



TTC CORPORATE PLAN OVERVIEW

Andy Byford
Chief Executive Officer

CEO Board Presentation
April 15, 2014





1. Modernizing the TTC

1.1 Our Vision, Mission, Core Value and Strategic Objectives

1.2 Five-Year Corporate Plan 2013-2017

1.3 Focus on People, Process & Infrastructure

2. Achievements in 2013 & 2014

3. CEO Top 10 Priorities for 2015

4. A Look Ahead at TTC in 2017

5. Q&A

1. MODERNIZING THE TTC

CEO'S TOP 10 PRIORITIES



- 1. Identify the Vision, Mission and Core Value**
- 2. Develop a master plan w/targets & tools to track progress**
- 3. Get the right people into key jobs in a revitalised structure**
- 4. Hold everyone accountable for their part of the process**
- 5. Delight the customer with quick wins**
- 6. Re-engage employees**
- 7. Re-engineer processes and infrastructure**
- 8. Improve management visibility and effectiveness**
- 9. Rebuild stakeholder confidence**
- 10. Get the basics right, all day, every day**

1.1 OUR VISION



**A transit system
that makes Toronto proud**

Our Vision

1.1 OUR MISSION



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**

1.1 OUR CORE VALUE



We value both the quantity and quality of time customers spend on the TTC. The TTC should represent the simplest, fastest and most cost efficient way to move around Toronto

Our Core Value:
'Valuing Time'

1.1 OUR STRATEGIC OBJECTIVES

Strategic Objectives

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

Safety

Customer

People

Assets

Growth

Financial Sustainability

Reputation



1.2 TTC FIVE-YEAR CORPORATE PLAN

Our Vision — A transit system that makes Toronto proud



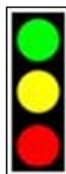
1.3 FOCUS ON PEOPLE

PEOPLE INITIATIVES



Tasks	Date		2013												2014												2015											
	Start	End	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12						
Organizational Strategy & Governance																																						
<i>Restructure to Optimize Efficiency and Maximize Effectiveness</i>	Jun 15/13	Jul 15/14	[Dark Blue Bar]																																			
<i>Trial Employee "Integrity" Program</i>	Jul 01/12	May 15/14	[Dark Blue Bar]												Ongoing Operations?																							
Performance Management Framework																																						
<i>Align Employee/Staff Goals & Objectives with Corp. Objectives</i>	May 01/13	Mar 31/14	[Dark Red Bar]																																			
<i>Develop Performance Appraisal Process for Operators</i>	Oct 15/14	Dec 15/15													[Dark Red Bar]																							
<i>Review & Update Rewards & Recognition Program</i>	Apr 15/12	Dec 15/14	[Light Red Bar]												Ongoing Operations																							
Labour and Employee Relations Strategy																																						
<i>Strengthen Union/Management Relations</i>	Jan 20/13	-	[Dark Teal Bar]																																			
<i>Renegotiate Collective Bargaining Agreement</i>	Oct 15/13	May 30/14	[Light Teal Bar]																																			
<i>Review & Update Coaching & Performance Improv. Processes</i>	Oct 15/13	May 30/14	[Light Grey Bar]																																			
<i>Review & Update Attendance Management Strategy</i>	Oct 15/13	May 30/14	[Light Grey Bar]																																			
Staff Engagement Strategy																																						
<i>Deliver Roadshows on Five-Year Corporate Plan</i>	May 01/13	Feb 15/14	[Dark Orange Bar]																																			
<i>Develop Staff Satisfaction Surveys</i>	Sep 31/14	Sep 15/15													[Dark Orange Bar]												Ongoing C											
<i>Develop & Deploy New Janitor Uniforms</i>	Apr 15/12	Mar 31/14	[Light Orange Bar]																																			
<i>Develop & Deploy New Operator Uniforms</i>	Apr 15/12	Mar 31/14	[Light Orange Bar]																																			
<i>Update Operator Refresher and Recertification Programs</i>		Ongoing																																				
Management Development and Succession Planning																																						
<i>Develop Succession Planning Program</i>	Jul 15/13	Dec 30/17	[Dark Purple Bar]																																			
<i>Establish Employee & Staff Core Competencies</i>	Jul 15/13	Dec 30/17	[Light Grey Bar]																																			
<i>Continue to Perform Training Needs/Gap Analysis</i>	Jul 15/13	Dec 30/17	[Light Grey Bar]																																			

Schedule



Schedule off target (within +/-20%) but recovery is achievable

Schedule on target (within +/-10%)

Schedule off target (outside +/-20%) and/or recovery may not be achievable



1.3 FOCUS ON PEOPLE

EMPLOYEE CHARTER

In October 2014, the People executive committee issued the TTC's first-ever Employee Charter.

As an employee you can expect ...

- A culture of honesty, transparency and integrity
- Recognition of excellent performance
- An environment that encourages teamwork
- An opportunity for continuous learning
- A healthy and safe work environment
- To be treated with respect and dignity
- To work in an environment free from harassment
- Progressive performance reviews
- To share concerns without fear of reprisal



1.3 FOCUS ON PEOPLE

EMPLOYEE CHARTER

In October 2014, the People executive committee issued the TTC's first-ever Employee Charter.

In return, we can count on you to ...

- Value teamwork
- Take pride in a job well done
- Value customers and co-workers equally
- Apply your skills in an effort that maximizes customer satisfaction
- Govern your actions with honesty and integrity
- Work in a safe manner
- Wear your uniform with pride
- Proudly represent the TTC



1.3 FOCUS ON PEOPLE

EMPLOYEE ENGAGEMENT SURVEY



In February 2015, we received results from our first employee engagement survey.

Response Rates (RR)

All Employees: 36%

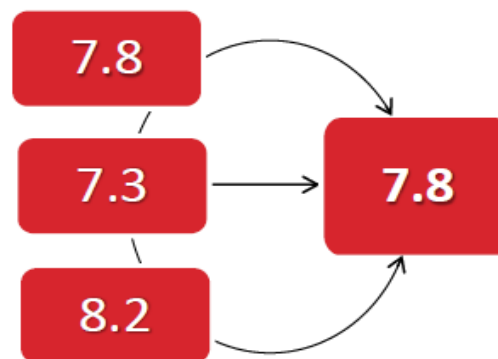


Overall Employee Engagement Score (Baseline Results)

Composite of 3 measures:

- I am satisfied with the TTC as an employer
- I enjoy coming to work every day
- I see the value in the work that I do

Mean rating



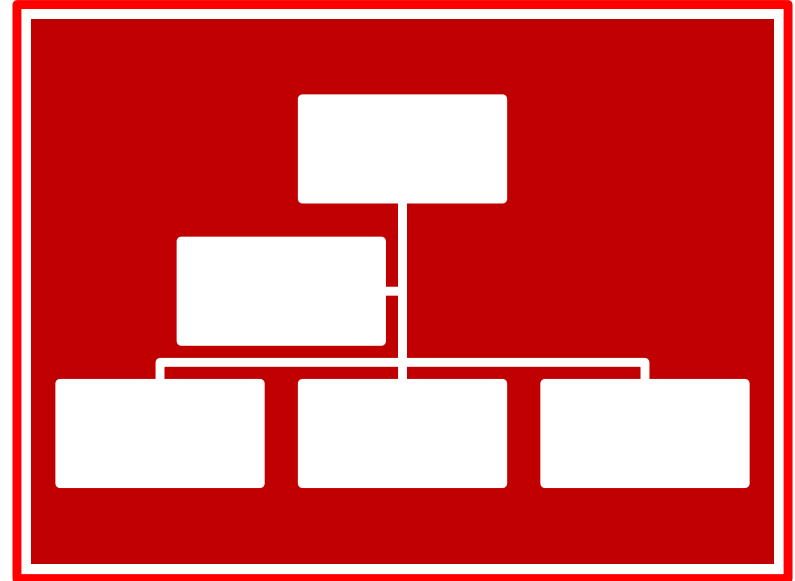
1.3 FOCUS ON PEOPLE

NEXT STEPS



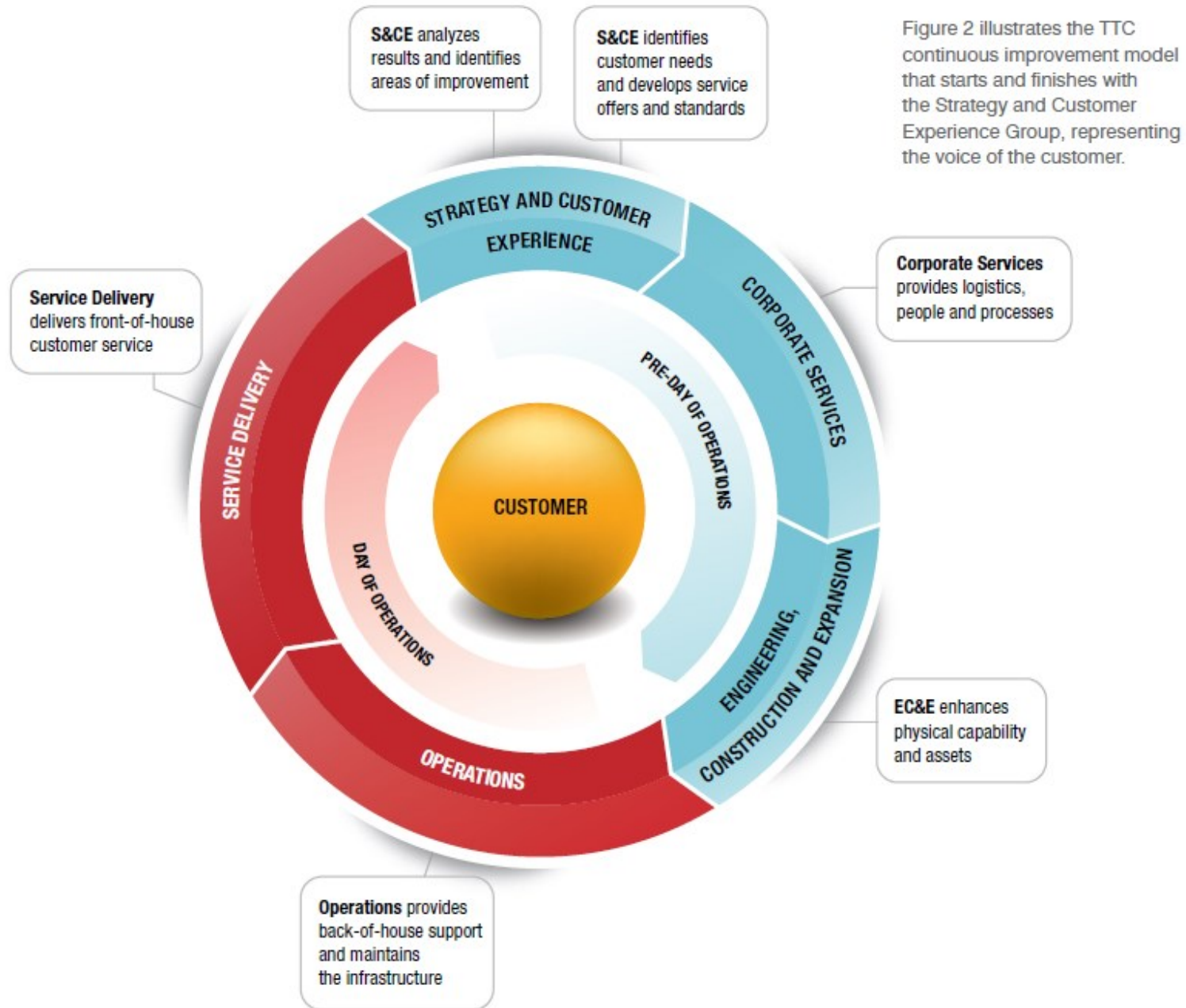
By the end of 2015, we will have achieved the following:

- Implemented improvements identified through our third-party top-to-bottom organizational review;
- Developed an industry leading succession planning program;
- Revitalized our performance management strategy, process, tools, techniques, and training; and
- Established employee engagement survey action plans and delivered on time-bound Employee Charter commitments.



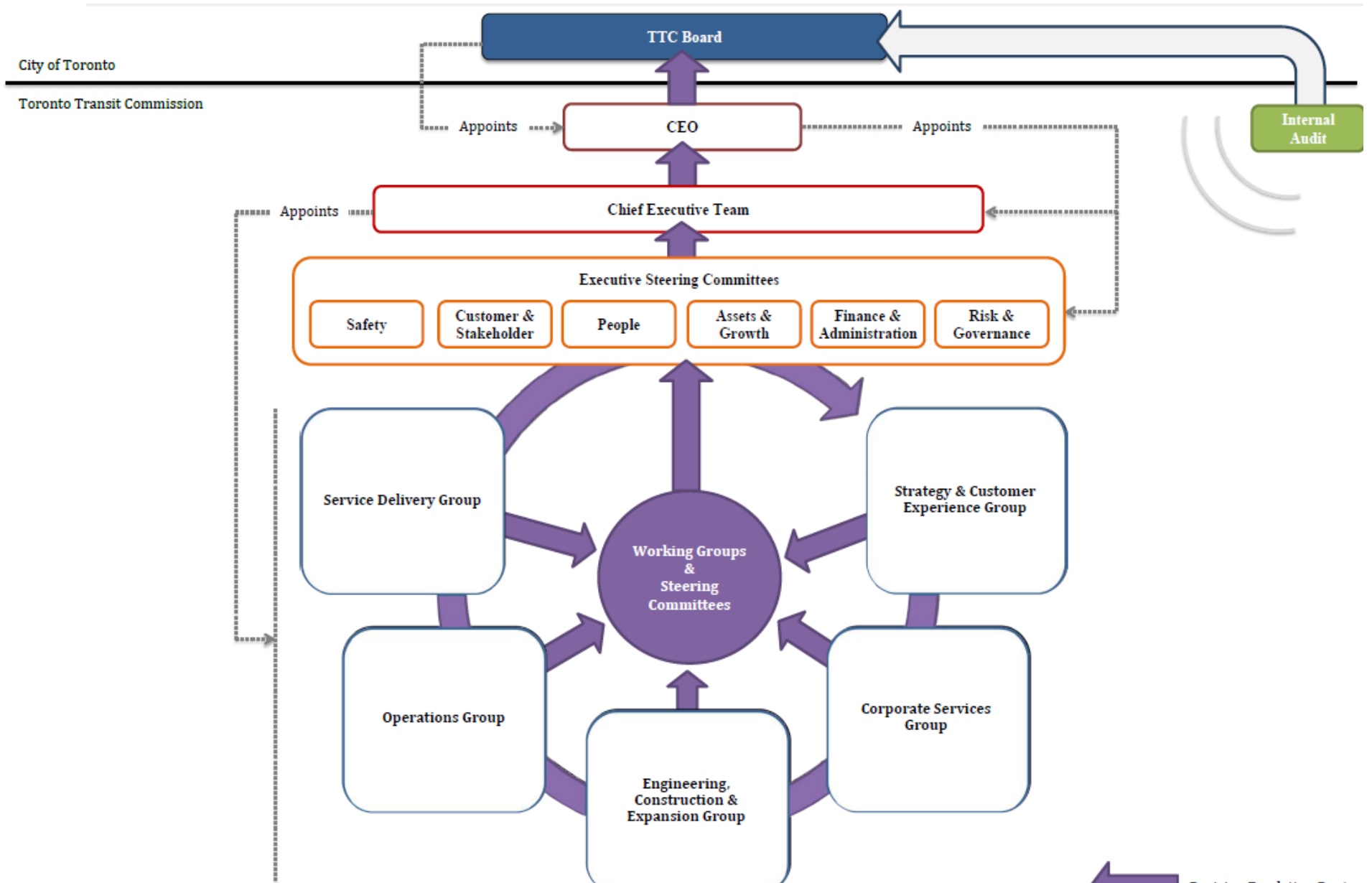
1.3 FOCUS ON PROCESS

CONTINUOUS IMPROVEMENT MODEL



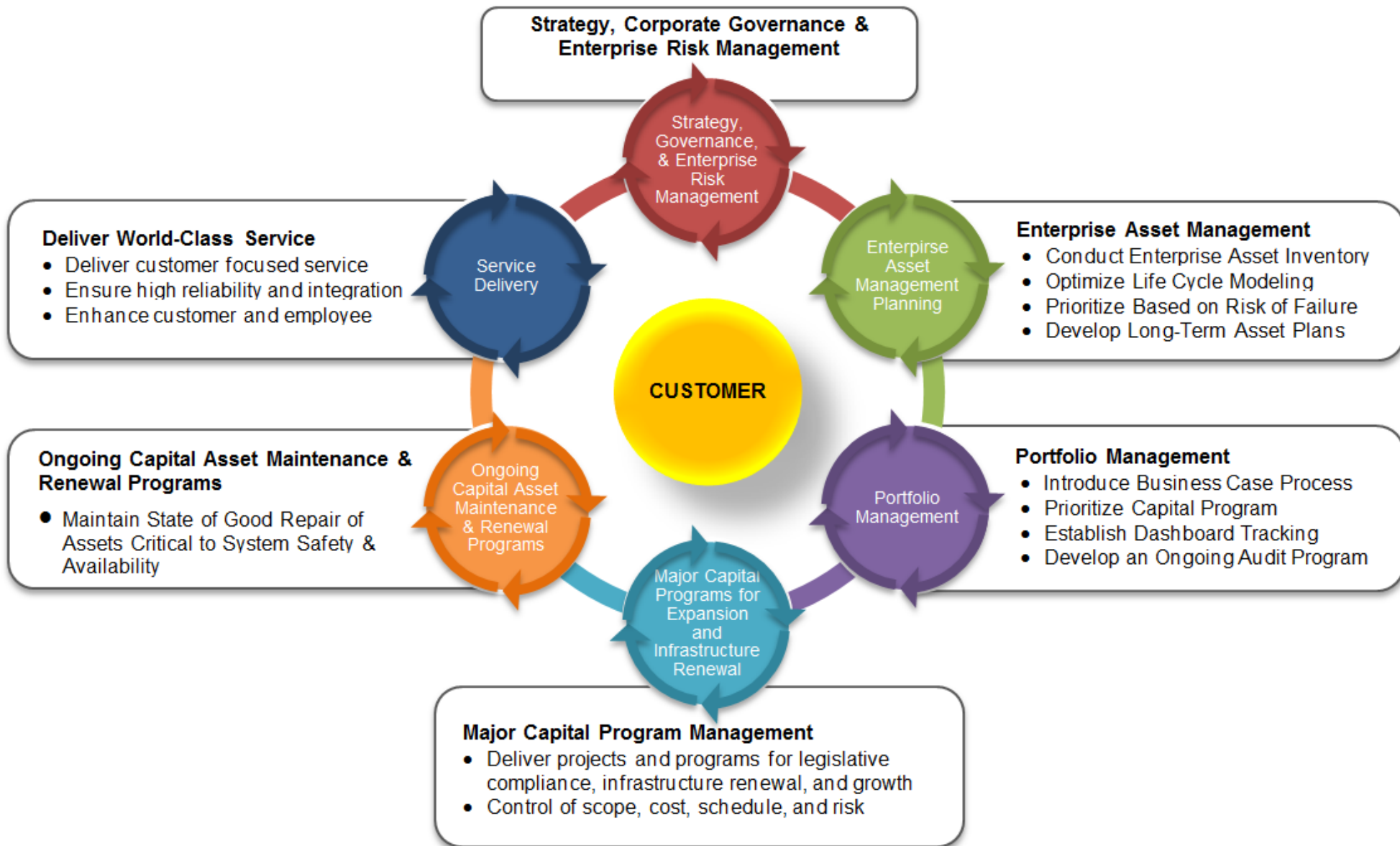
1.3 FOCUS ON PROCESS

INTERNAL GOVERNANCE



1.3 FOCUS ON PROCESS

IMPLEMENTATION OF MODERN MANAGEMENT PROCESSES



1.3 FOCUS ON PROCESS

ENTERPRISE RISK MANAGEMENT

TTC researched best practices and benchmarked against leading transit agencies in the world. The gaps found were as follows:

- No centralized system for the management of enterprise risks;
- No consistent methodology for risk informed decision making;
- No ability to ensure resources were directed to control highest risk; and
- Limited oversight of risk.

1.1 OUR STRATEGIC OBJECTIVES

Strategic Objectives

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1.3 FOCUS ON PROCESS

ENTERPRISE RISK MANAGEMENT



Recommendations

- Identify both downside and upside risks to the achievement of our strategic objectives;
- Conduct assessments and develop risk treatment plans that balance risk reduction against the cost of controls;
- Monitor and diligently maintain the integrity and effectiveness of risk controls;
- Integrate risk management into the TTC's culture and business processes (e.g. capital project prioritization); and
- Communicate and provide visibility to risk.

TTC Risk Summary & Listing
Safety: Bus falls off hoist

FIRST PRIORITY
enterprise

RISK IDENTIFICATION		TTCRK15040001	
Classification(s)	Description	Register	Risk Owner
Hazardous Events	Risk of bus falling off maintenance hoists resulting in fatalities and/or asset damage.	Bus Maintenance & Shops	Head of Bus Maintenance

RISK ANALYSIS			
Causes	Control Controls	Status	Control Owner
Complacency/Motivation/Attitude	1. Effective Supervision	✓ 70	Pritchard, Allan
	2. Sufficient Communication on Procedures	✓ 70	Pritchard, Allan
Contact with other vehicle	1. Implement Operating Standards	▲ 50	Pritchard, Allan
	2. Standard Operation Procedures	✓ 70	Pritchard, Allan
Lack of Experience/Knowledge/Skill for Task	1. Comprehensive Training Program	✓ 70	DBiase, Joanne
	2. Standard Operation Procedures	✓ 70	Pritchard, Allan
Unauthorized Use	1. Comprehensive Training Program	▲ 50	DBiase, Joanne
	2. Effective Supervision	✓ 70	Pritchard, Allan
Using Equipment Improperly or the Wrong Equipment	1. Categorize and Label Material/Parts Properly	▲ 50	Pritchard, Allan

RISK ASSESSMENT						
	Negligible	Minor	Moderate	Major	Catastrophic	Disastrous
Frequent	Yellow	Orange	Red	Dark Red	Black	Black
Probable	Yellow	Orange	Red	Dark Red	Black	Black
Occasional	Green	Yellow	Orange	Red	Dark Red	Black
Remote	Green	Yellow	Orange	Red	Dark Red	Black
Improbable	Green	Yellow	Orange	Red	Dark Red	Black

Context	Type	Likelihood	Severity	Score	Overall
Objective	Safety (Inherent)	Occasional (3)	Catastrophic (5)	8	High
Objective	People (Inherent)	Remote (2)	Moderate (3)	5	Medium
Objective	Assets (Inherent)	Remote (2)	Minor (1)	3	Low
Objective	Reputation (Inherent)	Remote (2)	Moderate (3)	5	Medium
Objective	Safety (Residual)	Improbable (1)	Major (4)	5	Medium
Overall	Inherent Overall Assessment	Occasional (3)	Catastrophic (5)	38	High
Overall	Residual Overall Assessment	Improbable (1)	Major (4)	22.5	Medium

RISK ACTIONS			
Action	Action Owner	Due	Completed
1 Review bus hoisting inspection template	Mason, Edmund	05-31-15	
2 Build bus hoisting inspection template	Hafez, Wasim	04-17-15	04-13-15

RISK EVALUATION	
Control Effectiveness	
Rationale	
Not provided	

Control Status
 ✓ Implemented ▲ Planned and Budgeted ○ Unlinked Control
 ● Control Effective ▲ Some Improvement Required ● Not Assessed
 ● Significant Improvement Required ● No Results

Security Classification: Business, Sensitivity: Internal Use Only



1.3 FOCUS ON PROCESS

ENTERPRISE RISK MANAGEMENT



TTC Risk Summary & Listing

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Contact with other vehicle	1. Implement Operating Standards	▲ ● 50	Pritchard, Allan
Lack of Experience/Knowledge/Skill for Task	1. Comprehensive Training Program	✓ ● 70	DiBiase, Joanne
	2. Standard Operation Procedures	✓ ● 30	Pritchard, Allan
Unauthorized Use	1. Comprehensive Training Program	▲ ● 70	DiBiase, Joanne
	2. Effective Supervision	▲ ● 70	Pritchard, Allan
Using Equipment Improperly or the Wrong Equipment	1. Categorize and Label Material/Parts Properly	▲ ● 90	Pritchard, Allan
Consequences	Consequence Controls	Status	Control Owner
Asset Damage	1. Insurance	✓ ● 100	Ferreira, Melissa
	Employee and Stakeholder Concerns	1. Corporate Communications Plan	▲ ● 30
Fatality	1. Safe Lift Zone	✓ ● 90	Pritchard, Allan
MOL Convection	1. Inspection and Assurance Records	▲ ● 70	Mason, Edmund

RISK ACTIONS

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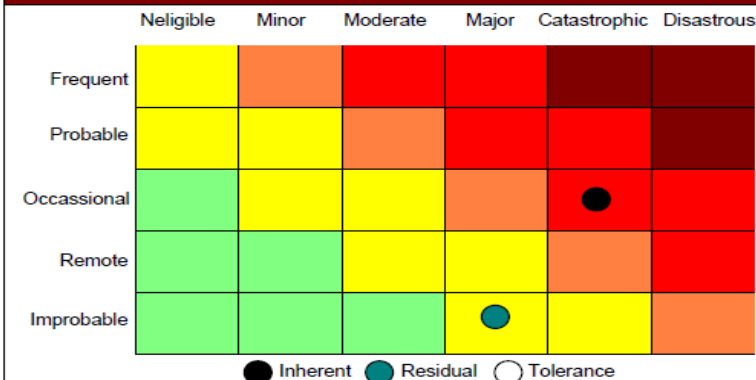
RISK EVALUATION

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RISK ASSESSMENT



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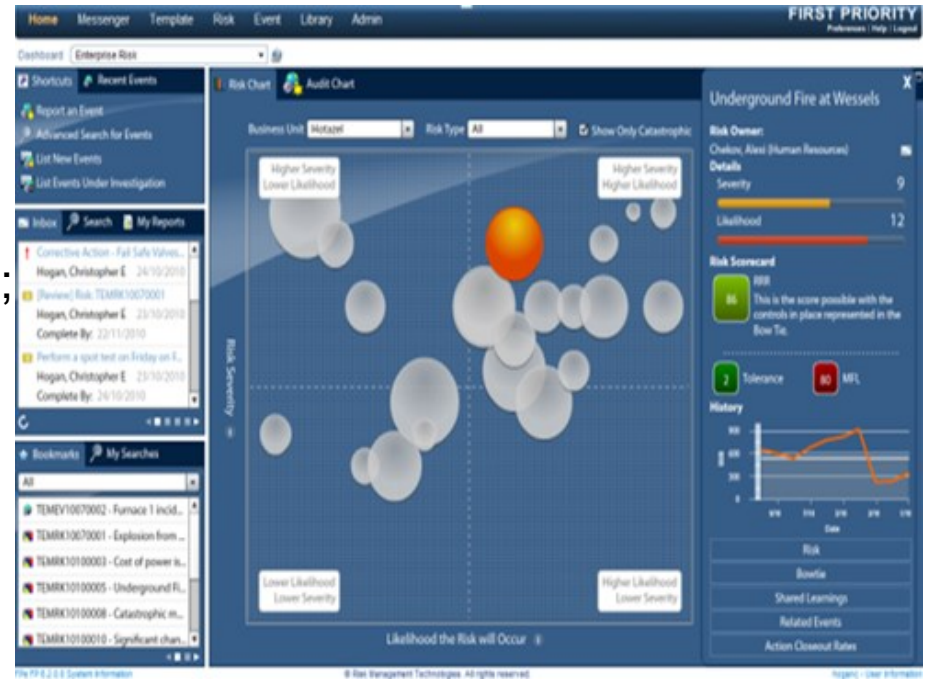
1.3 FOCUS ON PROCESS

ENTERPRISE RISK MANAGEMENT



Progress to Date

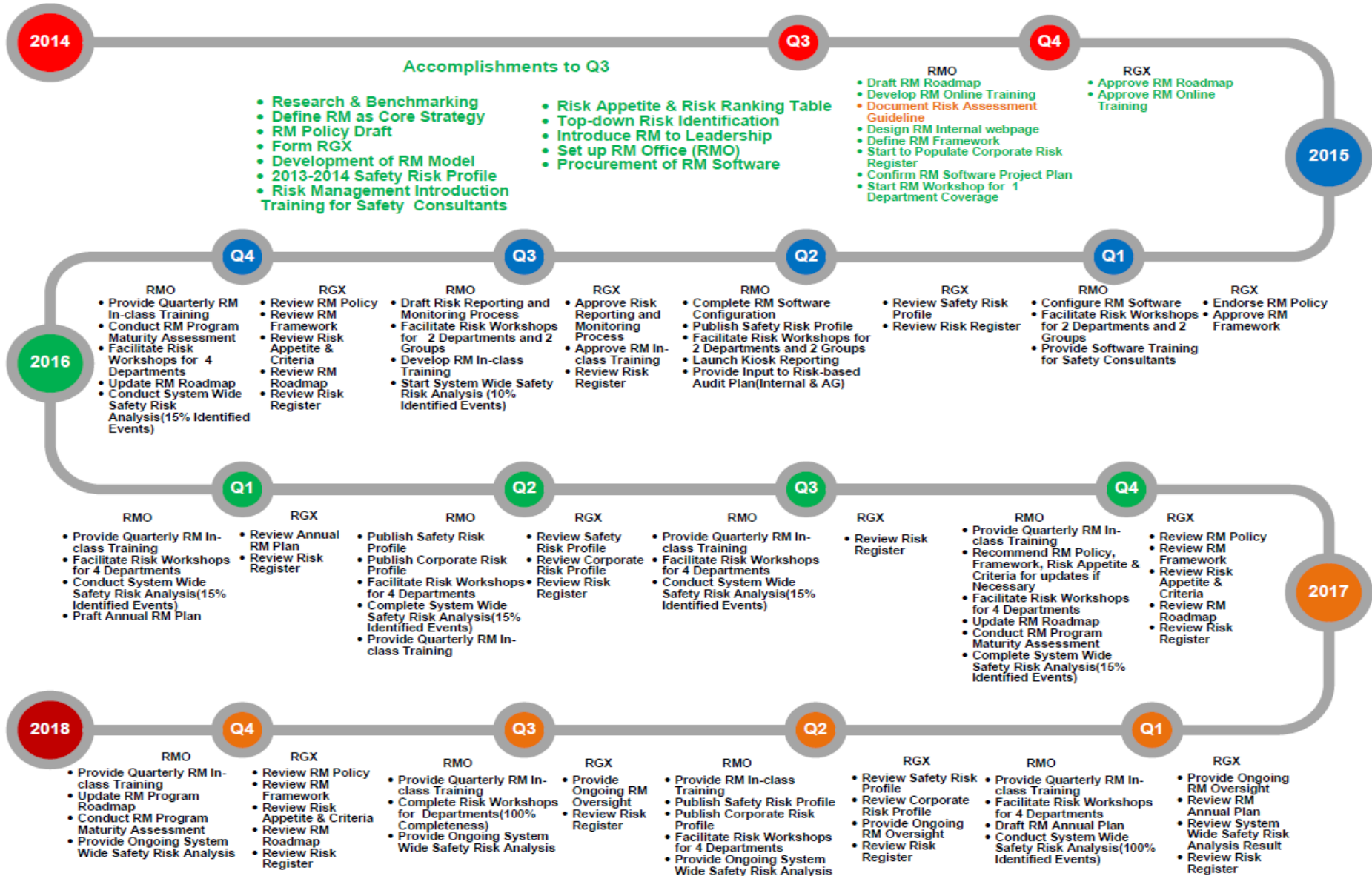
- Established the Risk and Governance Committee;
- Founded the Risk Management Office;
- Established risk appetite;
- Procured and configured enterprise risk management software;
- Commenced departmental and group level risk workshops;
- Began integrating risk into existing decision making processes (e.g. business case, capital prioritization); and
- Increased organizational risk awareness through training, risk champions, and internal governance committees.



1.3 FOCUS ON PROCESS

ENTERPRISE RISK MANAGEMENT

Next Steps:



1.3 FOCUS ON PROCESS

KEEPING PEOPLE SAFE – STRATEGIC OBJECTIVE #1



Track Level Safety

By Q2 2016, we will have implemented a new integrated program for ensuring track level safety.

An example of where people, process and infrastructure must all work together to achieve the objective.

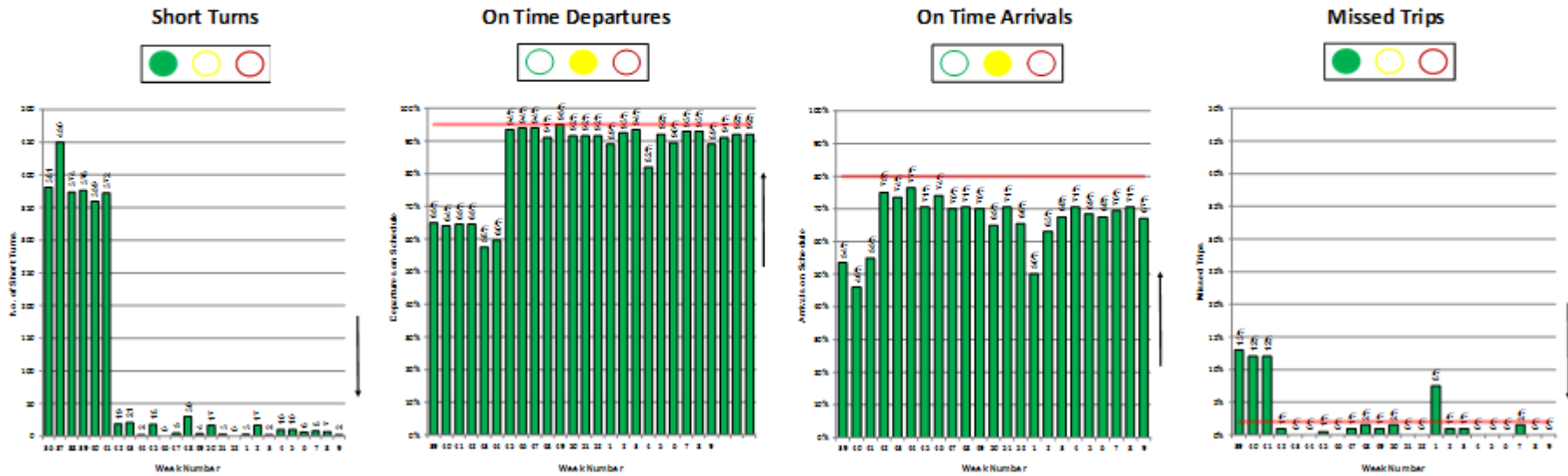


1.3 FOCUS ON PROCESS

KPI PERFORMANCE TRACKING



512 St Clair



IMPROVED RELIABILITY

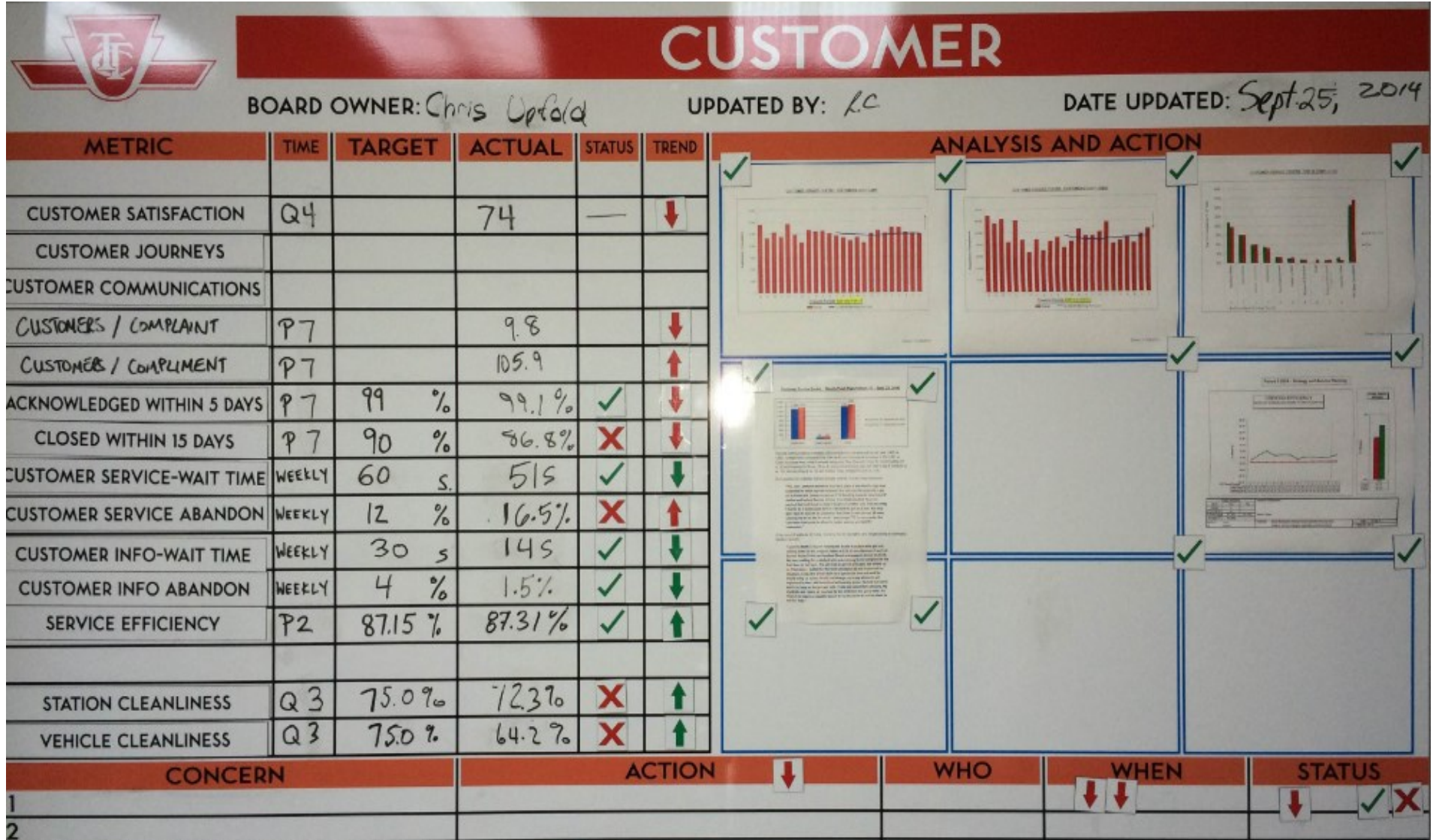
FEWER SHORT TURNS

SERVICE AS ADVERTISED



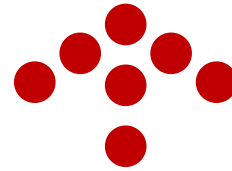
1.3 FOCUS ON PROCESS

KPI PERFORMANCE TRACKING



1.3 FOCUS ON INFRASTRUCTURE

THE RENEWED AND NEW



Vehicles



Renewed
Wheel Trans Buses



Renewed Subways



Renewed Buses



Renewed Streetcars



1.3 FOCUS ON INFRASTRUCTURE

THE NEW AND THE RENEWED



New Wheel-Trans Buses



New Subways



New Buses



New Streetcars

Vehicles



1.3 FOCUS ON INFRASTRUCTURE

THE NEW AND THE RENEWED



Station Modernization



Renewed Surface & Subway Track



New Facilities



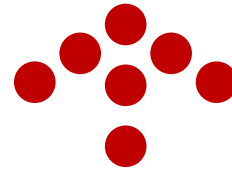
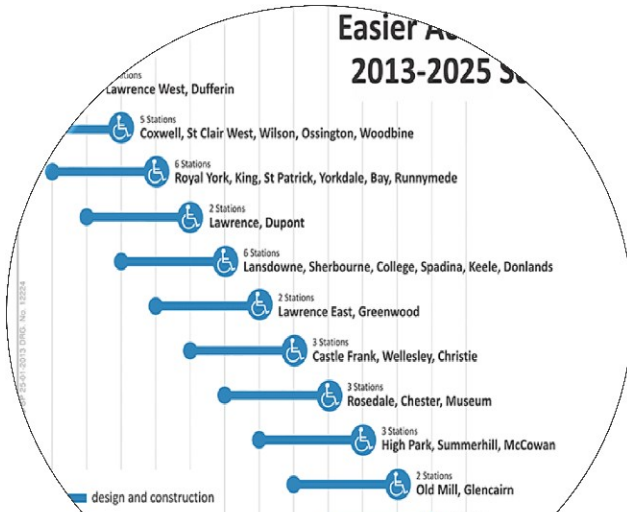
Automatic Train Control

Systems



1.3 FOCUS ON INFRASTRUCTURE

THE NEW AND THE RENEWED



Systems



Subway, Streetcar & Bus System Expansion

Easier Access



Integrated Transit Control Centre



Administrative Systems



2. ACHIEVEMENTS IN 2013 & 2014



Tracking above **95%** on-time completion rate for Corporate Plan commitments

Key Initiative	Date Completed	Key Initiative	Date Completed
✓ Develop a New Station Management Model	Q1 2013	✓ Deploy Articulated Buses	Q4 2013
✓ Delivery of Toronto Rockets	Q2 2013	✓ Duty Station Manager Introduction	Q1 2014
✓ Develop Corp Fire Safety Program	Q2 2013	✓ Improved Wheel Trans Accessibility	Q2 2014
✓ Approve Emergency Management Program	Q3 2013	✓ Implement System Cleanliness - Stations	Q2 2014
✓ Develop Positive Political Engagement	Q4 2013	✓ Establish Support Persons Id	Q2 2014
✓ Complete Pape Station Modernization	Q4 2013	✓ Pilot Narrowcasting at Operating Divisions	Q3 2014
✓ Enable Wi-Fi and Cell at Two Stations	Q4 2013	✓ Corporate Emergency Plan	Q3 2014
✓ Develop a New TTC System Map	Q4 2013	✓ Carry Out Wheel Trans Survey	Q3 2014
✓ Develop Employee Rewards and Recognition	Q4 2013	✓ Accommodate Customer Call Volume	Q3 2014
✓ Implement Operator Refresher & Recert.	Q4 2013	✓ Develop a P.O.P & Fare Enforcement Strategy	Q3 2014



2. ACHIEVEMENTS IN 2013 & 2014



Tracking above **95%** on-time completion rate for Corporate Plan commitments

Key Initiative	Date Completed	Key Initiative	Date Completed
✓ Deploy New Uniforms	Q3 2014	✓ Pilot Increase Subway Run Time	Q4 2014
✓ Create Case for a Revenue Protection Team	Q3 2014	✓ Pilot Double Step Backs at End of Terminal	Q4 2014
✓ Create Subway Car Fleet & Facility Plan	Q3 2014	✓ Complete Emergency Mgmt. Simulations	Q4 2014
✓ Initiate New Streetcar Deployment	Q3 2014	✓ Complete Station Modernization at Dufferin	Q4 2014
✓ Create Bus Fleet & Facility Plan	Q3 2014	✓ Complete Lawrence West Station Elevator	Q4 2014
✓ Create Streetcar Fleet & Facility Plan	Q3 2014	✓ Presto Initial Deployment	Q4 2014
✓ Carry Out Town Halls	Q4 2014	✓ Journey time metric(Phase 1 prototype)	Q4 2014
✓ Conducted Employee Engagement Survey	Q4 2014	✓ Deploy Narrowcasting Operating Divisions(Full Deployment)	Q4 2014
✓ Complete Subway Stn Track Level Cleaning	Q4 2014		
✓ Complete Subway Stn Wall Cleaning	Q4 2014		



3. CEO TOP 10 PRIORITIES FOR 2015

- 1 **Target zero preventable fatalities**
- 2 **Deliver world class transit for Pan Am / Parapan AM Games**
- 3 **Deploy new streetcars on route 510, 509, 511 (ideally 505)**
- 4 **Deliver 100% of 2015 Customer Charter & Mayoral Commitments**
- 5 **Conduct employee survey, develop and deliver on Employee Charter commitments**
- 6 **Achieve 50% of PRESTO system wide implementation plan**
- 7 **Progress implementation of modern processes (SAP, CAD/AVL, integrated TCC)**
- 8 **Pilot one-person-operation on Line 4 (Sheppard)**
- 9 **Open Leslie Barns and drive TYSSE towards a 2017 opening**
- 10 **Reset the Automatic Train Control project and improve subway reliability by 25%**

4. A LOOK AHEAD AT TTC IN 2017 AND BEYOND





Questions?

