



DRIVING CHANGE

Andy Byford, CEO

Toronto Transit Commission

Presentation to Joint TTC/Metrolinx Boards

April 27, 2016



A SYSTEMATIC APPROACH

2013 - 2017 CORPORATE PLAN



We are in the penultimate year of a five year plan to modernize the TTC

- Safety
- Customer
- People
- Assets
- Growth
- Financial Sustainability
- Reputation

Each strategic objective is supported by detailed action plans and tracking mechanisms

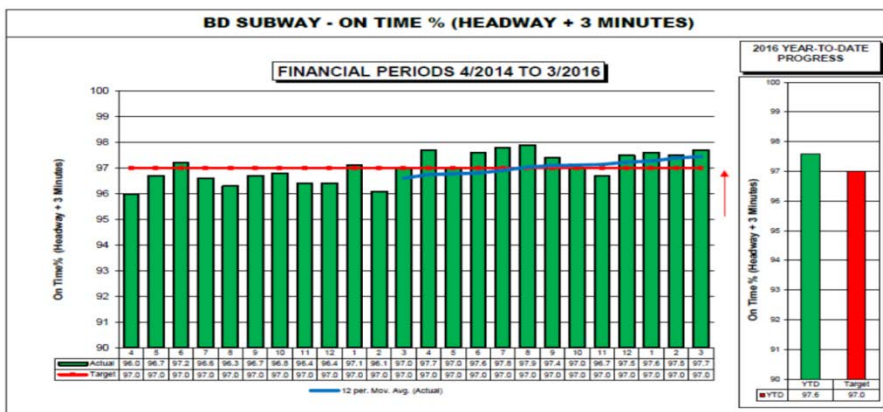
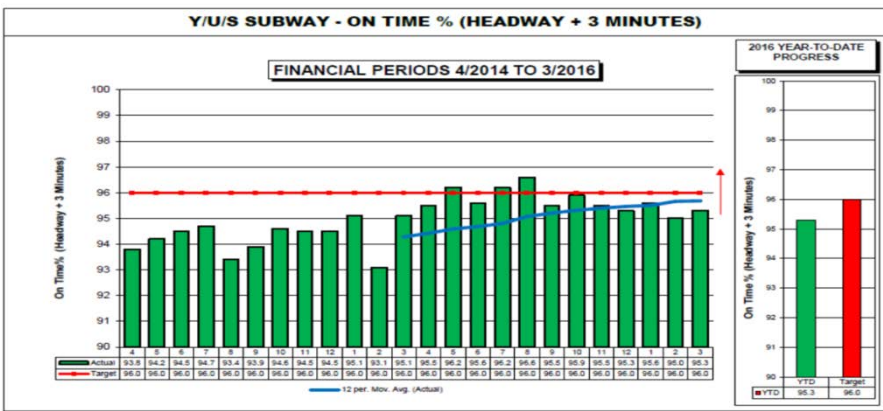


GETTING THINGS DONE

SUBWAY SERVICE



- DCOO in place for 2 years
- Improved train throughput – extra trains
- Improved journey times – less holding of trains
- Improved end terminal operations – less delays
- Earlier Sunday start up
- Safety and financial benefits

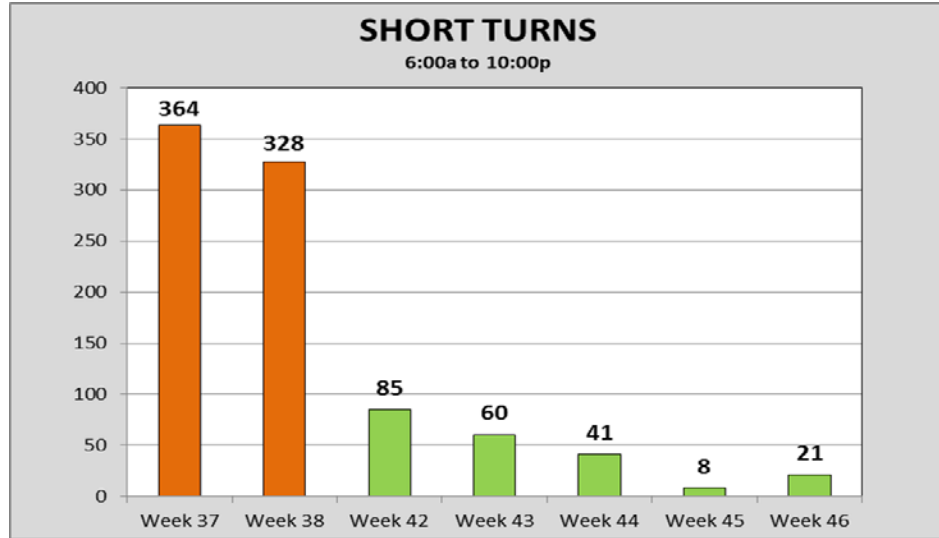


GETTING THINGS DONE

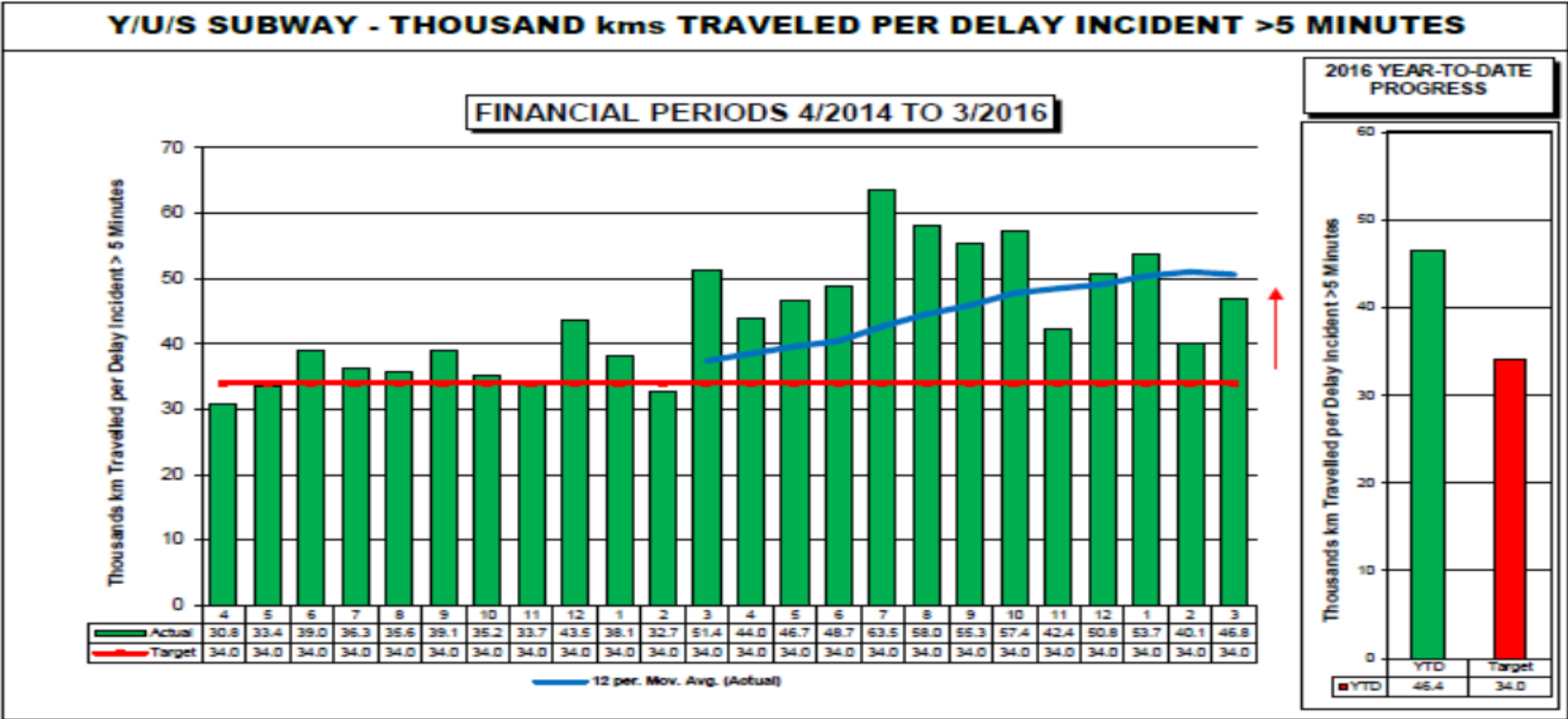
BUS & STREETCAR SERVICE



- New Chief Service Officer, new thinking
- Mandate to tackle bunching, gapping and short turns
- Intensive focus on 29 Dufferin bus and 512 St Clair streetcar
- Very positive customer feedback
- Techniques to be rolled out to other routes



SUBWAY PERFORMANCE

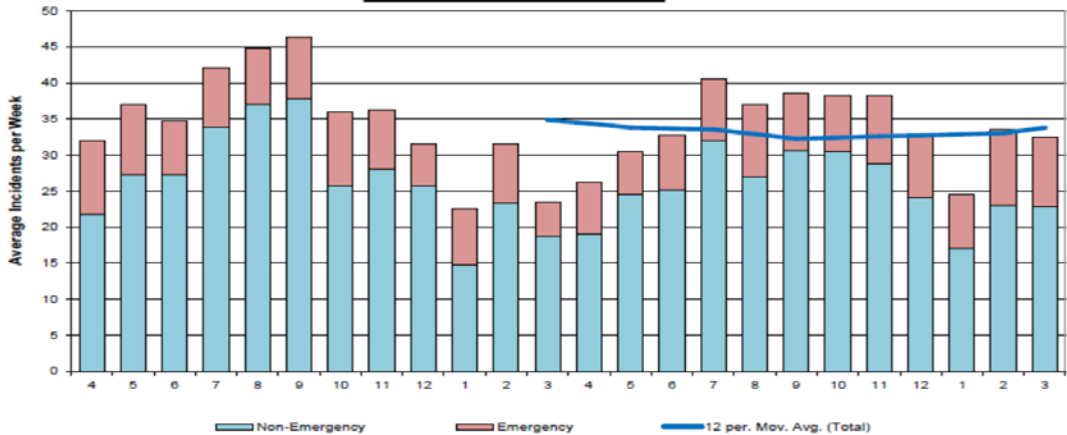


SUBWAY PERFORMANCE



YUS LINE - EA ACTIVATED: ALL INCIDENTS

PERIODS 4/2014 TO 3/2016



Reduction in the number and length of delays on Line 1 is likely to have had a positive impact on customer perceptions.

1 Line 1 - Subway Delays

2014 vs 2015 Comparison	Delay Incidents			Delay Minutes		
	2014	2015	Change	2014	2015	Change
TOTAL	8,953	7,995	-11.1%	18,266	13,651	-25.3%
Equipment	1,261	1,080	-14.4%	4,188	2,243	-46.4%
Staff	1,094	925	-15.4%	2,776	1,945	-29.9%
Customer	3,152	3,022	-4.1%	7,816	6,394	-18.2%
Other	3,446	2,928	-15.0%	3,069	3,486	-11.9%

OPERATIONAL IMPROVEMENTS – Surface



- New timetables
- Route reviews
- Additional supervisors
- Focus on service quality
 - Short turns
 - Bunching / gapping
- Right time departures

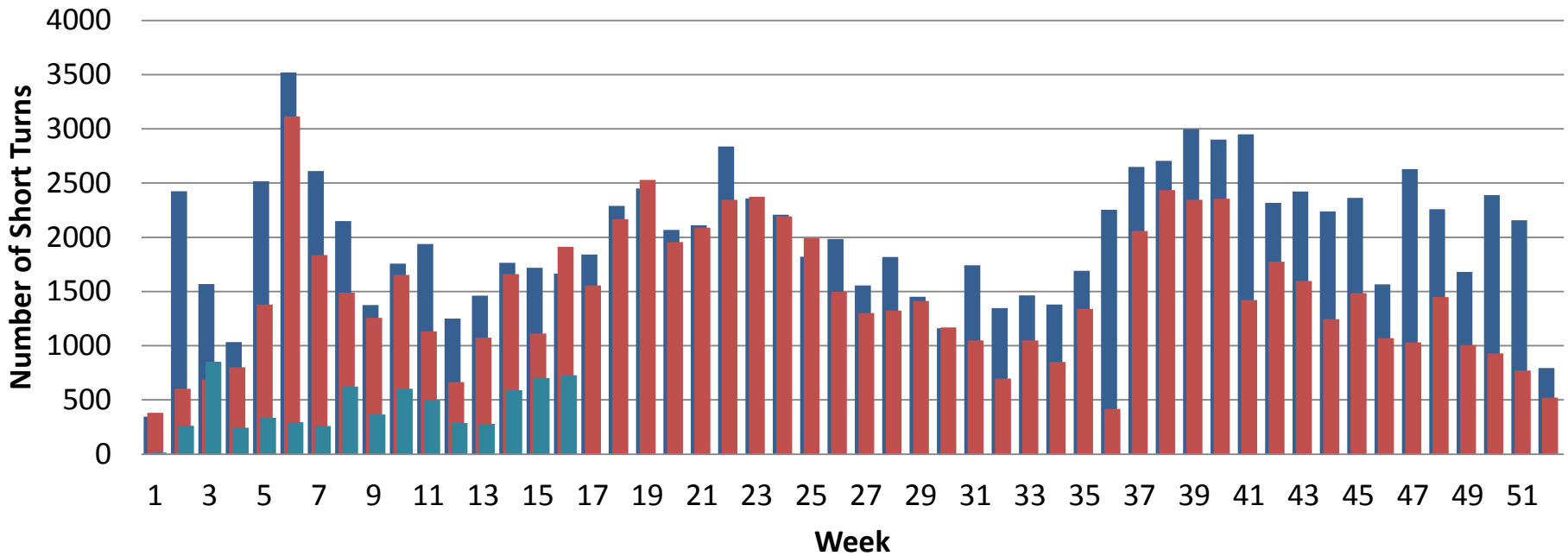


SURFACE PERFORMANCE



Bus Short Turns – 7 Days Service

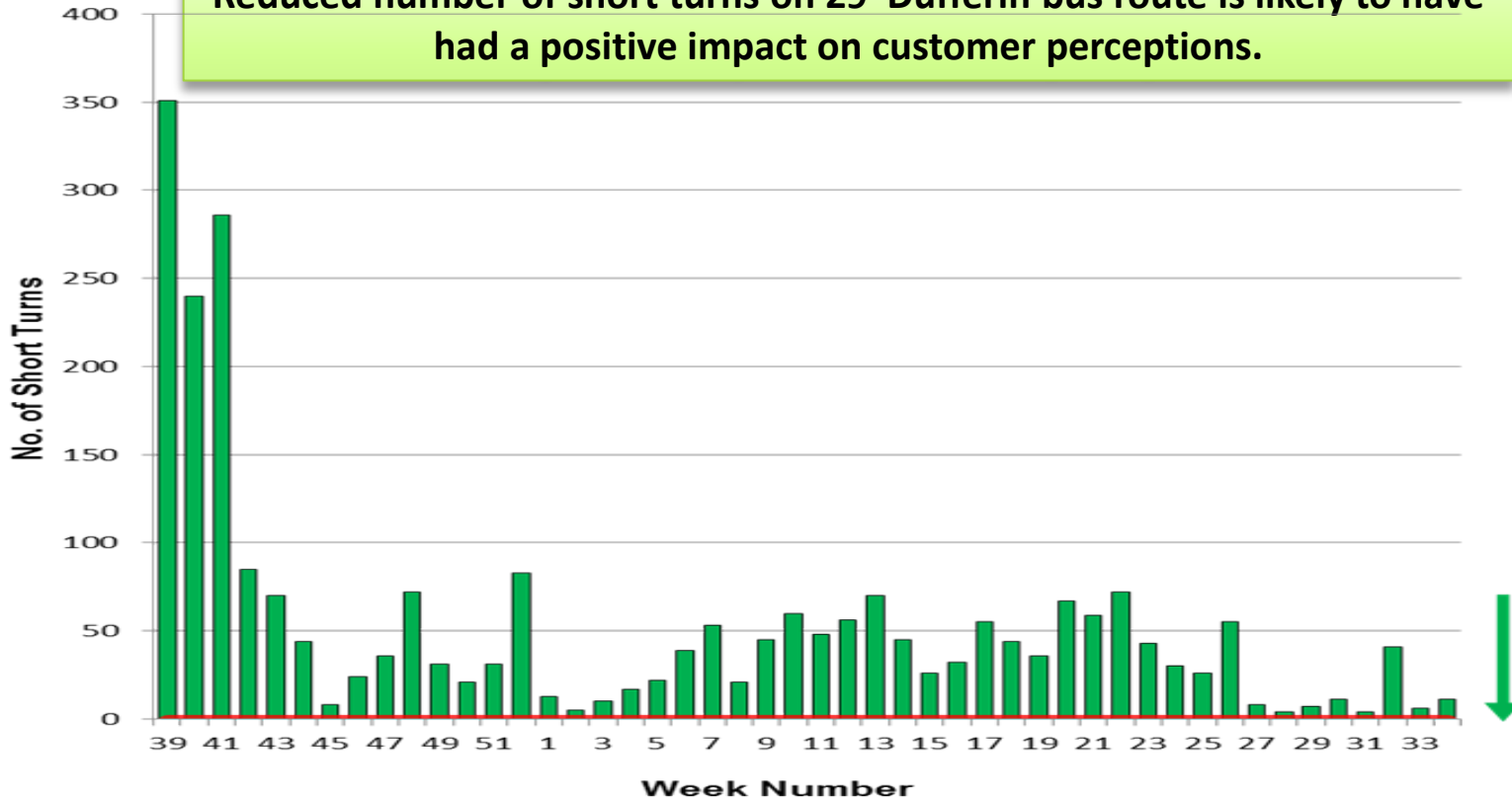
■ 2014 ■ 2015 ■ 2016



29 DUFFERIN BUS ROUTE – SERVICE IMPROVEMENTS



Reduced number of short turns on 29 Dufferin bus route is likely to have had a positive impact on customer perceptions.

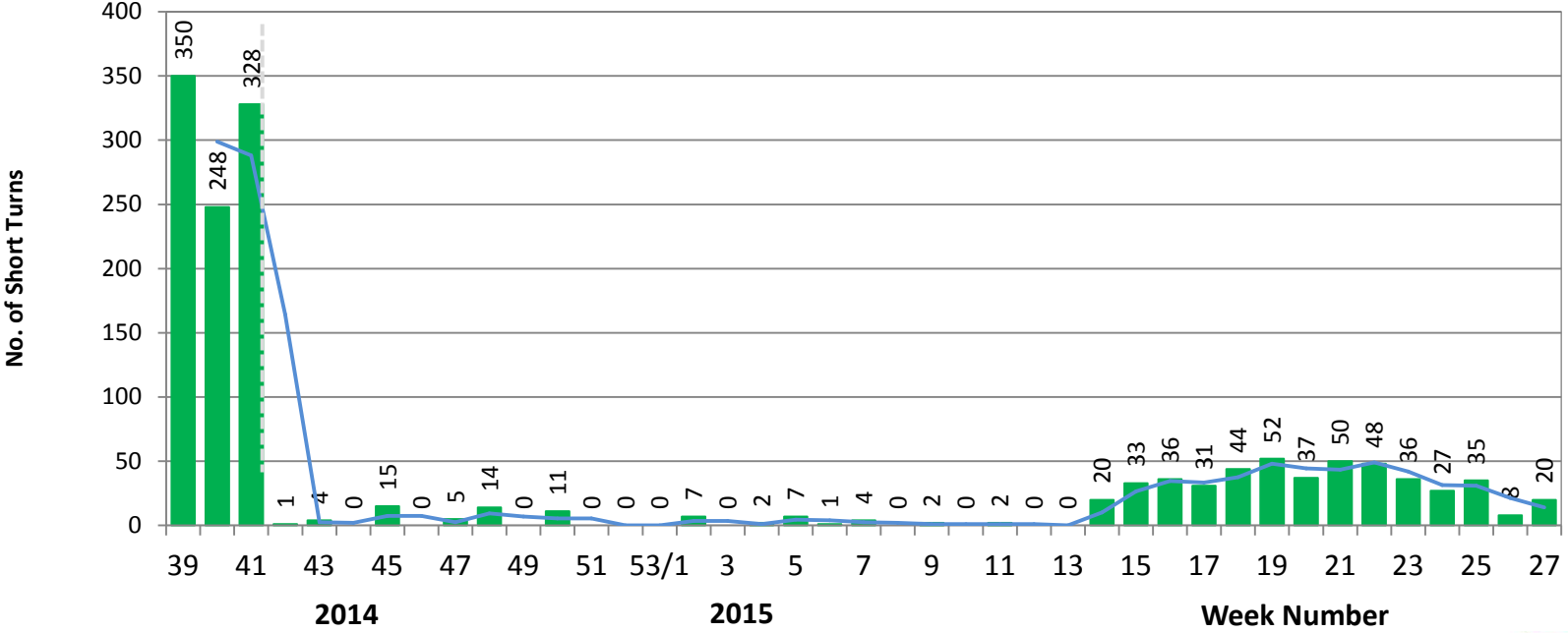


512 ST CLAIR STREETCAR ROUTE – SERVICE IMPROVEMENTS



Reduced number of short turns on 512 St Clair streetcar route are likely to have had a positive impact on customer perceptions.

Short Turns

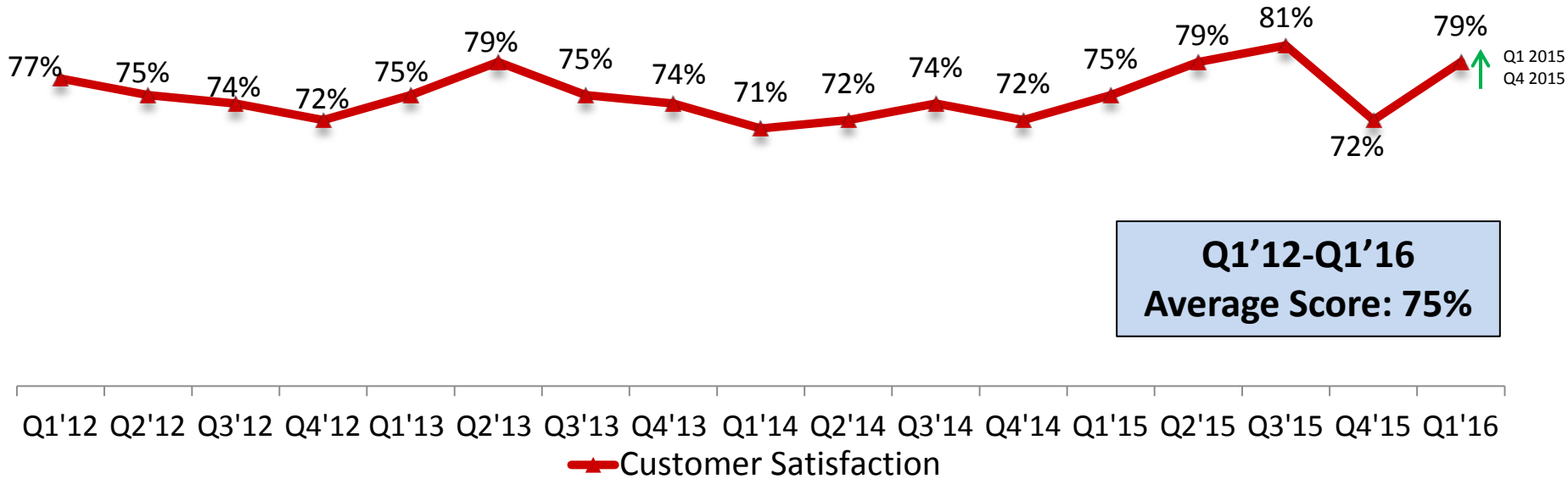


OVERALL SATISFACTION



Overall satisfaction in Q1 (79%) has rebounded and once again matches the strong trend that emerged last year

Good/ Excellent Customer Satisfaction Ratings Over a Two-year Period



Q1 2015
Q4 2015















↑ ↓ = higher or lower than previous wave or year at C.I. = .95
4/28/2016



GETTING THINGS DONE



2013 – 2017 Corporate Plan Achievements

Key Initiative	Date Completed	Key Initiative	Date Completed
 Approve Environmental Plan	Q1 2015	 Stakeholder Satisfaction Survey Launched	Q4 2015
 Deploy Articulated Buses (Full Deployment)	Q1 2015	 All Day Everyday Service restored	Q4 2015
 Approve Corporate Security Escalation Plan	Q2 2015	 Apple Pay @ Collector Booths	Q1 2016
 Second Batch of Uniforms distributed	Q2 2015	 Complete Analysis of Top 5 Corporate Risks	Q1 2016
 New TTC System Map on streetcars	Q2 2015		
 Create Subway Car Fleet and Facility Plan	Q3 2015		
 Director-Change Management onboard	Q3 2015		
 Support Pan Am/ Para Pan	Q3 2015		
 Corporate Wellness-Diabetes screening campaign	Q4 2015		
 Deploy ERM System to 33% of TTC Depts	Q4 2015		



GETTING THINGS DONE

MEGA-PROJECT 1: SPADINA EXTENSION



Major Project Reset

- Opening date now 2017
- New project manager
- Commercial and operational “reset”
- Tunnels and track are complete
- Stations around 80% complete
- Systems installation under way



Office of the
Public Market



Partner in
Progress



2.1 Construction – Sheppard West Station



2.1 Construction – Sheppard West Station



4/28/2016



16



2.1 Construction – Sheppard West Station



4/28/2016



2.1 Construction – Finch West Station



2.1 Construction – Finch West Station



4/28/2016



2.1 Construction – York University Station



2.1 Construction – York University Station



4/28/2016



2.1 Construction – York University Station



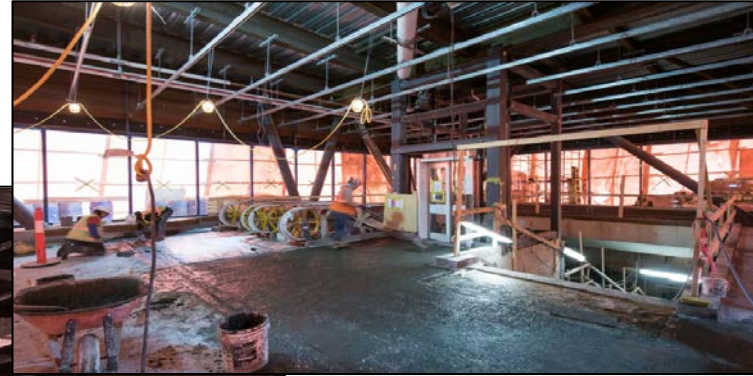
2.1 Construction – Steeles West Station



4/28/2016



2.1 Construction – Steeles West Station



2.1 Construction – Highway 407 Station



2.1 Construction – Highway 407 Station



4/28/2016

2.1 Construction – VMC Station



2.1 Construction – VMC Station



2.1 Construction – Systems Installation



GETTING THINGS DONE

MEGA-PROJECT 2: AUTOMATIC TRAIN CONTROL (ATC)



Major Project Reset

- Union to Eglinton signals are original 1954 equipment
- System is safe but increasingly unreliable
- First task is to replace existing equipment and make it reliable
- Then install ATC
- This is painstaking, safety critical work that can only be undertaken when trains are not running
- The capacity hike and transformed reliability will be worth the wait



GETTING THINGS DONE

MEGA-PROJECT 3: PRESTO



- **Full implementation advanced by one year**
- All streetcars equipped end of 2015
- First new gateline at Main Street Station
- Full roll-out in subway stations, Wheel Trans and buses by 2016
- Allows for new pricing models
- Free up “Collectors”



GETTING THINGS DONE

MEGA-PROJECT 4: NEW STREETCARS



- First seventeen of 204 state-of-the-art streetcars in service
- Very positive customer feedback
- Car house and track opened in 2015
- Roll-out plan and fleet plan developed
- Additional mitigation on 504 King
- Proof of Payment and fare inspection regime



GETTING THINGS DONE

MEGA-PROJECT 5: CULTURE CHANGE



- Our hardest challenge but arguably, the most important
- To be world class, we need our customers to feel valued
- We want staff to “think like a customer”
- Employee engagement is therefore critical
- Signature policy of the CEO
- Early, encouraging signs of progress



OTHER IMPROVEMENTS



1. All door boarding and POP on streetcars
2. Reduce waiting and crowding on bus & streetcar routes
3. Ten-minute-or-better route network
4. Express bus route network
5. Transit priority measures
6. Improve service reliability
7. Operate all routes all day, every day
8. Time-based transfer
9. Expand overnight bus and streetcar service



GETTING THINGS DONE

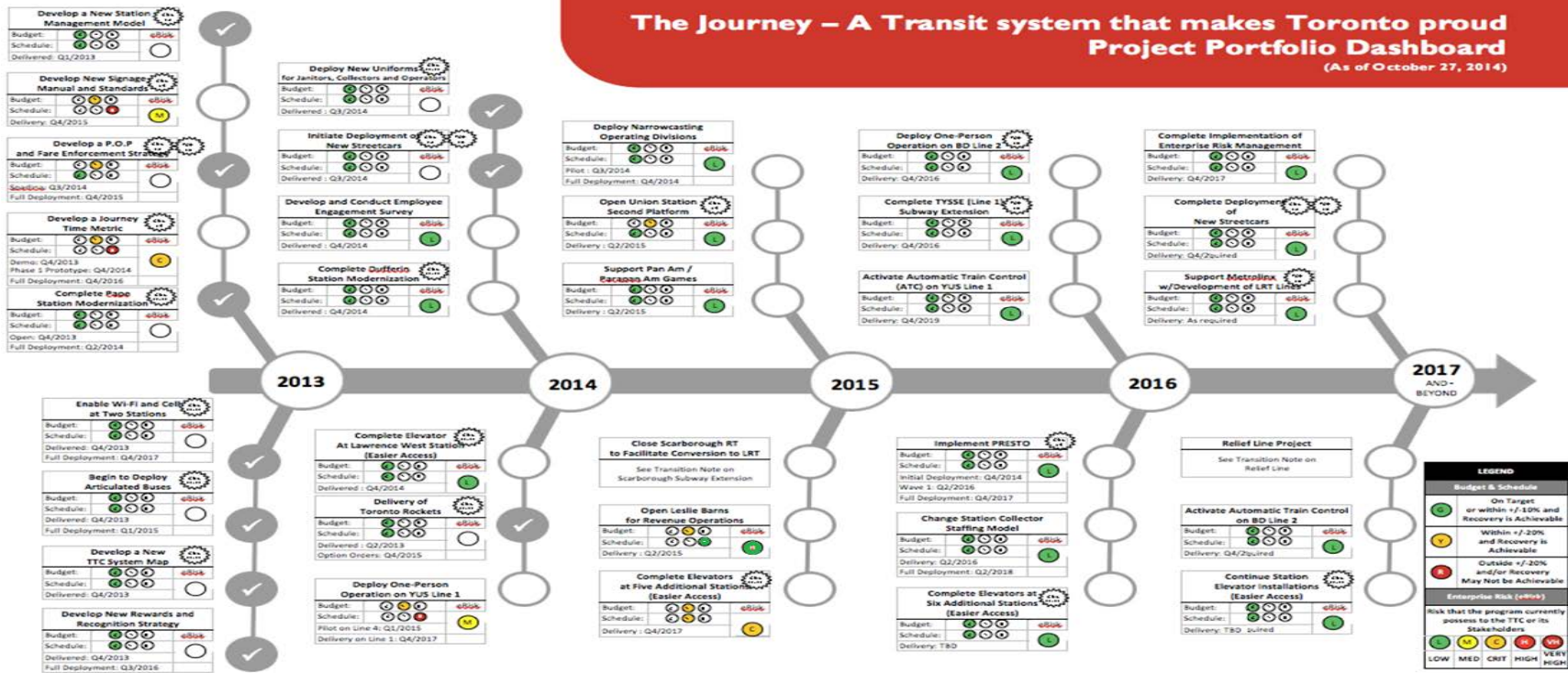
PROJECT, PROGRAM, AND PORTOLIO MANAGEMENT



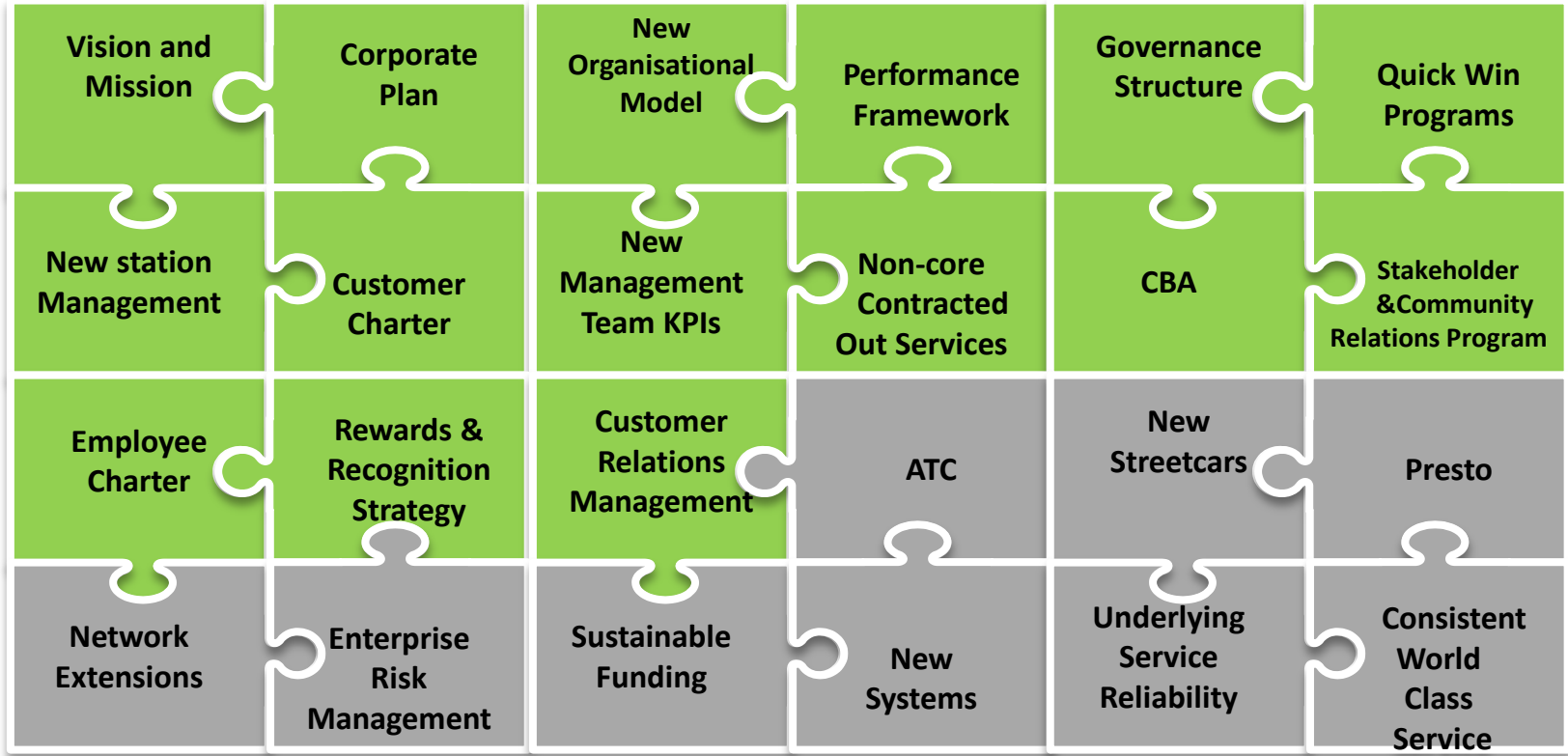
The Journey – A Transit system that makes Toronto proud

Project Portfolio Dashboard

(As of October 27, 2014)



PULLING IT ALL TOGETHER



Thank you

Our Vision — A transit system that makes Toronto proud

