. . . . . 26
    - Assets . . . . . 28
    - Growth . . . . . 30
    - Financial Sustainability. . . . . 32
    - Reputation . . . . . 34

- Section 4: Summary and next steps. . . . . 35**
- Section 5: Appendices . . . . . 37**
  - Appendix 1: Achievements to date
  - Appendix 2: Key Facts and Figures
  - Appendix 3: Our Principles
  - Appendix 4: Corporate Plan – Core Strategies/  
The Journey – A transit system  
that makes Toronto proud

## Forward from the Chief Executive Officer



**At the TTC we have a vision – a transit system that makes Toronto proud.**

To achieve our vision, we have to improve all aspects of TTC services. And for that we need a plan that maps out a comprehensive overhaul of our operation, within a realistic time frame.

This is that plan. Over a five-year period from 2013-2017, we will renew our culture, our equipment and our processes. In the end, we will have succeeded when our customers, our staff and TTC stakeholders say that their pride in the TTC has been restored.

This plan forms the basis for all business activity at the TTC. It will inform investment decisions, business planning and performance management. The seven strategic objectives and core strategies described in this document will transform the TTC, our performance and our reputation.

Critically, this plan will allow my team and I to prioritize resources to meet the challenges. There is a huge amount of work to be done and this plan serves as a reference guide to resist scope creep. Put another way, if a proposed additional piece of work does not contribute to one of the seven strategic objectives, it will be considered a low priority.

Building on the work that has already been done by my predecessors, I want to see an overhaul of TTC equipment, processes and culture. Renewal of our fleet, important though that is, is only part of the challenge. For us to achieve success, customers must notice the difference in the quality and consistency of our service. Only then will our reputation be transformed in the eyes of our customers, stakeholders and peers.

In 2012, we took steps to help lay the foundation for achieving this Corporate Plan. We have set in place a performance management framework built around 25 key performance indicators. We have

reorganized the company to put the customer at the centre of everything we do and to create centres of excellence for back- and front-of-house activity. And we have taken steps to make our organization and our actions more transparent and accountable to customers and taxpayers.

A huge amount remains to be done, however, if we are to change the culture of the TTC and create a modernized, fit-for-purpose transit system capable of meeting the ever-increasing demands placed upon it by an ever-growing population. Staff involvement in and understanding of the plan is essential, something we aim to achieve via a series of roadshows mid-2013.

Funding remains a challenge. I will continue to press for long-term, sustained funding that will enable us to plan with confidence and secure more efficient contracts with suppliers. In parallel, I will try to influence City policy, to allow us to progressively reinvest savings into further improvements of the system and the services we offer.

By setting out our seven strategic objectives and the core strategies that will deliver them, TTC staff now has clear direction on what we need to do. This plan is much more than an extended “to do” list; it represents a sea change in the way that the TTC is managed and the way it interacts with customers and stakeholders alike. This is a living document that will be updated annually to reflect progress made and to incorporate new work streams as they become necessary.

I am confident this plan will transform our organization and deliver our vision.

A handwritten signature in black ink, appearing to read "Andy Byford". The signature is fluid and cursive, written over a white background.

**Andy Byford**

Chief Executive Officer, Toronto Transit Commission



The Past: 1921 view of Queen St. looking east to Yonge St.

## Section 1 Background

## Background

The Toronto Transit Commission has a rich history dating back to 1921. Since that time, the TTC has grown to become North America's third largest transit system, providing 1.7 million customer journeys every workday, or around 515 million rides per year.

The TTC has a proud record for providing safe, reliable transit. Operating across five distinct modes of transportation, the TTC has developed a reputation for excellence in the integration of those modes through well-proven design.

A full-service operator, the TTC is capable of undertaking virtually every activity in-house via our 12,500 dedicated and professional employees.

In recent years, however, funding constraints, political change and insufficient focus on the customer have led to a loss of momentum at the TTC and a tarnished reputation. While safety standards remain high, there is a need to modernize our practices, culture and outlook in order to improve customer satisfaction, drive up staff morale, and to restore the TTC's reputation as a role model among world transit systems.

The Chief Executive Officer and his executive team have identified strategic objectives in a five-year plan designed to deliver a renewed vision – a transit system that makes Toronto proud.

To achieve that vision, the executive also identified the need for a renewed philosophy to counter criticism and change perceptions.

### Our philosophy:

- Safety before production
- Customer first
- Confident, open, dynamic and transparent
- Receptive to new ideas; able to learn from mistakes
- One team
- Lean, efficient and effective
- Good neighbours, trustworthy partners, impartial advisors



Early in 2012, the executive team identified 10 steps to kick-start the transformation of the TTC and lay the foundation for a modernized, more customer-focused and business-like organization:

- Identify the vision; determine the philosophy
- Develop a master plan, targets and tools to track progress
- Get the right people into the key jobs in a revitalized structure
- Hold everyone accountable for their parts of the process
- Delight the customer with quick wins
- Re-engage the staff
- Re-engineer processes, systems and equipment
- Provide visible, effective management
- Rebuild stakeholder confidence; deliver on promises
- Get the basics right, all day, every day

Work is well advanced or even complete on most of these key elements. Early on we were able to capture and measure existing performance via key performance indicators. These are now publicly available on the TTC website and on a refreshed company intranet, as well as being featured in a new monthly CEO Report to the TTC Board.

The five-year plan documented here describes what needs to happen next, the strategic objectives, and their constituent work streams, and how the TTC will organize itself to achieve success.

Ultimately, it paints a picture of how we will deliver on our vision.



## Our Vision



## A transit system that makes Toronto proud.

Toronto is a dynamic, diverse, vibrant city with one of the most educated and creative workforces in the world – a great attraction to international business.

Torontonians enjoy a high quality of life in one of the safest, cleanest and greenest cities in the world. It's the largest city in Canada and the fourth largest in North America, and yet its colourful neighbourhoods and its rich sense of community make it a uniquely friendly and liveable city.

Toronto's transit system, the third largest in North America, should match the experience of living in such a city: a high quality, accessible network that understands what our customers need and delivers what matters most to them.

More than half a century ago, the deep-seated principles of safety, service and courtesy first appeared in the TTC corporate crest. But with the pressure for modernization and financial efficiency, these core values have not always shone as brightly as they should.

Now is the time to bring those principles back to life and excel like never before. Now is the time for vision, a common understanding of our goals, and a shared commitment to meeting them.





**Our Mission**

**To provide a reliable, efficient and integrated bus, streetcar and subway network that draws its high standards of customer care from our rich traditions of safety, service and courtesy.**

As we transform public transit and modernize the TTC, our challenge, as always, is to keep Toronto moving.

The commitment of billions of dollars to extending the TTC network and to modernizing our fleet and infrastructure, presents a significant opportunity to fundamentally improve the service we offer.

Ours is a formidably complex mission. It will affect nearly every part of the network – lines, stations, subway trains, streetcars, buses, signals and much more. The challenge is not just the amount of work we have to do, but that so many projects will be carried out at the same time – and while the system remains open for business.

But that, in fact, is only half of the challenge. We're also changing the way we do things.

It's not enough to simply upgrade the infrastructure – we need to do something much more complex and difficult. The TTC has to adopt a new culture to become known as a good neighbour and a competent business, one that is trusted to put the customer at the centre of every decision it makes.

At the same time, our culture needs to recognize good performance and positive behaviour among our employees. By emphasizing the value of teamwork we can defeat mediocrity and accomplish our mission.





**Our Core Value:  
'Valuing Time'**



**We value both the quality and quantity of time customers spend on the TTC.**

For our customers, the TTC should represent the simplest, fastest and most cost efficient way to move around Toronto. A key move towards confirming that belief will be to adopt metrics that, quite literally, put a monetary value on the time customers spend on public transit.

Reliability and punctuality methods will measure the quantity of time customers spend waiting for the next train, bus or streetcar, and the value of that time. We have begun work on such measures and can see the potential to enhance both the way the TTC delivers service and the way we plan for future upgrades and expansion.

Our new Customer Satisfaction Survey will measure the quality of the time customers spend with the TTC. The quality of time is inextricably linked to the perception of its quantity. A customer who is more comfortable perceives time to be less than the reality and is, therefore, more satisfied with the service.

These new tools will give the TTC the ability to compare a variety of improvements – their relative benefits and costs – to ensure our efforts are properly focused on the improvements customers rightly demand. Fundamentally, this isn't as much about business processes but rather how well we treat our customers – an important measure on the TTC scorecard.

**Our principles**

Any business needs a set of clear business principles that guide every day direction. The TTC principles set out in Appendix 3 act as a filter for decision-making and help to prioritize our efforts and spending on the things that deliver the greatest benefit to our customers.

Your modernized TTC



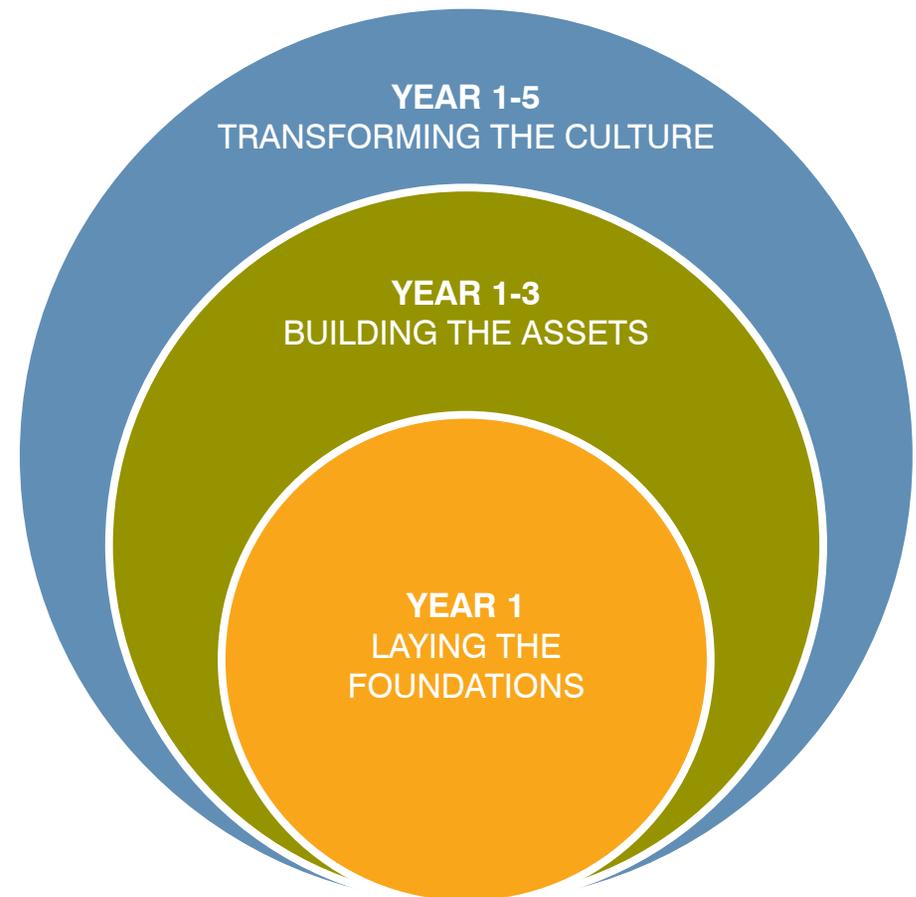


## Our Timelines

In 2012, we laid the foundations necessary to achieve our vision. We established fundamental business tools, such as key performance indicators, and changed our organizational structure to better align with business needs, with focus on the customer. We've taken steps to increase levels of accountability and transparency throughout our organization, although much remains to be done.

In years one through three of our plan, we will build the assets needed to run our core business successfully, efficiently and effectively. This phase stretches out to the Pan Am and Parapan Am Games in 2015 and includes transformational items such as the PRESTO smartcard system, an entirely new subway fleet on the Yonge-University-Spadina Line, and station modernizations. These years represent the bulk of current TTC plans for investment in our existing network and the capacity enhancements required to keep level with ever-growing demand.

The journey from year one through five is about transforming the culture of the TTC. Our journey will deliver changes in staffing models in stations and in vehicles, and will reframe the relationship between front-line staff and their managers. Transforming culture is the biggest and most challenging aspect of our five-year plan. In the end, the TTC will look and feel very different than today.



Your modernized TTC





## Section 2 Organization

In early 2013, we completed a reorganization of the TTC to deliver continuous improvement based on customer needs and feedback.

The newly established Strategy and Customer Experience Group will identify customer needs and specify the standard of service the delivery groups need to achieve. The group will review, via market research, what was actually achieved and thereby create a cycle of continuous improvement.

The Corporate Services Group will now bring together all departments that support our core service. The Safety and Environment Department has become a stand-alone group, independent from line management, and now reports directly to the CEO. This move highlights the importance the TTC places on safety.

The reconfigured Engineering, Construction and Expansion Group reflects our new relationship with Metrolinx, the organization that will be undertaking construction of Light Rail Train (LRT) lines.

We have split service delivery into two centres of excellence.

The Operations Group will focus on improving subway performance, network control, and vehicle and infrastructure maintenance. These critical activities may be largely unseen by customers but have real impact on the reliability of service.

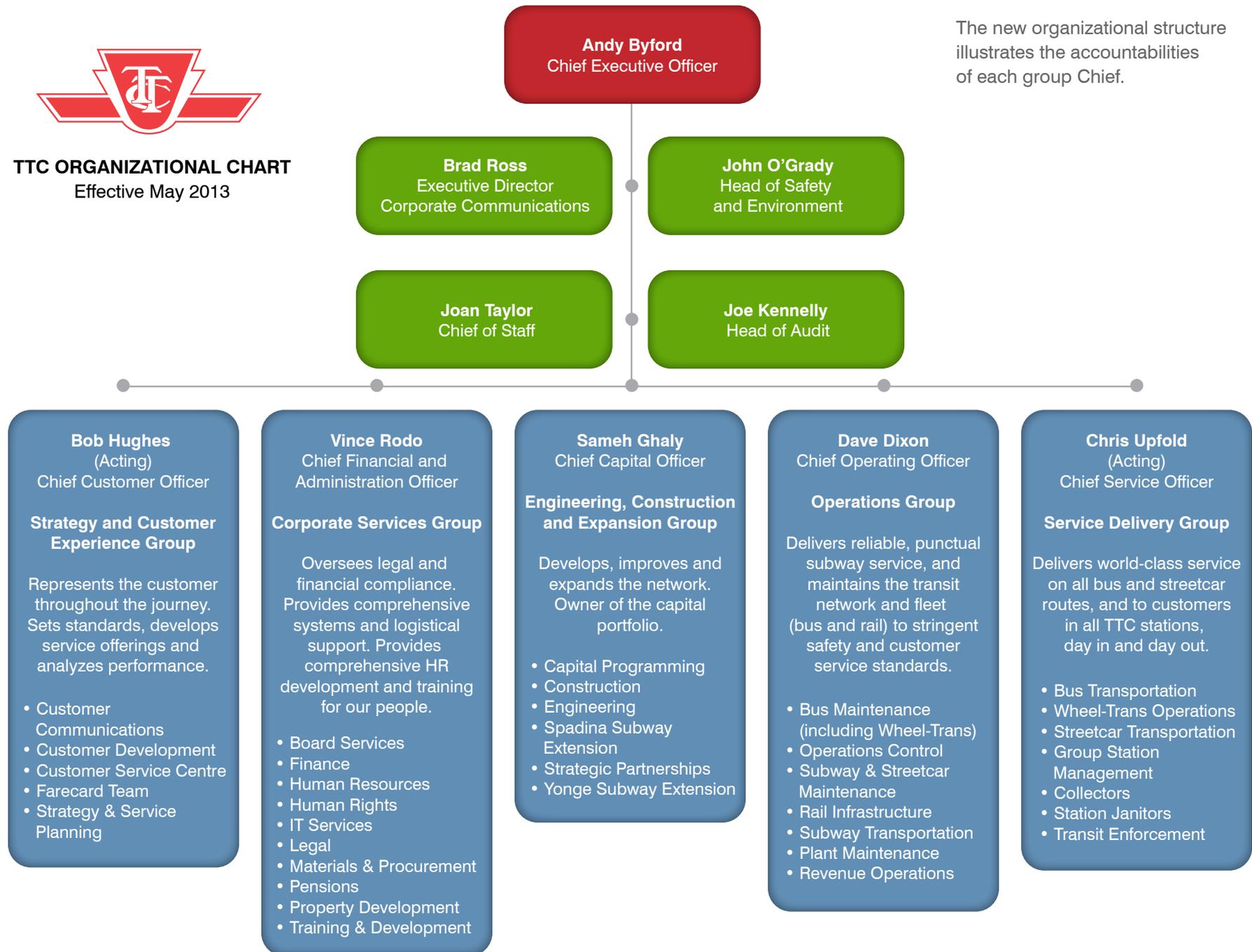
The Service Delivery Group consolidates all customer-facing staff with a mandate to expedite improvement in the quality of service and consistency of customer interaction.

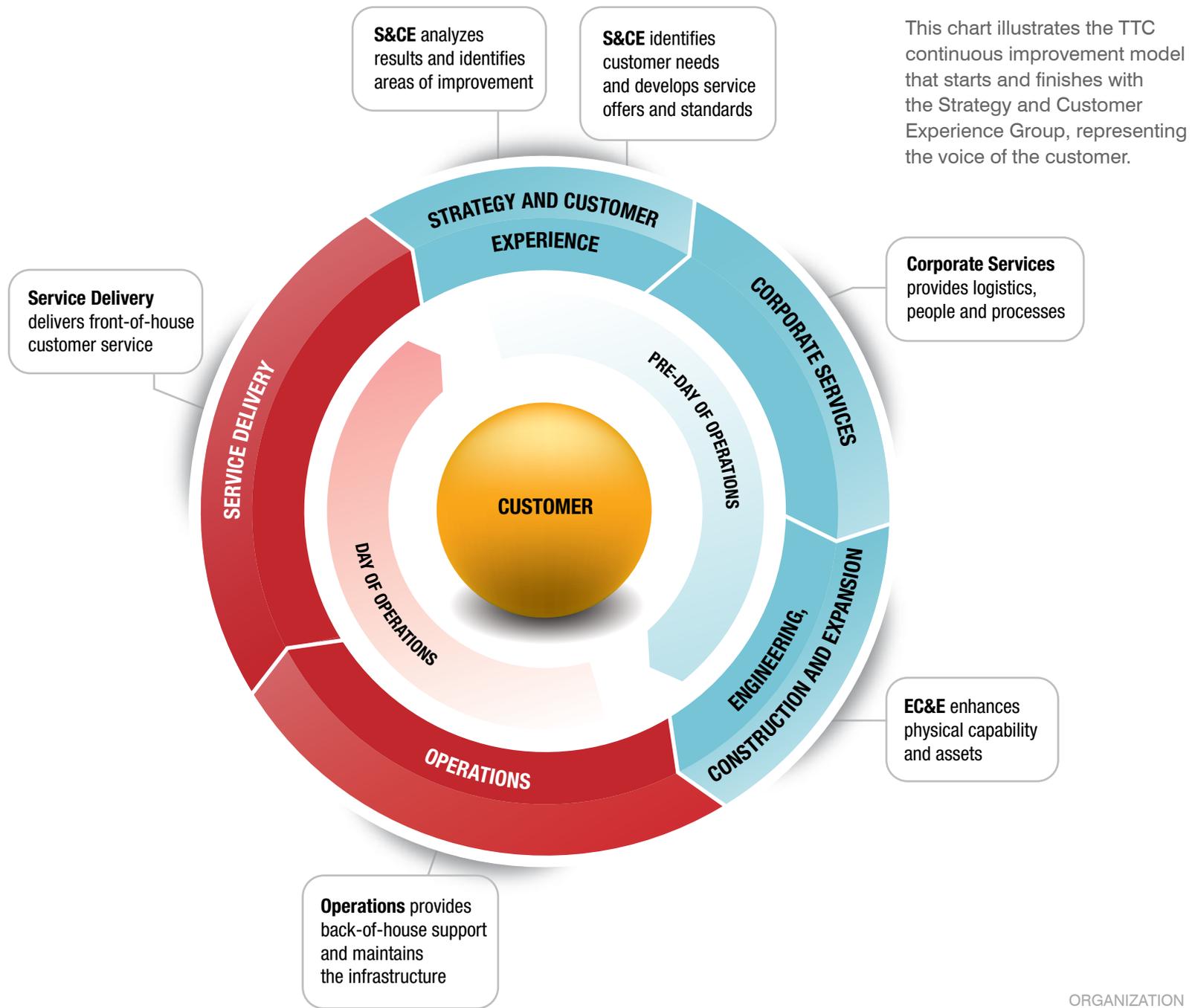
Finally, the reorganization establishes the new role of Chief of Staff to the CEO, a position that co-ordinates business improvement activity and professionalization of inter-governmental relations.





**TTC ORGANIZATIONAL CHART**  
Effective May 2013







## Section 3 The Corporate Plan

# Strategic Objectives

To keep the TTC moving in the right direction, we have defined seven strategic objectives to help realize our vision.

## Safety

A transit system that manages its risks, that protects its customers, contractors and employees, and that minimizes its impact on the environment.

## Customer

A transit system that values customers and provides services that meet or exceed customer expectations.

## People

An empowered, customer-focused workforce that values teamwork, pride in a job well done, and an organization that actively develops its employees.

## Assets

Effective, efficient management of assets that delivers reliable services in a state of good repair.

## Growth

An affordable expansion program that matches capacity to demand.

## Financial Sustainability

A well-run, transparent business that delivers value for money in a financially viable way.

## Reputation

An organization that is transparent and accountable, well-regarded by stakeholders and peers, in which employees are proud to play a part.



**Objective: A transit system that manages its risks, that protects its customers, contractors and employees, and that minimizes its impact on the environment.**

## **Core Strategy 1 – Transform our business through the systematic identification and control of risk**

### **Owner: Head of Safety and Environment**

#### **Overview of deliverables:**

Safety must remain the bedrock of TTC operations. Through this core strategy we will deliver a much more structured, systematic, risk-driven approach to managing safety.

We will employ international best practices to update the Safety, Health and Environment (SHE) management system and to develop a safety risk register.

We will introduce an enterprise risk management system to improve planning and preparedness for emergencies.

We will also overhaul arrangements for employee engagement, with the mutual objective of maintaining a robust internal responsibility system.

#### **How we will measure success:**

- Lower customer injury rate
- Fewer operational safety incidents
- Lower frequency and severity of employee lost-time injury
- Fewer referrals to regulatory agencies and associated work refusals
- Quantified risk reduction to known hazards

### **Key initiatives to deliver the safety objective:**

#### **Enterprise Risk Management**

The TTC will adopt an Enterprise Risk Management model to improve strategic decision-making and business case development based on the company risk profile. It will be used to overhaul the corporate emergency planning program, including contingency plans for the top enterprise risks.

#### **Operational and Occupational Safety**

The TTC will update and streamline the way it manages safety risk and how it plans risk management in the workplace.

Specific initiatives will include:

- Development and implementation of a new safety, health and environment management system to replace the dated System Safety Plan. The new system will describe a more decentralized safety structure where the corporate function is one of guidance, advice, support and oversight, and local management is ultimately accountable for the management of SHE risks.
- Development and maintenance of a corporate risk register and risk profile to provide management with the tools and data to make risk-informed decisions.
- Implementation of a new corporate-wide fire safety program that includes comprehensive fire and evacuation plans for all properties. A vital component of the new program will be the introduction of skilled and accountable Group Station Managers for each property.
- Overhaul of existing health and safety management and consultative arrangements to improve the internal responsibility system at the workplace.

- Introduction of a standing safety rules committee to ensure that rules are fit for purpose, understood by all affected employees, enforced and audited.
- Update of all corporate environmental, health and safety programs to address legislative changes such as the globally harmonized system for hazardous materials and a corporate incident program.
- Continuous improvement in the quality assurance and safety management system audit programs to reflect changes in the managed system.

### Environmental Safety

As a public transit operator, the TTC is the environmentally-conscious alternative to private transport. We must manage our business to ensure compliance with all applicable environmental laws and regulations.

Specific initiatives will include:

- Base-lined legal compliance audit of all TTC activities.
- Development of an updated environmental plan as part of the overall SHE management system and implementation of a strategy to achieve compliance.



**Objective: A transit system that values customers and provides services that meet or exceed customer expectations.**

## **Core Strategy 2 – Transform Customer Satisfaction**

**Owner: Chief Customer Officer, Chief Service Officer**

### **Overview of deliverables:**

A fundamental change in the way front-of-house activity is managed will deliver sustained improvement in all aspects of service that are visible to the customer.

This strategy introduces a radical new station management structure that places single-point accountability on Group Station Managers for all aspects of service delivery within their sphere of influence. It also features the TTC Customer Charter, a formal pledge to our customers that commits the TTC to time-bound service improvements for each calendar year, as well as formalizing ongoing performance standards.

We will enhance customer security by restoring Special Constable status to the Transit Enforcement Unit, in addition to their greater focus on revenue compliance on the new generation of PRESTO-equipped buses and streetcars.

We will also accelerate the transition of the TTC from a largely introspective, process-driven organization to one that is dynamic, highly customer responsive, open and transparent.

This strategy paves the way for the most radical change to the TTC fare system in our history. The PRESTO smartcard will not only provide customers with seamless, hassle-free travel across Ontario, it will enable a radically different station management model in which present-day Collector staff will be freed up to provide proactive, professional, mobile assistance as Station Supervisors.

### **How we will measure success:**

- Customer Satisfaction Survey scores
- Mystery Shopper Survey scores
- Customer Charter: delivery against plan

### **Key initiatives to deliver our customer objective:**

#### **Customer Engagement**

Talking with customers and getting their feedback is critical to our future success. When customers say they are proud of the TTC, we will have achieved our vision.

Specific activity will include:

- TTC Town Hall events will be held at least once a year.
- TTC Rider Town Hall events will be held at least every quarter.
- TTC online Town Halls via Twitter will be held at least six times per year.

#### **New means to engage customers**

Engaging our customers and making it easier for them to express their pride in the TTC must be part of our transformation.

Specific activity will include:

- Roll-out of a standard look and feel to all customer communications material.
- Expansion of the range of TTC products available for purchase either online or through the TTC Customer Centre.

### **Customer-focused station business model**

We will change our focus from staff on trains or behind glass walls to staff in stations engaging our customers.

Specific activity will include:

- Development and delivery of a comprehensive plan to safely remove guards from trains and to replace the Station Collector role with that of a highly trained, proactive Station Supervisor. Larger locations will also have Customer Service Assistants.
- Introduction of six fully accountable Group Station Managers (GSMs), each responsible for about 11 stations. These GSMs will be the landlords for their locations and will develop close links with local business and community leaders. Duty Station Managers will serve as deputies to the GSMs.

### **Measuring customer perceptions**

Measuring progress against promises is fundamental to demonstrating accountability and establishing trust with the people of Toronto.

Specific activity will include:

- The Customer Satisfaction Survey will be conducted every quarter.
- The Mystery Shopper Survey will be conducted every quarter.
- A new metric (the journey time metric) will be developed to track how long it should take a customer to travel vs. the reality of how long it does take to travel.

### **Customer Charter**

The TTC will make public our promises for each coming year and report at the end of that year on how we have delivered against those promises.

Specific activity will include:

- Roll-out of the 2013 TTC Customer Charter and subsequent annual iterations.

### **Primary Revenue Strategy**

Fraud on the TTC is estimated to be 2% of primary revenue. The introduction of all-door boarding and proof-of-payment on all streetcars and some bus routes will increase the potential for fare evasion.

Specific activity will include:

- Development of a business case for a dedicated revenue protection team to increase the level of fare checks.
- Development of proposals to the TTC Board and City Council for significantly higher fines for fare evasion to increase deterrence.

### **Customer Information Strategy**

Ensuring that customers have the information they need, when they need it, is second only in importance to the reliability of the service. Customers rightly expect to be able to easily navigate the TTC system and to have timely information to make their travel choices.

Specific activity will include:

- Development and delivery of improved bus and streetcar stop poles beginning with a trial of a new design on the 94 Wellesley route.
- Development and trial of a simplified local area map to replace the current TTC system map.
- Development and roll-out of new network maps and line diagrams at subway stations.
- Development of a new signage manual to standardize and improve wayfinding.
- Introduction of real-time digital information screens at station entrances and next vehicle arrival/departure information at key stops and interchanges.
- Development and roll-out of updated printed information to include a redeveloped Ride Guide and a pocket map, with potential installation of leaflet racks at stations.
- Progressive roll-out of Wi-Fi and cell service at subway station platforms.

### Customer Relationship Management

Understanding customer preferences will help the TTC meet its needs on information and service. We will roll out new systems to improve our understanding of our customer and the relationship they have, or want to have, with the TTC.

### Fares

The TTC will overhaul fare processes and policies over the next five years. With the adoption of the PRESTO farecard system, the TTC will be able to consider a variety of new policies, including fare-by-distance and fare-by-time.



Your modernized TTC



**Objective: An empowered, customer-focused workforce that values teamwork, pride in a job well done, and an organization that actively develops its employees.**

## **Core Strategy 3 – Transform Employee Engagement, Performance and Culture**

**Owner: Chief Service Officer, Head of Human Resources, Executive Director Corporate Communications**

### **Overview of deliverables:**

Changing culture and engaging staff is critically important to deliver sustained change.

The traditional, hierarchal structure has served the TTC well in the past, but we now need improved management-staff relations to enable dynamic decision-making.

Staff will have much greater involvement in the way their TTC is run. Local managers will be empowered to fix local issues. And all staff will be accountable for their performance within a framework that sets expectations. The goal of a fresh start to the way we do business needs the involvement of unions in a mutually agreed environment.

### **How we will measure success:**

- Staff Satisfaction Survey scores
- Staff attendance rates
- Staff performance framework

### **Key initiatives to deliver the people objective:**

#### **Performance Management Framework**

Customer feedback clearly points to dissatisfaction with the quality and consistency of the service now offered. The TTC's reputation has also suffered from a string of high profile incidents. For our plan to succeed, staff performance at all levels – both management and frontline capability – has to improve.

Specific activity will include:

- Setting specific, measurable, attainable, relevant and time-bound (SMART) targets from executive to first-level supervisory levels, ultimately extending to all staff.
- Development of a comprehensive reward and recognition strategy to recognize excellent performance and demonstration of desired values and behaviours.
- Review of existing disciplinary and poor performance processes to differentiate between capability and conduct, and to enable firm but fair management of poor performance.
- Review of existing training and development programs to ensure they meet business needs.

#### **Labour and Employee Relations Strategy**

Critical to the transformation of the TTC and our future success is a new approach with our union partners. We will develop a strategy of engagement and partnership to further strengthen the ties between employees and their managers.



Specific activity will include:

- Development of a comprehensive labour and employee relations strategy.

### **Staff Engagement Strategy**

Our plan will only succeed with the engagement of TTC employees. Management style has a direct influence on staff behaviour so we need to create a culture that encourages staff to excel while actively managing the minority of poor performers. Other measures will also have a positive effect on employee morale.

Specific activity will include:

- Delivery of a series of roadshows at work locations to brief staff on this plan, and seek their feedback and buy-in.
- Completion of an annual Staff Satisfaction Survey to define areas of staff dissatisfaction and develop corrective action plans.
- Development and roll-out of a new TTC uniform.
- Refinement of employee communications tools including an in-house, real-time stream of information delivered via strategically placed TV monitors.
- A review and update of Operator refresher and recertification programs.

### **Management Development and Succession Planning**

Our plans rely on capable, talented managers and supervisory staff to succeed. We will overhaul existing arrangements to ensure the TTC attracts and retains people of the right calibre to lead our renaissance.

**Objective: Effective, efficient management of assets that delivers reliable services in a state of good repair.**

## **Core Strategy 4 – Excel at Asset Management and Operational Performance**

**Owner: Chief Operating Officer, Chief Service Officer**

### **Overview of deliverables:**

A focus on maintaining safe, reliable operation across all modes is essential to the smooth running of the TTC system.

We will use enhanced asset management techniques to improve asset reliability and place greater emphasis on real-time active supervision of and intervention in the service to keep our network moving.

The introduction of automatic train control on the Yonge-University-Spadina (YUS) Line will enhance service capacity, and the introduction of new vehicles and technologies will increase customer comfort and improve service reliability.

### **How we will measure success:**

- Service punctuality
- Service reliability
- Asset availability metrics
- Project delivery vs. plan
- Customer satisfaction metrics for service quality, system cleanliness and information

### **Key initiatives to deliver the assets objective:**

#### **Capacity Management**

We will procure new vehicles to increase capacity on modes and routes where demand currently exceeds supply, and to achieve efficiencies in larger vehicle operations.

Specific activity will include:

- Continued roll-out of Toronto Rocket trains on the YUS Line and continued focus on reliability growth strategies.
- Introduction of automatic train control on the YUS Line.
- Testing and implementation of new low-floor streetcar fleet.

#### **Asset Management**

We need to improve the underlying reliability of vehicles and infrastructure. Detailed knowledge of our assets will inform investment decisions and we will assess real-time performance of all asset types.

Specific activity will include:

- Targeted programs to improve vehicle reliability on all modes.
- Strategies to maximize asset availability.
- Targeted programs to improve reliability of key infrastructure assets.
- Track renewal program to get full benefit of automatic train control.
- Customer-focused asset maintenance procedures.

## System Cleanliness

The cleanliness of TTC stations and vehicles reflects the competency of our ability to manage a transit network.

Specific activity will include:

- Targeted programs to improve vehicle cleanliness.
- Annual subway station cleaning program.

## Proactive Service Management

Service reliability is as important as service punctuality. We must improve incident management, route management and information distribution during normal, degraded and emergency situations.

Specific activity will include:

- Review of operational procedures to deliver customer-led rather than production-led decision making.
- Route management strategy to reduce short-turns and vehicle bunching.
- Real-time information strategy.
- Strengthened command and control and incident management arrangements.
- Introduction of service disruption teams to assist customers during prolonged disruptions.
- Dedicated incident management training program for Emergency Response Commanders.



**Objective: An affordable expansion program that matches capacity to demand.**

## **Core Strategy 5 – Expand the System to Meet Future Demand**

**Owner: Chief Capital Officer**

### **Overview of deliverables:**

We need to increase capacity to cope with ever-growing ridership. We will deliver on specific plans and develop an increasingly close working relationship with key partners such as Metrolinx and Infrastructure Ontario to expand our network.

### **How we will measure success:**

- Project delivery vs. plan
- Capital spend vs. budget
- Asset availability metrics

### **Key initiatives to deliver the growth objective:**

#### **Toronto-York Spadina Subway Extension**

The Toronto-York Spadina Subway Extension Project will extend the existing TTC subway system by 8.6 km into The Regional Municipality of York. Due to open in 2016, this will be the first TTC rapid transit line to cross the City of Toronto boundary.

#### **Union Station Subway Platform and Concourse Improvements**

Union Station is the busiest passenger transportation facility in Canada, serving approximately 250,000 passengers each day. The TTC will reduce overcrowding and improve passenger circulation by adding a second subway platform and expanding the concourse to include a single TTC fare-paid area and pedestrian by-pass routes.

The Union Station project is one of Waterfront Toronto's priorities and the TTC has managed project planning, design and construction.

#### **Second Exit and Easier Access Programs**

We are committed to expanding the number of stations with second exits for evacuation, as well as the number of stations with elevators and barrier-free access to the TTC, something we are legally obligated to provide. Although expensive, station elevators are critically important for our customers who need them.

#### **Downtown Relief Line**

In the past six years in particular, the TTC has implemented a range of programs that have significantly increased overall transit use in the city. Capacity improvements to the existing rapid transit network are planned over the next several years. Expanding rapid transit capacity is critical to ensure the continued health and vitality of the downtown area.

The Downtown Rapid Transit Expansion Study will assess future rapid transit needs based on anticipated growth in the City of Toronto's Official Plan. It will identify and assess potential rapid transit improvements into and within the downtown area of Toronto.

#### **Station Modernization Program**

Existing station upgrades at Pape and Dufferin stations are continuing and due for completion in 2013 and 2014 respectively. We will develop further modernization plans as funding permits.



### **LRT Lines (with Metrolinx)**

On June 29, 2012, the Board of Directors of Metrolinx voted unanimously to proceed with the implementation of the Toronto Transit Plan as originally approved by Metrolinx on May 19, 2010. The plan consists of the following projects, with the following staging:

- The Eglinton Crosstown LRT from Black Creek to Kennedy Station; work is underway and will be completed by 2020.
- The Scarborough RT replacement and extension to Sheppard Avenue; work will begin in 2014 and be completed by 2020.
- The Finch West LRT from the Toronto-York Spadina Subway Extension to Humber College; work will begin in 2015 and be completed by 2020.
- The Sheppard East LRT from Don Mills Station to east of Morningside Avenue; work will begin in 2017 and be completed by 2021.

The TTC and City of Toronto will be important partners in the development and integration of these lines into the current transit network. The TTC will also operate these lines within existing operations, so our services will be fundamental to their success.

### **Station Signing**

The signing and wayfinding systems on the TTC are a mix of different systems implemented over the life of the TTC subway. We will develop a strategy for a standard, fit-for-purpose wayfinding system to replace outdated signs. This will provide a common, consistent and useful new way for customers to find their way around the network.

### **Tunnel Ventilation Program**

Existing plans are continuing and we will develop further plans as funding permits.

**Objective: A well-run, transparent business that delivers value for money in a financially viable way.**

## **Core Strategy 6 – Deliver Optimal Value for Money**

**Owner: Chief Financial and Administration Officer**

### **Overview of deliverables:**

The TTC is driven to be as efficient and effective as possible and will deliver an ongoing, top-to-bottom cost review.

We will work to modernize our practices by applying proven business techniques, including zero-based budgeting. We will review what constitutes core and non-core activity and examine options for our future business model.

Our strategy also addresses the need for a greater focus on fare evasion and protection of primary revenue.

We need engagement with the government at three levels to get a fairer financial deal for the TTC. We must develop compelling arguments for sustained funding that will enable better, more efficient long-term planning. We will work with the City of Toronto and other groups to explore new revenue streams to secure adequate TTC funding.

### **How we will measure success:**

- Subsidy/fare ratio
- Fare evasion rate
- Revenue/cost ratio

### **Key initiatives to deliver the financial sustainability objective:**

#### **Efficiency and core business**

The TTC will examine every aspect of our business to maximize efficiency and to devote scarce resources to where they most directly benefit the customer.

Specific activity will include:

- Undertaking a TTC-wide, zero-based budget review starting in 2013.
- Ongoing “make vs. buy” review of non-core areas that could be delivered more efficiently and effectively by a third party.
- Adoption of modern management techniques to maximize supply chain and production efficiencies, and minimize waste.
- De-layering of the organization to improve business efficiency and lines of communication, and to shift resources from corporate overhead to front-line supervision.
- Use of technology to aid decision making.
- Introduction of articulated buses on busiest routes.

#### **Overtime**

Overtime, though it can be expensive, is critically important in transit where demand can fluctuate significantly depending upon the time of day or year, and the need to staff up for major events.

Specific activity will include:

- Options for reducing expenditure on overtime.



### **Economies of Scale / Buying Power**

The TTC represents close to 75% of public transit in the GTHA and benefits from substantial economies of scale.

Specific activity will include:

- Analysis of opportunities to work with other city and provincial agencies to leverage buying power.

### **SAP**

The TTC has a number of legacy HR, Finance and IT systems that are incompatible with those used by the City of Toronto.

Specific activity will include:

- A fundamental review of opportunities to modernize and streamline TTC systems to achieve compatibility with those used by the City of Toronto.

### **Claims Management**

The TTC has made significant steps in the last few years to drive down the cost of claims and the potential for insurance fraud.

Specific activity will include:

- Analysis of opportunities to further reduce the cost of claims.

### **Secondary Revenue Strategy**

Secondary revenue streams (parking, advertising, retail, etc.) are a small but critical component of TTC revenue. In addition to providing valuable revenue these services also provide benefits to our customers.

Specific activity will include:

- Development of a new strategy for retailing that will deliver the customer benefits of local shopping opportunities, raise the level of the services provided, and ensure maximum return to the TTC bottom line.
- A review of station naming rights and the potential for other sponsorship revenue generators.

### **Wheel-Trans**

The TTC has a strategy to progressively upgrade our network to be accessible for all Torontonians.

Specific activity will include:

- Continued roll-out of accessible vehicles and facilities.
- Exploration of more efficient ways to provide an accessible taxi service.

### **Shared Service Review**

In conjunction with the City of Toronto, the TTC will continue to explore efficiencies that can be gained from pooling resources and processes with partner agencies.

### **Accommodation Strategy**

In conjunction with the City of Toronto, the TTC will continue progress on consolidation of our property portfolio.

# Reputation

**Objective: An organization that is transparent and accountable, well-regarded by stakeholders and peers, and in which employees are proud to play a part.**

## **Core Strategy 7 – Transform the TTC’s reputation among customers, stakeholders and peers**

### **Owner: Chief of Staff, Executive Director Corporate Communications**

#### **Overview of deliverables:**

The transformation of the TTC’s reputation will be earned through improved operational and managerial competence, but it can be influenced through a more proactive, engaging approach to key stakeholders such as Metrolinx.

We will be known for an open, engaging and transparent style that respects the needs of stakeholders while confidently communicating our case.

#### **How we will measure success:**

- Stakeholder Satisfaction Survey
- Staff Satisfaction Survey

#### **Key initiatives to deliver the reputation objective:**

##### **Strategic Communications Strategy**

We will develop a communications strategy to enhance public understanding and acceptance of the TTC’s Corporate Plan.

##### **Employee Communications**

We are pursuing new and modern ways of communicating with our workforce. Investing in new tools to broadly communicate with employees means a better-informed and engaged staff. This is critical to the TTC’s success.

##### **Use of YouTube**

We will increase the use of videos on YouTube to inform and update customers and stakeholders on major projects.

##### **Positive Media Engagement**

The TTC will continue to proactively engage with the media to ensure our customers and public remain well-informed about TTC issues and projects.

##### **Positive Political Engagement**

City of Toronto Councillors have deep relationships with their communities. We will work to enhance our relationship with City Councillors and, through them, achieve our goal of being seen as a partner and good neighbour.

##### **Community Engagement Strategy**

The people of Toronto, even those that aren’t regular customers, fund the TTC and have a right to know how and where their money is being spent. We will ensure citizens are up to date on our plans and give communities the opportunity to take part in meaningful consultation.

##### **Stakeholder Satisfaction Survey**

Together with the Mystery Shopper Survey, Customer Satisfaction Survey and an Employee Satisfaction Survey, the Stakeholder Satisfaction Survey is the fourth critical measure of perceptions about the TTC. We will gauge the views of opinion makers (such as politicians and business leaders) about the TTC, which will help the TTC executive understand where to best concentrate their efforts.



## Section 4 Summary and next steps

Our five-year plan represents a top-to-bottom transformation of the TTC. To deliver the change needed, and to do it with precision, requires close co-ordination of activity and strong oversight.

**A number of activities can now go forward:**

1. Map activities across a master plan for regular tracking
2. Identify specific improvements, as measured by key performance indicators (KPIs), for individual programs
3. Define targets for Group Chiefs and separate into detailed activities
4. Brief stakeholders and staff
5. Determine if further activities should be added
6. Define priorities and limit the addition of non-critical work streams

Point 6 is critical: if the TTC is to complete such a sea change in performance, processes, equipment and culture, we must take a disciplined approach to resist scope creep.

When this plan is fully implemented, the TTC will have undergone a remarkable transformation in a very tight timeline. And we will have delivered on our vision of a transit system that makes Toronto proud.





## Section 5 Appendices

# Appendix 1: Achievements to date

## **Toronto Rockets**

We have delivered more than 25 new Toronto Rockets to the Yonge-University-Spadina Line. These new trains, with their brighter, cleaner interiors, integrated audio and visual announcements, and 10% greater capacity, represent just the start of what we can do.

## **Company Scorecard**

We have introduced a scorecard that lays out how we expect to be measured and how we will be held accountable. The scorecard is posted across all of our work locations and on our intranet so employees know exactly what their role is in front-line delivery. Each and every day we can see how well we've done and what our customers experienced. The scorecard is also posted on the TTC website so customers can see how we performed.

## **CEO Report**

The company scorecard has transformed the way we report to our Board and to our customers. Monthly reports now contain updates, in plain language, on the essential measures focused on the customer experience.

## **Customer Satisfaction Survey, Mystery Shopper Survey**

We have introduced two new measures that report on the customer experience and are developing a third to help us understand staff engagement.

Our Customer Satisfaction Survey (CSS) measures what customers thought about their last trip on the TTC. On a quarterly basis, 1,000 of our customers are asked to rank their experience on almost 30 different aspects of their trip. Changes in the CSS will demonstrate the success of our transformation.

Our Mystery Shopper Survey also measures different aspects of our service. On a quarterly basis, our mystery shoppers quantify the same aspects of service our customers qualify through their perceptions in the CSS. The difference between these two surveys helps demonstrate what we need to focus on and ensures we are constantly closing the gap between reality and perception.

## **New Organizational Structure**

We have revitalized the TTC organizational structure to make sure the customer is at the centre of our business model. The new structure facilitates delivery of our corporate objectives. Responsibilities and handover points are clearly defined, ensuring that accountability is understood and uncontested.

## **Customer Service Centre**

We have more than doubled the time available for customers to contact us and for us to respond to their issues. In March 2012, we extended Customer Service Centre hours from 9 a.m. to 5 p.m., 5 days a week, to 7 a.m. to 10 p.m., 7 days a week. Opening ourselves up to new ways of communicating via Twitter has also served to ensure our customers are being heard.

Our head office location for sales and managing the Metropass Discount Plan is also open longer, from 7 a.m. to 7 p.m. every Thursday, as well as on the first and last business days of every month.

## **Customer Liaison Panel**

The TTC Customer Liaison Panel helps bring the voice of the customer closer to our decision-making process. This group of 12 customers has been offering valuable advice for close to six months, and that ultimately will result in better decisions for all our customers.

## **Town Halls**

We have held five Town Halls at venues right around Toronto, giving our customers the opportunity to speak directly with our senior management, and to hear about our plans for transformation. It is critically important to go where our customers are rather than expecting them to come to us.

## **Meet the Managers**

TTC senior management has held more than two dozen "Meet the Managers" sessions at stations across the city. These sessions provide another opportunity to receive direct feedback from customers.

### **Request Stop Program**

We have changed the hours and availability of this service to accommodate anyone who feels vulnerable when travelling alone on bus routes across the network.

### **Subway Train Cleaning**

We have introduced end-of-line cleaners on the Yonge-University-Spadina and Bloor-Danforth lines to improve the cleanliness of in-service trains. Washracks have been upgraded to improve bus cleanliness, and bus service line cleaning is being progressively contracted out to conduct quality cleaning at less cost to the taxpayer.

### **Washroom Cleaning**

Over the course of 2012, all 10 public washrooms underwent a major refurbishment and we established a cleaning regimen that matches the expectations of our customers.

### **Debit and Credit Cards**

Debit and credit cards are now accepted at all subway stations and the product range available for purchase by debit or credit card will be expanded during 2013.

### **Improved Staff Training**

Over the course of 2012 we built on the changes we made to our frontline staff training programs. In particular, we added investment in the training of our Station Collectors to help them understand customer priorities and to give them the tools they need to do the job.

### **Better Microphones at Collector Booths**

In 2012, we rolled out new microphones at every one of our collector booths to improve audibility and customer service, and interaction between the public and staff.

### **Business Efficiencies**

The TTC has achieved substantial cost savings through improved accident and employee claims management, diesel fuel pricing strategies and enhanced advertising revenues.

### **Platform Screens and Station Entrance Screens**

We continue to focus on providing real-time information to our customers. In our subways, platform screens display next train arrival. Now we're adding screens to our bus and streetcar bays to give next vehicle information there as well. We have begun installing screens at station entrances to give our customers information about subway services before they pay their fare. And we have developed a plan to install screens at more than 200 of our busiest bus and streetcar shelters.



# Appendix 2: Key Facts and Figures

## In 2012:

### System Quick Facts

- Daily Trips (Average Business Day)
  - Revenue Passengers (Fares Collected) . . . . . **1,621,000**
  - Revenue Passengers and Transfer Fares . . . . . **2,683,000**

### Busiest Bus and Streetcar Routes

(Estimated daily usage on average business day)

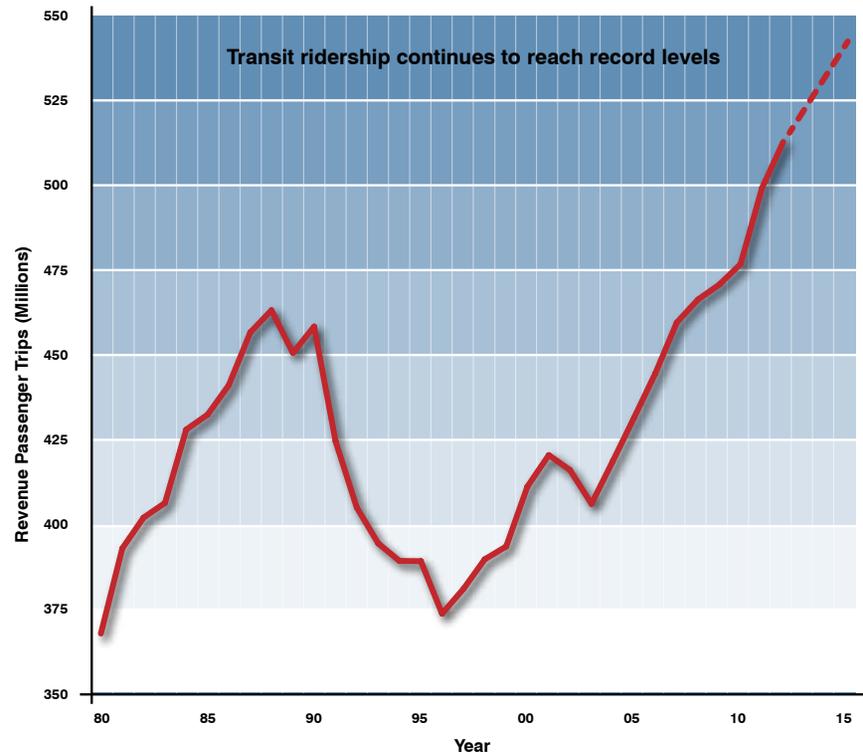
- 504 King (streetcar) . . . . . **56,700**
- 32 Eglinton West (bus) . . . . . **48,700**
- 35 Jane (bus) . . . . . **45,700**
- 36 Finch West (bus) . . . . . **44,000**
- 510 Spadina (streetcar) . . . . . **43,800**
- 501 Queen (streetcar) . . . . . **43,500**
- 25 Don Mills (bus) . . . . . **41,800**
- 39 Finch East (bus) . . . . . **41,400**
- 29 Dufferin (bus) . . . . . **39,700**
- 506 Carlton (streetcar) . . . . . **39,600**

### Wheel-Trans

- Passenger Trips . . . . . **2,882,200**
- Kilometres Operated . . . . . **19,982,100**
- # of Active Registrants . . . . . **46,787**

## Entire System

- Passenger Trips . . . . . **514,007,400**
- Number of Routes/Lines . . . . . **156**
- Passenger Vehicle Fleet
  - Buses . . . . . **1,857**
  - Streetcars . . . . . **247**
  - Subway/RT Cars . . . . . **736**
  - Wheel-Trans/Community Bus . . . . . **513**
- Kilometres Operated . . . . . **239,432,700**



# Appendix 3: Our Principles

## At the TTC we have defined our principles as follows:

### 1 We sweat the small stuff.

The everyday principles of good service apply to the TTC just as they do to any other business. If we are unable to deliver on the issues that upset and delight our customers, such as the punctuality and reliability of our services, the cleanliness of our vehicles and stations, the appearance of our stations and staff, and the ease with which customers buy their fares and move through our stations, then it is understandable that customers and other stakeholders will be unable to accept that we have the ability to deliver on bigger and broader challenges.

### 2 We will improve the way we manage the existing service.

Every day the TTC leaves customers waiting on the street and on platforms. The perception, and reality, is that we have been unable to manage our service and our business to the best of our abilities. Every day, customers are frustrated because of short-turns they believe are unnecessary or waits that are longer than expected. Even when perceptions are unfounded, we must use every one of our assets to its utmost to ensure every bit of our existing service is delivered as efficiently as possible. With the aid of our new and evolving key performance indicators, we will hold the organization, individual managers and their teams accountable for their performance.

### 3 We will focus on our core business and ensure that everything we do adds value to our customers and other stakeholders.

The TTC must constantly and consistently focus on our core business – moving people efficiently and effectively around Toronto in the easiest and most comfortable manner possible.

We don't doubt we can do things more efficiently, and we have already begun to do that.

Our processes and practices, for example, have been developed to avoid risk, but don't take into account the level of risk that is being avoided. We need to make decisions within a process that not only identifies risks but also evaluates the benefits of what we do and the costs we pay to avoid all risk.

If there are aspects of our business that can be done more effectively and efficiently by another part of the City of Toronto, by an outside agency or a third party, then we must make that change to ensure we deliver our core business.

We need to measure every aspect of our business and get the greatest value possible from the assets we have now. On the streets and on the rails, our service must be utilized to its absolute optimum efficiency.

### 4 We will reinvest any savings, in dollars and in people, in improving the service for our customers.

The TTC has already embarked on a top-to-bottom review of what we do now, and what we should do in the future. We have announced the outsourcing of garbage collection, bus service lines and the cleaning of public washrooms. This review of what we make vs. what we buy will continue and extend into every aspect of our business; from savings that can be achieved through fare changes, to changes in the way we operate vehicles, such as one-person train operation.

It will not stop at big visible items but instead become a principal part of the way we do business.

We will move to influence City of Toronto policy, to allow us to progressively reinvest savings into further improvement to the system and the service we offer.

**5 We will actively manage our employees and ensure they have the tools to do their jobs to the best of their abilities.**

Achieving our vision will rely on the efforts, commitment and passion of our high quality TTC staff.

Management style influences the way staff behaves. We must develop managers who have the skills to praise when warranted and take action when necessary; managers who have the tools and accountability to do the job that we rightly expect of them.

We must also make sure that all of our staff understand our vision and know what role they play in making it happen. We will manage fairly and effectively, and make a clear difference between an honest mistake and unacceptable behaviour.

We must explore innovative and timely ways of communicating directly with employees across the organization so they understand the direction we are taking, why and how.

Our stations must be customer-focused so Group Station Managers have been given both the mandate and power to make decisions, fix problems locally and get things done. Vehicle operators need to know when it is appropriate to make an exception and when it is necessary to adhere to strict rules and standards.

**6 We will focus on customer self-service and ensure they are provided the tools they need to be masters of their own travel needs.**

From planning a trip to buying a fare, we need to give our customers information and services when and where they need it.

Most transit operators around the world have already implemented forms of self-service. Each customer has individual needs and wants and ways of doing things; self-service allows them to fulfill those needs. Providing discretionary services via self-service options also allows us to free up resources so that customers who are unwilling, or unable, to use self-service options will get a higher level of support than they otherwise would.

**7 We will deliver our projects and programs on time and on budget.**

Our reputation will be formed as much by how well we deliver as what we deliver. To gain the trust of our customers and our stakeholders we must deliver on items both small and large, on time and to budget. We expect to be held accountable and, if projects demand greater input, we must communicate the cost and impact in a way that is clearly understood.

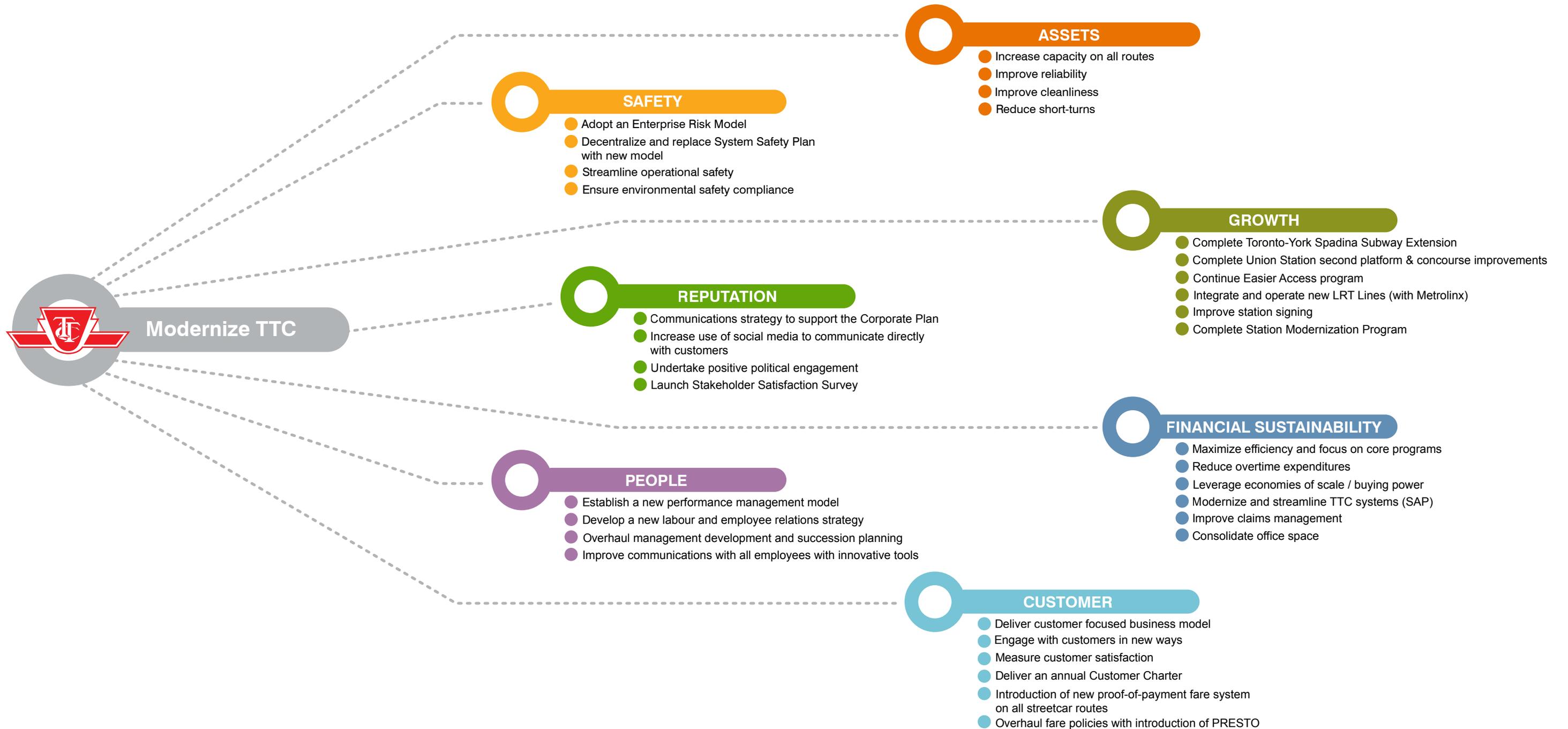
**8 We will relentlessly, and efficiently, close the gap between expectations and reality, and we will be transparent and accountable in all we do.**

Our customers have ever-increasing demands and expectations, and rightly so. Our job is to measure those expectations and ensure that every step we take closes the gap between expectations and reality. We will ensure the money we have and our staff is employed to their full capacity. We will seek to make our customers, employees and other stakeholders our biggest advocates for investment in the transit the City of Toronto deserves.

We will be open and transparent about our success and our failures. Customers and stakeholders must understand our goals and objectives and be able to hold us accountable.



# Appendix 4: TTC Corporate Plan - Core Strategies



# The Journey - A transit system that makes Toronto proud

