



TTC Corporate Plan 2018-2022

Date: January 25, 2018
To: TTC Board
From: Chief Executive Officer

Summary

The TTC's 2018-2022 Corporate Plan builds on the foundation and continues the work of the inaugural five-year Plan, which came to a close at the end of 2017. The new Plan is firmly rooted in our vision to become a transit system that makes Toronto proud and our mission is to provide a reliable, efficient, accessible and integrated bus, streetcar and subway network that draws its high standard of customer care from our rich traditions of safety, service and courtesy.

The new Corporate Plan 2018-2022 was developed with input from hundreds of stakeholders, including customers, employees, our colleagues at the City and our regional partners in transit. It presents a clear way forward to continue to realize our vision. The Plan introduces The TTC Way and five Critical Paths aimed at helping the TTC advance to the next level and deliver a world-class public transit system for Toronto over the next five years and beyond.

Recommendations

It is recommended that the Board:

1. Endorse the Corporate Plan 2018-2022.
2. Direct staff to include consideration of the funding needs of the Corporate Plan 2018-2022 in future budgets and financial plans.
3. Direct staff to develop annual Work Plans, introduce tools to monitor the implementation of the Corporate Plan 2018-2022 and to measure success and provide annual progress reports to the TTC Board.
4. Direct staff to forward the Corporate Plan 2018-2022 to City Council and the following stakeholders: TTC's Advisory Committee on Accessible Transit, TTC's Customer Liaison Panel, Metrolinx, York Region Transit, MiWay, Durham Region Transit and Brampton Transit.

Financial Summary

This report has no direct financial operating or capital impacts. Initiatives taking place in 2018 are included in this year's operating budget and are before City Council for approval as part of the 2018 Budget process. Subsequent Board reports will include a financial impact assessment of the initiatives included in the Corporate Plan 2018-2022 as they are brought forward for consideration.

The Chief Financial Officer has read this report and agrees with its content.

Equity/Accessibility Matters

The TTC has a strong organizational commitment to making Toronto's transit system barrier-free and accessible to all. We believe all customers should enjoy the freedom, independence and flexibility to travel anywhere on the public transit system, regardless of ability. One of the critical paths noted in the Corporate Plan 2018-2022 is to *Make taking public transit seamless*. This means ensuring the customer journey is easy, frictionless and barrier-free, regardless of accessibility needs.

The Plan highlights the TTC's Easier Access Program, which is on track to make all subway stations accessible by 2025 with elevators, wide fare-gates and automatic sliding doors. It also notes several improvements elsewhere across the transit system, including accessible low-floor streetcars, accessible buses, new Wheel-Trans buses, a growing number of accessible bus and streetcar stops, exterior and interior audible and visual stop and route announcements, simpler wayfinding and consistent use of braille on elevator buttons and at customer help points.

Decision History

Inaugural Corporate Plan, 2013:

https://www.ttc.ca/PDF/TTC_Corporate-Plan_Accessible_v2.pdf

TTC Board, April 15, 2015:

The CEO provided an update on the Corporate Plan 2013-2017.

Presentation:

https://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2015/April_15/Reports/CEO_Board_Presentation-April_15.pdf

TTC Board, April 6, 2016:

Staff identified key areas that required direction from the Board for the future development of the 2018-2022 Corporate Plan.

Report:

https://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2017/April_6/Reports/1_TTC_Corporate_Plan_2018-2022.pdf

Issue Background

The TTC launched its inaugural five-year Corporate Plan in 2013 with the vision of a transit system that makes Toronto proud. The goal was to modernize all aspects of the business and to transform the customer experience. A tremendous amount of progress has been made thus far.

2013	<ul style="list-style-type: none"> • New station management model introduced • New TTC system map • New reward & recognition strategy • Pilot wifi and cell service in stations • Complete delivery of new subway cars • Complete Pape Station modernization, including accessibility
2014	<ul style="list-style-type: none"> • New uniforms begin to arrive • New streetcars begin to roll out • Inaugural employee engagement survey • Proof-of-Payment begins • Complete Dufferin Station modernization, including accessibility • Digital displays & LED signage introduced • Lawrence West Station made accessible
2015	<ul style="list-style-type: none"> • Articulated buses arrive • Union Station second platform opens • Expanded Blue Night network • Pan Am & Parapan Am Games
2016	<ul style="list-style-type: none"> • Enterprise Risk Management in place • Completion of Leslie Barns streetcar facility • New signage manual and standards • Inaugural stakeholder engagement survey • One Person Train Operation begins on Line 4 • Ossington Station made accessible
2017	<ul style="list-style-type: none"> • Wheel-Trans eligibility expanded • Wifi enabled in all stations • Line 1 Subway Extension complete • St. Clair West, Woodbine and Coxwell Stations made accessible

The benefits of our modernization and transformation are evident in the daily service:

- 21 per cent reduction in delay minutes to subways
- 6.5 per cent reduction in subway delay incidents
- 86 per cent reduction in short turns on buses and streetcars

The successful delivery of the Corporate Plan 2013-2017 was recognized by the American Public Transportation Association, which named the TTC Outstanding Public Transit System of the Year in 2017. Since 2014, customer satisfaction has increased by 8 percentage points to 80%, a statistically significant improvement and one that demonstrates our customers' increasing satisfaction with virtually every aspect of the TTC's service.

But there is still much work to be done and progress to be made. We have created a new five-year plan that is strategic, realistic, specific and ambitious in meeting the needs of our customers, employees, organization and city. The Plan positions the TTC to be strong and sustainable in a more crowded, competitive and climate changed world.

Comments

Design of the Corporate Plan 2018-2022

2017 Timeline

March	April-June	June-July	August-September	November-January
<p>Strategy session with TTC Board</p> <p>Alignment with City of Toronto</p>	<p>Workshops with diverse customers</p> <p>Workshops with employees from across departments and levels</p> <p>Consultation sessions with Metrolinx and regional transit agencies</p> <p>Consultation with other key stakeholders</p> <p>Research into global trends in transit</p>	<p>Based on stakeholder recommendations, senior management & their teams generated hundreds of initiatives for consideration</p> <p style="text-align: center;"></p> <p>Cross-functional teams of senior managers prioritized what should be included</p>	<p>Collaborative drafting & development</p>	<p>Executive approval, alignment, & ownership</p>

Stakeholder Engagement

The Plan was developed with input from hundreds of stakeholders. It supports and delivers on the vision and Council approved plans of the City of Toronto, including its strategies for climate change and poverty reduction. It also aligns with Metrolinx's Regional Transportation Plan. We consulted the following stakeholders to help create a unified vision for the future:

- TTC staff (frontline employees and managers)
- TTC Senior Management, Executive and Board
- Metrolinx and other GTA transit agencies
- Customers with diverse needs and backgrounds
- TTC Customer Liaison Panel
- TTC Advisory Committee on Accessible Transit

Stakeholder Feedback

Customers	Employees	Regional Partners
1. More positive staff interactions	1. Close management-employee gap	1. Think beyond administrative boundaries
2. Communicate when things go wrong	2. Increase positive public recognition	2. Propose solutions, not roadblocks
3. Integrate all ways of getting around	3. Improve cross-silo communication	3. Reduce barriers to a seamless journey
4. Plan for community needs	4. Improve fare enforcement	4. Jointly build ridership
5. Payment system and policy that works for everyone, everywhere	5. Empowerment and accountability for decisions	
6. Ensure all riders pay fare	6. Create an innovative and positive workplace	
7. Make system easier to navigate for newcomers	7. Reduce process bureaucracy	
	8. Get employees the information they need	

Project Objectives:

1. Create a 5-year plan that is strategic, realistic, specific and ambitious in meeting the needs of our customers, employees, organization and city
2. Engage more stakeholders, including customers, in the development of the plan
3. Make efficient use of management time and resources (don't take eyes off the business)
4. Empower and drive accountability further down in organization
5. Create a plan that meets with Board approval and garners greater public and political support

Our Vision:

To be a transit system that makes Toronto Proud

Our Mission:

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

We've added the word "accessible" to our mission statement to highlight the importance of making transit barrier-free and seamless for all customers, regardless of their accessibility needs.

The TTC Way

The TTC Way was developed in consultation with customers and TTC employees. It builds upon the core value of "Valuing time" set out in the inaugural Corporate Plan. In the new Corporate Plan 2018-2022, "Valuing time" is one of six core values:

- Respect one another
- Value each other's time
- Tell people what's happening
- Stay safe
- Mind your space
- Help others out

The TTC Way describes how we treat others and how we expect to be treated. It is how we will work with our co-workers, our colleagues in the City, our partners at Metrolinx and in regional transit, our suppliers, our communities, and most important of all, our customers. When we all follow The TTC Way, we all have a much better chance of getting where we need to be on time – whether that's getting to work on time or completing a major TTC project.

Critical Paths

The Critical Paths detail how we plan to become the transit agency our diverse and growing city needs.

1) *Transform for financial sustainability*

Fiscal sustainability depends on our ability to fund what the TTC is expected to deliver over the long-term.

Highlights:

- Long-term budgeting & revised budget process
- Transformation review & service optimization
- Best practices in capital delivery
- Strategic funding advocacy
- Collaborate to clarify roles & responsibilities with other agencies

Measured by:

- The alignment of funding with cash flow priorities

2) *Enable our employees to succeed*

The vast majority of employees at the TTC want to do right by our customers and improve the quality of our service. We need to make it easier for them to do so.

Highlights:

- New "One TTC" website & app for relevant, real-time communications to all employees
- Senior management connecting to the front-lines (e.g. "Feet on the Ground" days)
- Approvals & decision-making reset
- Expanded employee recognition
- New training and development pathways

Measured by:

- Employee engagement

3) *Move more customers, more reliably*

For more people within and around Toronto to choose transit, we need to strengthen our transit system and provide service that is more reliable, fast, frequent and affordable.

Highlights:

- Line extensions (e.g. Line 5 Eglinton)
- Surface Transit Priority Plan with the City of Toronto
- Improved scheduling and on-time performance
- New and enhanced express bus routes

Measured by:

- Ridership
- Reliability of service

4) *Make taking public transit seamless*

Getting from A to B should be easy, frictionless and barrier-free – wherever you started, wherever you're headed, and whatever your accessibility needs.

Highlights:

- Two-hour transfers
- System-wide accessibility improvements
- Reduced overcrowding
- Customer Service Agents & Stations Transformation
- PRESTO completion and evolution to "Tap & Go"
- Integration with cycling and other modes
- Regional service & fare integration

Measured by:

- Customer satisfaction

5) *Innovate for the long-term*

We will need to learn continuously and innovate boldly to be a transit system and mobility enabler that makes Toronto proud in the decades to come.

Highlights:

- Advancing the future of mobility (e.g. exploring integrated mobility, microtransit)
- Leveraging Big Data
- Innovation & creativity hub
- Zero emission buses
- Planning for climate change

Safety and Security

At the TTC, safety forms the foundation of our culture and our calling. Our most important job is to ensure the safety and security of our customers, employees and everyone around us, as well as of property and information.

Highlights:

- Increased CCTV coverage
- Second exits
- Continuous improvement in safety and injury reduction
- Terrorism & emergency preparedness

Future Outlook

5 Year Outlook

2018	<ul style="list-style-type: none">• TTC-GO Transit discount introduced• PRESTO implementation substantially complete• Subway radio & PA upgrade• Year one of the Line 1 Subway Extension• Two-hour transfers introduced
2019	<ul style="list-style-type: none">• VISION implemented• Customer Service Agents in subway stations• Introduction of zero emission buses
2020	<ul style="list-style-type: none">• Automatic Train Control fully operational on Line 1• One Person Train Operation on Line 1• McNicoll Bus Garage opens
2021	<ul style="list-style-type: none">• Line 5 Eglinton opens• Expanded express bus network
2022	<ul style="list-style-type: none">• Line 6 Finch West opens

25 Year Outlook

2018-2022	<ul style="list-style-type: none">• Line 5 Eglinton opens• Line 6 Finch West opens• Transition to zero emissions begins
2023-2027	<ul style="list-style-type: none">• Scarborough Subway Extension opens• SmartTrack stations open• AODA –compliance for accessible stations & system• TTC Family of Services fully implemented
2028-2032	<ul style="list-style-type: none">• Relief Line South opens• Line 7 Sheppard East opens• Yonge Subway Extension opens• Line 2 modernization complete• 50% zero emissions
2033-2037	<ul style="list-style-type: none">• Waterfront Transit opens
2038-2042	<ul style="list-style-type: none">• 100% zero emissions

The Board plans to have a permanent CEO in place by July 1, 2018. In the event that a new CEO replaces the acting CEO, the new CEO may decide to make his or her imprint on the Corporate Plan 2018-2022. Any material changes made to the Plan will be brought to the Board for its approval.

Next Steps

The Ridership Growth Strategy will be the first instance of a strategic action plan and work plan that sets out how we can begin to deliver on key elements of the Corporate Plan 2018-2022. Additional action plans and work plans, including a resource plan, will follow and be brought forward to the Board this year.

Contact

Arthur Borkwood, Head - Customer Development
647 464 2033
arthur.borkwood@ttc.ca

Signature

Richard J. Leary
Chief Executive Officer (Acting)

Attachments

Attachment 1 - Corporate Plan 2018-2022

CORPORATE PLAN

Advancing to the next level

2018–2022 & beyond



The TTC has come a long way.

**Now, to become the world-class
transit system the Toronto of
the future needs,**

**we are advancing to
the next level.**



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From the Chair

Public transit in Canada's largest urban centre plays an essential role in making our city, our province and our country inclusive, accessible and environmentally sustainable.

Achieving that goal in a rapidly changing world requires a new and larger perspective on mobility. It's not about "us" or "them" or "this mode" versus "that mode." It's about working together to realize a larger, more equitable vision for how people move around and connect with our city.

The TTC will require partnership, collaboration and innovation more than ever before. Those values are woven into this plan, starting with how it was developed: an extensive process of involving stakeholders, Board members, frontline staff and our customers to create a new vision for the future and build on the past.

Alongside the City of Toronto, we look forward to working with our provincial and federal partners to make transportation in Toronto the best it can be in the next five years and set the groundwork for the decades to come.

On behalf of the Board, I'd like to thank everyone at the TTC for their hard work to provide excellent service to our loyal customers, day in and day out. I also want to commend the management team and staff for their ongoing commitment to taking the TTC to the next level.

A handwritten signature in black ink, appearing to read "Josh Colle".

Josh Colle

Chair
Toronto Transit Commission

OUR VISION

To be a transit system that makes Toronto proud.

OUR MISSION

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

THE TTC WAY

Respect one another.
Value each other's time.
Tell people what's happening.
Stay safe.
Mind your space.
Help others out.



From the Chief Executive Officer

When I joined the TTC in 2014, it had begun one of the biggest transformations I've ever seen at a large transit agency — and I've been doing this for more than 30 years.

Everything the TTC was doing was laid out in a plan: the TTC's first ever five-year corporate plan, launched in 2013. By 2017, the plan's final year, the progress we'd made was recognized by the American Public Transportation Association, which named the TTC their Outstanding Public Transportation System of the Year. This kind of recognition does not happen because we're perfect, but because we'd come such a long way in such a short period of time. Opinions may differ, but the results speak for themselves: we'd gotten a huge amount done in terms of modernizing our fleet and our infrastructure, and we'd gotten significantly better in terms of our service and customer experience.

But we still have to get a lot better if we're going to be the transit agency our diverse and growing city needs.

When we began working on this new plan more than nine months ago, we started with a question: What does a world-class public transit system for Toronto look like — not just in the next five years, but in the next 25?

To answer that question, we consulted hundreds of people, as well as the TTC Board and the City of Toronto. We held customer workshops; we gathered frontline employees; we asked supervisors and managers; we consulted the regional transit agencies that operate in and around Toronto. At the same time, we looked at trends in transportation around the world. What we found is that if we want more people to take public transit in the future, the TTC must be faster, easier, more reliable, more accessible and more integrated with other ways of getting around.

“We still have to get a lot better if we're going to be the transit agency our diverse and growing city needs.”

This plan sets the TTC up to achieve that vision over the long-term. It aims to put us on a sustainable footing for decades to come — financially, environmentally and in terms of our culture.

Over the last five years, we have created a strong foundation for the future. This plan puts us in the best possible position to tackle our current and future challenges. Of course, what's most important is whether our customers can get to work, school, events and to their families and communities safely, easily, seamlessly and on time. This plan will be backed by detailed action plans and resourcing to make sure we can deliver.

To all of our employees: We know that on a good day, it's easy to feel proud working for the TTC — you've got great teammates and you're working on something that impacts millions of people. On a bad day, it can feel thankless. I can assure you that this plan isn't just designed to make things better for customers; it's also designed to make things better for you.

Together with our many partners, the TTC is creating a transit system that makes Toronto proud.

Richard J. Leary
Chief Executive Officer (Acting)



25

years from now

The population of Toronto will have increased by more than a million people.

The downtown core will be twice as crowded. Our city will be even more culturally diverse.

Tens of thousands more people will travel in and out of Toronto every day, as the region around us booms.

There will be three times as many very hot days, and flooding will be more common.

**Will it be easier to travel
in and around Toronto in
the future?**

**Will we be more welcoming
and inclusive?**

**Will our city meet aggressive
climate targets?**



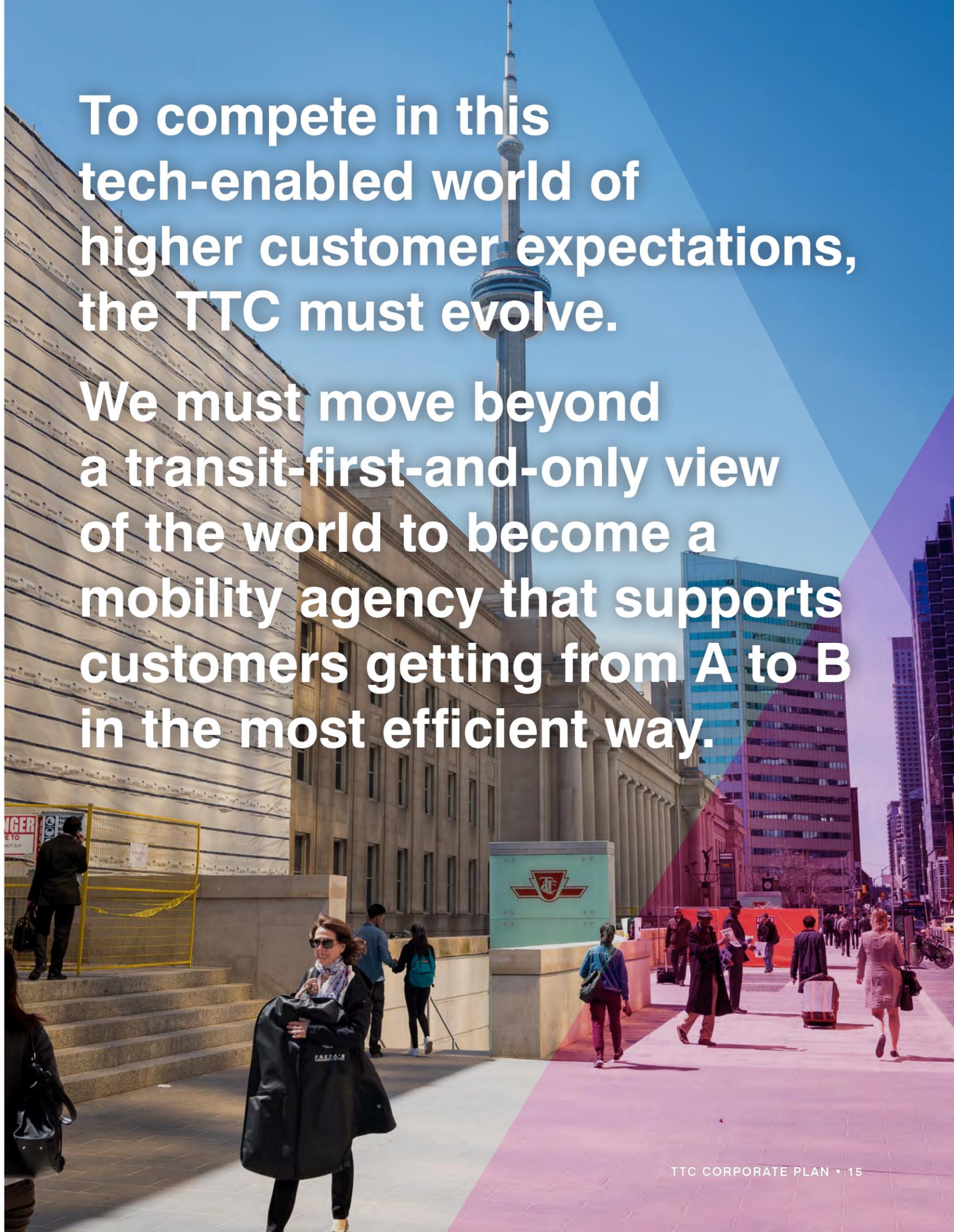
**It all depends
on a public
transit system
that makes
Toronto proud.**

The health of Toronto depends on people choosing public transit, in co-ordination with driving, cycling and walking, rather than choosing cars alone.

That's the key to our city reducing congestion, lowering greenhouse gas emissions and providing affordable, inclusive mobility and equitable access to employment, services, entertainment and culture.

Yet in 2017, TTC ridership flatlined. At many major transit systems in North America, ridership declined.

Changes in transportation, including the rise of services like Uber and Lyft, are providing customers with more mobility options, greater control and a more seamless experience.



To compete in this tech-enabled world of higher customer expectations, the TTC must evolve.

We must move beyond a transit-first-and-only view of the world to become a mobility agency that supports customers getting from A to B in the most efficient way.

**This plan positions the TTC
to be strong and sustainable in
a more crowded, competitive,
climate-changed world.**

**We will be
more inclusive
more efficient
more reliable
more accessible
more flexible
more innovative
& more integrated.**



Our plan was developed with input from hundreds of stakeholders. We consulted frontline employees and managers across the TTC. We met with our partners at Metrolinx and other GTA transit agencies. We held workshops with customers with diverse needs and backgrounds, in addition to consulting the TTC Customer Liaison Panel and the TTC Advisory Committee on Accessible Transit.

This plan proudly supports and delivers on the vision and Council-approved plans of the City of Toronto, including its strategies for climate change and poverty reduction.

It also aligns with Metrolinx's Regional Transportation Plan, while taking into account the unique realities of running a transit system that employs nearly 15,000 people and represents 85% of all local transit ridership in the region.

We are committed to working together.

Advancing public transit to the next level demands a mindset that has always defined the TTC at its best.

The TTC Way is how we work with our co-workers, our colleagues in the City, our partners at Metrolinx and in regional transit, our suppliers, our communities and, most important of all, our customers.

THE TTC WAY

Developed in consultation with a diverse group of customers and TTC employees working together, this describes how we treat others and how we expect to be treated. It even applies to how we hope customers will treat each other when riding with us.

It sounds like common sense,
doesn't it?

When we all follow The TTC Way, we have a much better chance of getting where we need to go on time — whether that's you getting to work, a visitor arriving at a landmark, or the TTC completing a major project.

**Respect
one another.**

**Value each
other's time.**

**Tell people
what's
happening.**

Stay safe.

Mind your space.

Help others out.

Respect one another.

We will value, support and treat every customer and colleague with patience, respect and dignity. We welcome all.

Value each other's time.

We will do all we can to keep you moving quickly, efficiently and reliably.

Tell people what's happening.

We will let you know right away about anything that might affect your trip.

Stay safe.

We will ensure the safety and security of our customers, employees and everyone around us.

Mind your space.

We will keep our spaces clean, clear and easy to use. We are becoming a transit system that is more accessible for all.

Help others out.

We will go out of our way to help — and if we can't, we will take the time to point you in the right direction.

Treat everyone on the TTC, including staff, with respect. Please be mindful of others.

Help keep us moving. Try not to do anything that could hold up service.

Pass along information that might help others. When possible, use technology to keep informed.

Look out for each other and use common sense. If you see something, say something.

Respect everyone's space and take pride in your own. Help us keep the system clean and clear. Don't leave anything behind.

Help each other. Make room. Give up your seat for those in need.

Co-workers

Respect one another.

Speak with and about others with respect, and treat everyone with dignity. Value each other's differences, needs and perspectives.

Value each other's time.

Be punctual. Do what you say, when you say. Seek more efficient ways to get things done. Keep things moving for others.

Tell people what's happening.

Inform quickly, clearly and transparently. Communicate what's happening, why and what's being done about it. Provide alternatives.

Stay safe.

Stay alert. Adhere to safety guidelines. Escalate when needed, e.g. to your Supervisor, Manager or Transit Control.

Mind your space.

Take pride in your environment. See the TTC from the perspective of those with accessibility needs. Pick up litter in the system.

Help others out.

Look out for when others need a hand. Work together to find better solutions for the TTC. Deal directly with an issue when it's safe to do so.

Leaders

Be a role model of The TTC Way. Create a culture of integrity, trust, respect and dignity.

Value each employee's time and effort. Assess performance fairly and consistently. Give feedback in the moment. Recognize excellent work.

Encourage employees to share concerns, without fear of reprisal. Set expectations, communicate decisions and explain what they mean to employees.

Provide a healthy and safe work environment, free from harassment.

Be accountable. Provide employees with a positive, inclusive and accessible place to work.

Encourage collaboration beyond your team. Empower employees to help themselves. Provide opportunities to continuously develop.

Communities

Respect one another.

We will value each community's uniqueness and strive to plan and deliver service that meets its needs.

Value each other's time.

We will actively manage and work to minimize the impact of closures, detours and other disruptions in your community.

Tell people what's happening.

We will openly engage with you and your City Councillors as early as possible about our transit projects.

Stay safe.

We will be proactive and vigilant in protecting your safety and the safety of our customers.

Mind your space.

We will recognize the TTC's place in your community and be mindful of how we affect the daily lives of those who work and live there.

Help others out.

We will listen and be open to your ideas and perspectives about how to keep your community moving, aided by the best available information.

Partners

Respect each other's expertise. Work together to achieve our common goal.

Immediately raise anything that could impact timelines. Don't be the bottleneck that holds others up.

Keep stakeholders informed and avoid surprises. Document all relevant information.

Uphold our shared commitment to the safety of people, property and information.

Be clear about roles and responsibilities. Respect each other's boundaries.

Seek outcomes that work for both sides. Offer solutions rather than roadblocks.

2018-2022

Advancing to the next level

This is our plan to become your preferred connection to the communities, people, experiences and opportunities you care about in this great city.

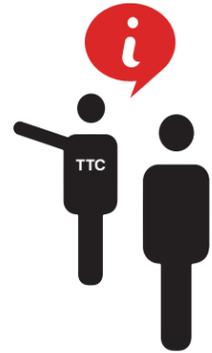
Critical Paths



Plan highlights

For customers

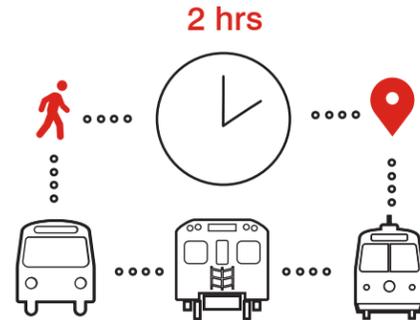
For employees



Customer Service Agents
Mobile and empowered customer-facing employees in subway stations



Real-time information
Better communication during your trip



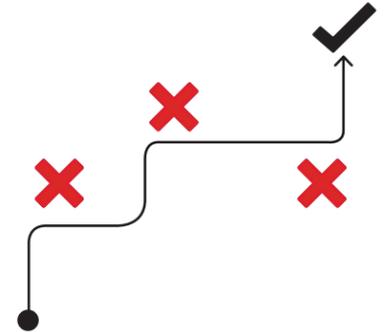
Time-based transfers
Relaxed rules that give you greater flexibility to hop on and off



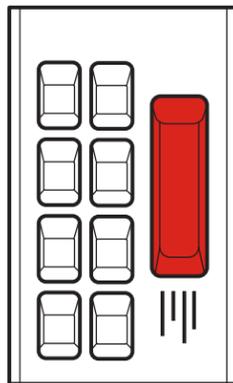
“One TTC” site & app
Relevant communication for every employee



Connect to the frontline
Senior managers joining employees in the field



Approvals & decision-making reset
Eliminating layers of unnecessary approvals



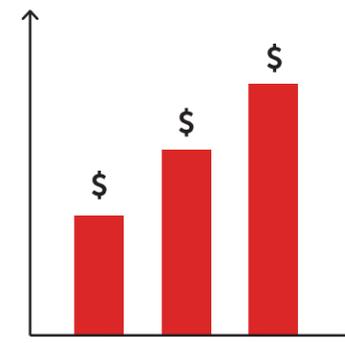
Transit in the fast lane
Measures to give transit priority and cut through congestion on key routes



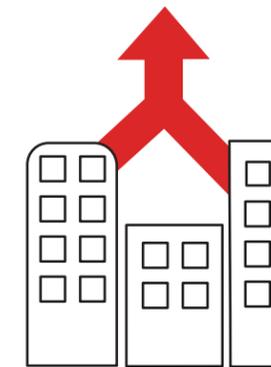
TTC Family of Services
More integrated options for customers with accessibility needs



Fix before failure
More proactive maintenance for improved service reliability



Pay for performance
Tying compensation to performance for staff



Merging workplaces
Consolidating offices to improve collaboration and efficiency

THE TTC WAY

The TTC Way
Shared expectations for co-workers, leaders, customers and partners



Critical Path 1

Transform for financial sustainability

Fiscal sustainability depends on our ability to fund what the TTC is expected to deliver over the long-term.

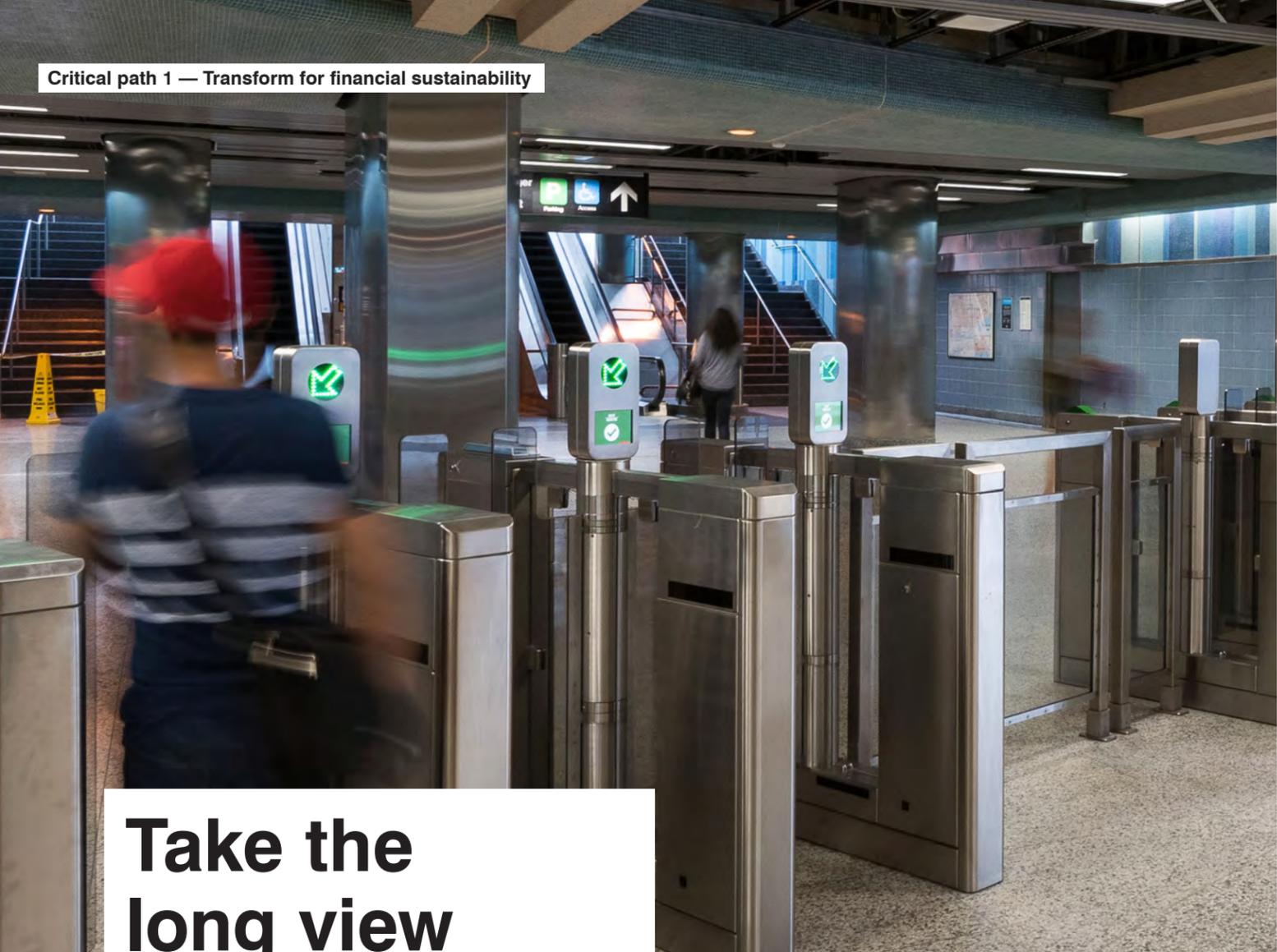
The City of Toronto's plans for the future of transit, and Metrolinx's plans for our region, are ambitious. We must close the gap between our revenue and the expected increases in expenditures.

The only way to achieve that — for our city, for the customers who pay our fares, for taxpayers and for our provincial and federal partners — is for the TTC, with the City, to transform how it does business. Our fiscal sustainability is at risk under the current model, with the City acting as almost the sole funding source for growing operating subsidies.

This critical path is measured by

Alignment of funding with cash flow priorities





Take the long view

Budgeting for the long-term

Working closely with our colleagues at the City of Toronto, we are **redesigning our operating and capital budgeting process** to provide more reliable information, support strategic long-term decision-making and streamline the annual budget process for our staff. We will be instituting:

- A simpler process, applied consistently across the TTC
- A longer-term focus, including operational forecasting at one-year, two-year and five-year horizons
- Asset-based budgeting, including capital projections based on asset life

- Accurate estimates of resources required to deliver new projects
- Prompt communication of budget decisions to staff internally
- Prioritization of funded and unfunded capital projects and operating initiatives

At the end of 2017, we delivered a new, preliminary **five-year outlook**; our goal is to ensure we're capturing all costs, including operational impacts associated with capital projects. That way, the TTC can communicate to the City and its funding partners at the provincial and federal levels of government exactly where pressures exist so they can be planned for.

Transform for high efficiency

Transformation review & service optimization

As part of the City of Toronto's ongoing focus on transformation and efficiency, the TTC will be undertaking a **comprehensive review** of the services we provide. What do we need to make or do in-house to provide reliable, efficient and integrated service? What can others help us do, in a way that maintains or even improves quality? Where can we better use partnerships to perform?

Having decided what services we will do ourselves, we'll turn our attention to how we can perform them better, with a focus on improving efficiencies and embedding processes for improved delivery of services. That includes making investments in technology that could yield savings in the future. We will also examine all non-fare revenue, consistent with the City's user-fee policy, to ensure appropriate cost recovery, and continue to explore opportunities for shared services, pooled resources, and enhanced buying power with other City agencies.

Procurement & partnership

As the TTC explores "making less" and "partnering more," the demands on our procurement process will change. To support this, we will be adjusting our **procurement process** to align with industry best practices and continue our social procurement strategy, while ensuring agility and accountability. In addition, our approach to partnerships and vendors will focus on nurturing healthy two-way relationships rooted in The TTC Way.

Best practices in capital project delivery

The TTC is responsible for billions of dollars in capital projects, which range anywhere from making transit accessible to building new subway extensions. The coming years will see a number of new mega projects, including building the Scarborough Subway Extension and advancing the Relief Line and the Yonge Subway Extension.

Ensuring value for money and demonstrating sound stewardship over the resources entrusted to us depends on strong portfolio management. In 2016, the TTC Board approved a series of recommendations that advance the maturity of the TTC's capabilities in this area. To achieve the target state of governance over hundreds of projects — from the routine to the very large — a four-year plan ending in 2021 is underway to **advance our project, program and portfolio management** and bring the TTC in line with best-in-class public sector project management practices.

\$2.3 billion in capital projects awaiting funding 2017-2028



Prioritize, prioritize, prioritize

Aligning resources with work

In the past, new projects and mandates have often been taken on without the corresponding addition of people or other resources required to execute them. As a result, our staff have been stretched further and further, spreading themselves thinner across multiple priorities.

Starting now, every new project will be accompanied by additional or reallocated resources to execute it. That starts with

this plan, which is backed up by a detailed **resourcing roadmap** that ensures we are not simply adding new projects to an already full workload. For this reason, **most new initiatives in this plan do not begin until 2019.**

Going forward, the senior management team commits to clearly **prioritizing funded and unfunded projects** on an ongoing basis, and providing clear direction to staff on what to do if full funding or resources are not approved.

Upgrade the back-office

SAP

In 2017, the TTC began the introduction of SAP, an **industry-standard enterprise software solution** that modernizes our core systems and makes them comparable with those used by the City of Toronto.

The transition to SAP is a multi-year effort. It will ultimately allow our people to put more time into creating value for our customers and less time into antiquated processes. It will also provide management with faster access to better information to make decisions.

SAP is rolling out in phases, starting with our most basic **HR and finance systems (Phase 1)**, progressing to **Time and Attendance (Phase 2)**, and then moving to systems such as **Procurement and Materials Management (Phase 3)**.

Define lanes

Sustainable funding advocacy

To grow to be the system that Toronto needs 25 years from now, the TTC requires funding that is sustainable, that is protected from sudden reductions and that strikes the right balance between fares and subsidies from various funding partners. Alongside the City, the TTC is committed to advocating for a more **sustainable model** around operating subsidies; to exploring **fiscal incentives** that can help drive the right balance of walking, cycling, cars and public transit in our city; and to maximizing **existing and new sources** of revenue.

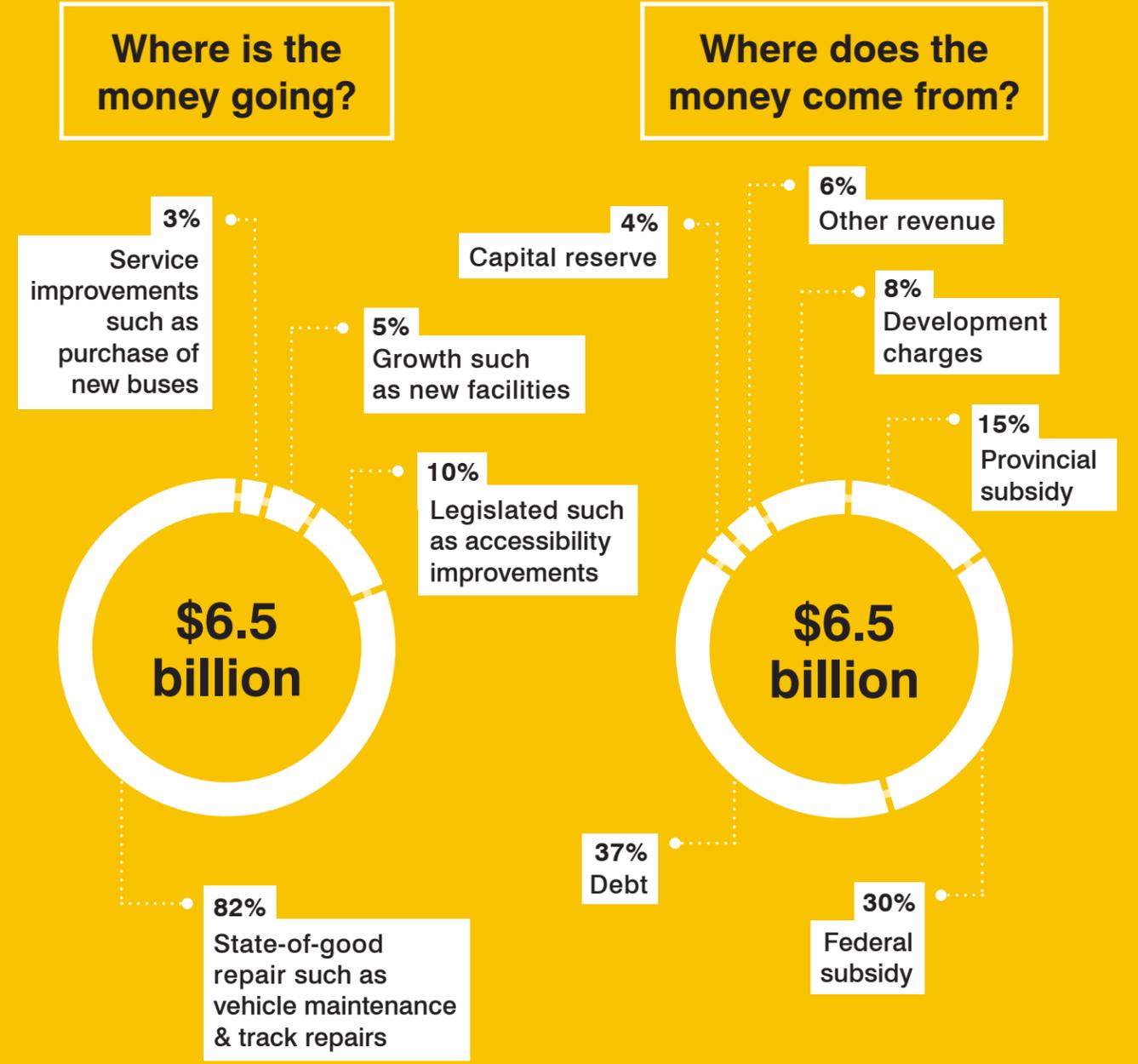
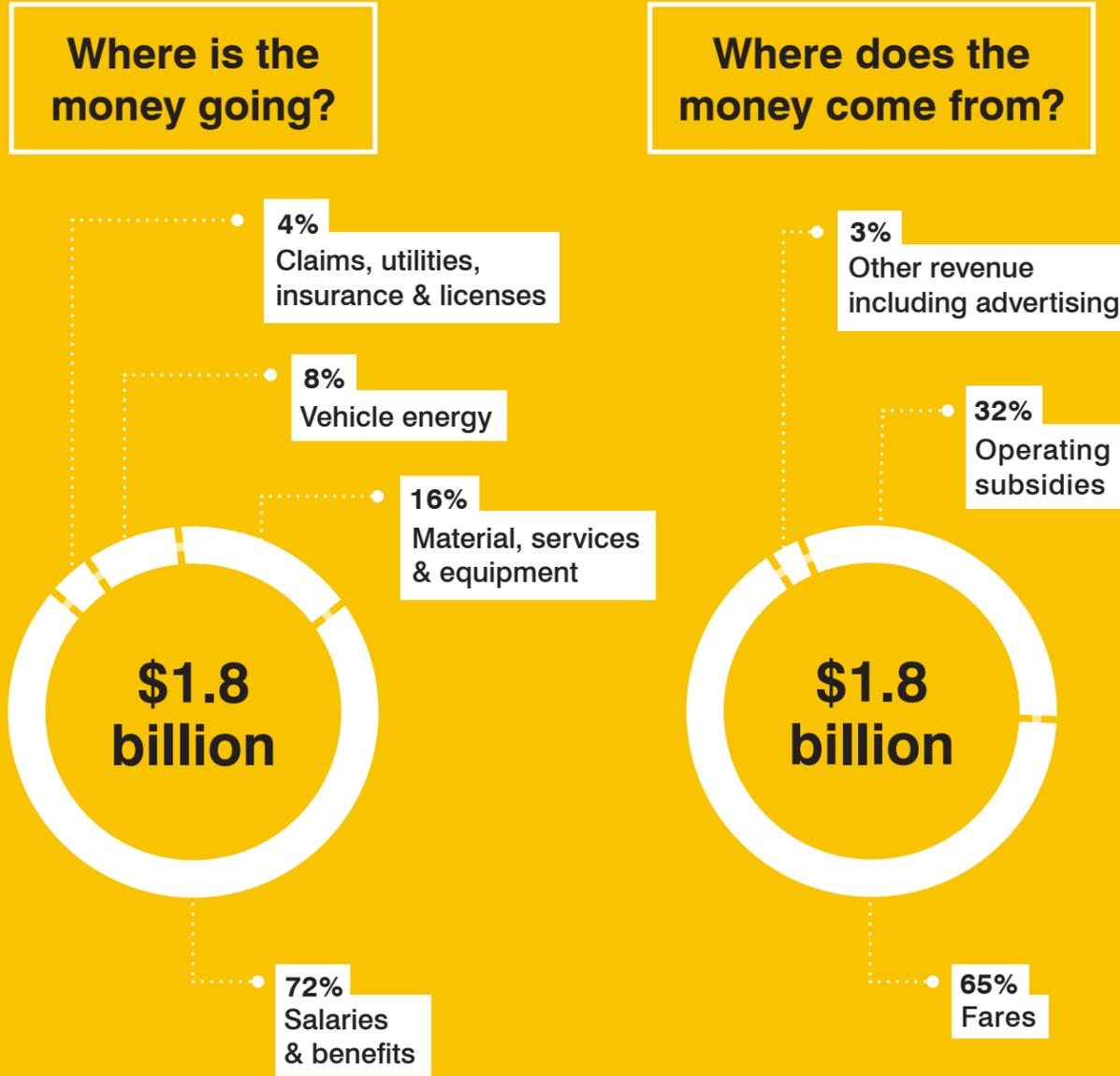
Collaborate to define roles & responsibilities with other agencies

The success of our transit system requires close co-operation between the TTC, the City of Toronto, Metrolinx and our region's other municipal transit agencies. This includes a co-ordinated approach to operating and capital investments in our transit system. To support this, we will collaboratively work to clearly define **roles and responsibilities** surrounding the funding, planning, design and operation of transportation projects and services that affect our city.

SPOTLIGHT ON
TTC Finances

Operating Budget
 (2018)

Capital Budget
 (Funded, 2018-2027)





Critical Path 2

**Enable our
employees
to succeed**

100%

The vast majority of employees at the TTC want to do right by our customers. They want to improve the quality of our service. Unfortunately, we haven't always made it easy for them to do so.

From operators to mechanics, service planners to engineers; from bus to streetcar to subway to Wheel-Trans; from Transit Control to Transit Enforcement: we asked employees to tell us what was most important to focus on in this plan, and they did not hold back.

They told us about the need to radically improve communication. They said that we need to cut out the bureaucracy; that we should celebrate our employees more; that we have to empower them to make decisions and then hold them accountable. They said they want the TTC to be a more positive, innovative and collaborative place to work.

This critical path is measured by

Employee engagement



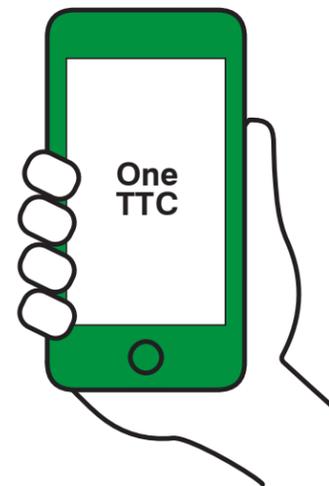
Close the communication gap

“One TTC” site & app

It’s not easy to effectively communicate with a workforce that is on the move across the city. When one of our 5,500 bus operators goes to work at the beginning of their shift, they get on their bus and go; they don’t have time to sit around and talk. Add to that the maintenance employees who keep our system and our vehicles running, and you’ve got two-thirds of our workforce needing information in very different ways.

What’s the most efficient solution? Giving everyone email is surprisingly expensive, and we know from other major transit agencies that it isn’t always effective. So we’re making a website & app (this is one of the things we’re partnering for) that will allow us to put truly **relevant, real-time information** into each employee’s hands.

We’re aiming to launch “**One TTC**” by 2019. As it evolves, it will couple targeted communication to each employee with **functionality that makes their lives easier**, such as the ability to access benefits services or potentially even sign-up for their shifts.



“One TTC” site and app
Relevant communication for every employee

Connect to the frontline

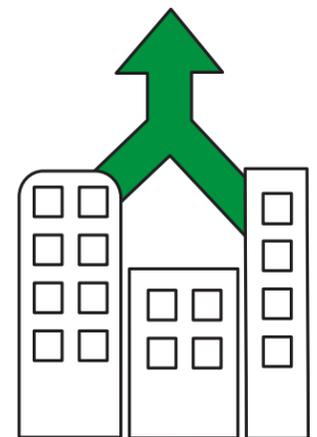
To bring the TTC closer together, we’re putting ourselves in each other’s shoes. To start with, we’ll be requiring every member of the **Senior Management Team to join a different customer-facing role** in the field for one day, twice annually. Across subway, bus and streetcar, we’ll also be rolling out “**Feet on the Ground**” Days, when managers will be out of their offices, interacting with their frontline employees.



Merging workplaces

The best way to increase communication and collaboration is to work side-by-side. Outside of stations, bus divisions, maintenance shops and railway car houses, TTC staff are scattered across a variety of TTC-owned and leased office locations throughout Toronto. By bringing office staff together through an **office consolidation** strategy, we’ll save money, upgrade our office space, increase efficiency and improve collaboration.

While office staff come together, we’ll also be opening a newly consolidated **Operational Control Centre** which centralizes transit control functions across subway, streetcar and bus, as well as a newly consolidated **central warehouse**.



Merging workplaces
Consolidating offices to improve collaboration and efficiency



Develop the next generation of leaders

Frontline mobility

Those with frontline experience have unique insight into both our customers and our operations. To make it easier for non-supervisory employees to develop into management roles if they have the desire and the potential, we'll explore **new paths to skills and leadership development for frontline employees.**

Leader development & succession planning

A suite of Future Leader Initiatives put in place as part of our last five-year plan prepares top performers to become the future leaders of the TTC, with opportunities including exposure to other transit agencies. This isn't just an investment in our future, it's a necessity: one in five TTC employees is eligible for retirement. In 2017, we instituted a program that **identifies pools of potential succession candidates**, rather than single individuals, for key roles. We'll also be **increasing secondments with City of Toronto colleagues** to cross-pollinate our expertise when possible.

The secret to happy customers? Happy TTC employees.

Building better managers

The TTC Way forms a new framework for what every employee can expect of their manager, as well as what every manager can expect of their employee. We'll be taking other steps to create successful managers, because we recognize that good managers are the key to helping our frontline employees succeed. In line with our focus on Financial Sustainability, we will also be providing **new training in Financial Management** for managers.

Celebrate our people

Expanded employee recognition

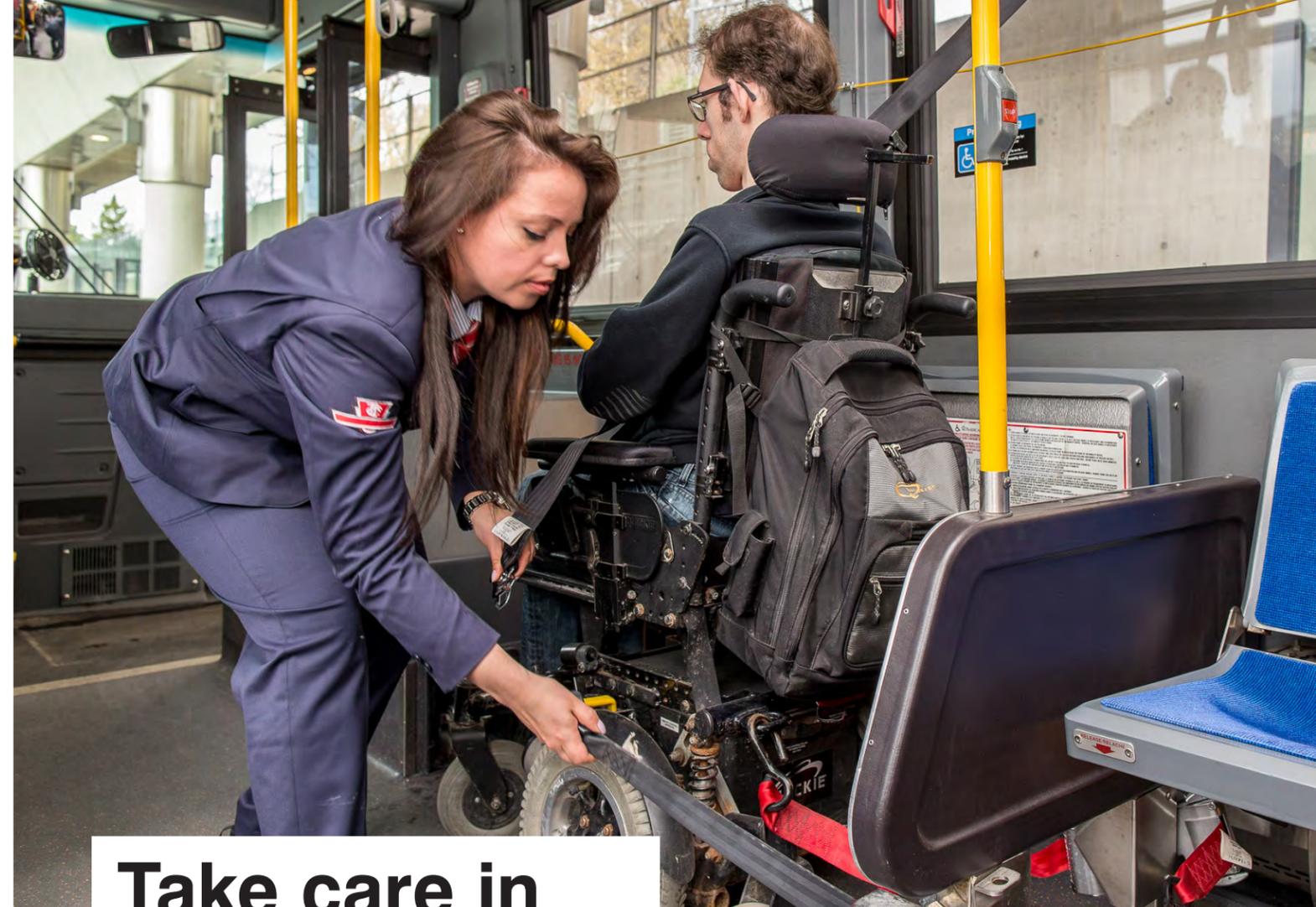
With regular critiques in the news and on social media, it's easy to lose sight of the great work TTC employees do every day. We'll be **extending our Reward & Recognition Program** to recognize more employees for the contributions they make every day. We'll also frequently recognize and share stories of TTC employees who exemplify The TTC Way on social media and through internal channels such as "One TTC".

Earlier this week I found myself on a hot, stuffy and jam packed Toronto streetcar during the peak of rush hour; however, instead of this being a sweaty and mundane ride, I was filled with overwhelming happiness from the moment I stepped into the car.

The operator was cracking jokes and conversing with passengers over the streetcar's PA system, thanking them for their patience during the heavy traffic. What struck me the most was when we pulled up at the next stop the operator looked towards the back door through his rearview mirror and thanked a young woman who was stepping out...

"I saw you give up your seat a few times over the last hour for different people in need. The world needs more humanity like that — let's bring it back one streetcar at a time," the operator said before pulling away dingding the streetcar's horn and bell in a musical rhythm.

— TTC customer



Take care in tough times

Increased mental health support

Because we move tens of thousands of people every day, we see customers at their best...and in times of crisis. Here are two of our least favorite statistics: Every day, a TTC employee is assaulted by a customer; each year, more than twenty people attempt or die by suicide within the system. We are expanding our award-winning **Peer Support Program** to provide support to employees involved in traumatic incidents. And, in recognition of the challenges life brings on or off the job, we'll be exploring **increased mental health support**, such as access to counselling and psychological services, for all employees.

7.7 out of 10
Employee engagement in 2016

The TTC measures employee engagement through an extensive survey with all employees every two years.



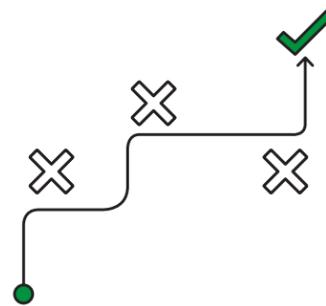
Empower decision-making and accountability

Approvals & decision-making reset

When we require supervisors and managers to seek multiple approvals even for very small decisions, we undermine both their leadership and our organization's agility. We're going to correct that by undertaking a process to **remove layers of approval** where they don't make sense. Then, we'll provide **clear guidelines** around decision-making, so everyone is on the same page and can take personal responsibility in the spirit of The TTC Way.

Pay for performance

Accountability means taking responsibility for your performance. With the introduction of a new Performance Management System through SAP, the performance of non-union staff, right up to and including the members of our executive team, will be graded on a curve alongside their peers; those who **perform better will get paid more**, even if they're already at the top of their pay scale. Using SAP, each individual's goals will feed directly into the Critical Paths defined in this Plan. Introduction is targeted for 2021.



Approvals & decision-making reset
Removing layers of unnecessary approvals



Pay for performance
Tying compensation to performance for staff

Be a more flexible workplace

Principles of flexwork

Research shows that flexwork, which includes the ability to work remotely or work alternate hours, can improve productivity and increase employee engagement in particular situations. It can also help attract a diverse workforce. At the same time, we know that, due to the nature of our work, it's not possible for many roles in the TTC. We will be developing **guiding principles** for non-union staff on when **flexible working arrangements** can be adopted to increase flexibility and boost productivity, supported by the use of online meetings, collaboration tools and technology.

Uphold The TTC Way

Ethics & integrity in the spotlight

Ethics and Integrity are increasingly becoming pillars by which leading organizations operate. As a public agency dedicated to both of these values, it is our desire to demonstrate this commitment through an **Ethics and Compliance Program**. Rooted in research and best practices, the TTC's goal is to be among those setting the pace as a leading ethical organization.

A positive workplace combines flexibility, agility and accountability.

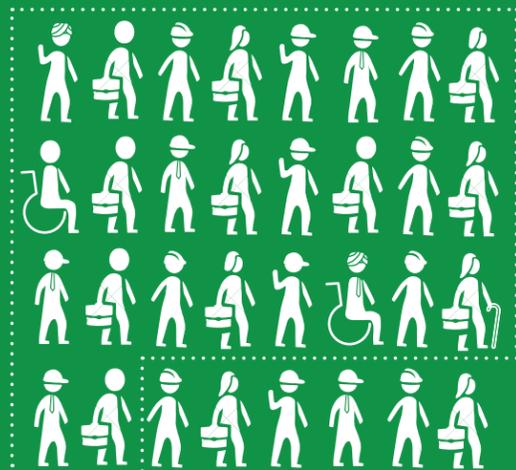
Embrace diversity

Diversity & human rights strategic plan

Each year, the TTC becomes more diverse, accessible and inclusive, for both employees and customers. Our new multi-year **Diversity and Human Rights Strategic Plan** will embed diversity and inclusion in every facet of the TTC by attracting and developing a more diverse and qualified workforce; continuing to build a respectful and inclusive workplace culture; providing continuous education on human rights, accessibility, diversity and inclusion; enhancing the TTC's delivery of programs and services to meet the needs of diverse customers; and measuring and reporting on progress for greater accountability. A new Diversity and Human Rights Executive Committee will include unionized and staff employee representatives.

SPOTLIGHT ON TTC Workforce

14,484
employees



79% unionized

6,723
operators



Bus



Wheel-Trans



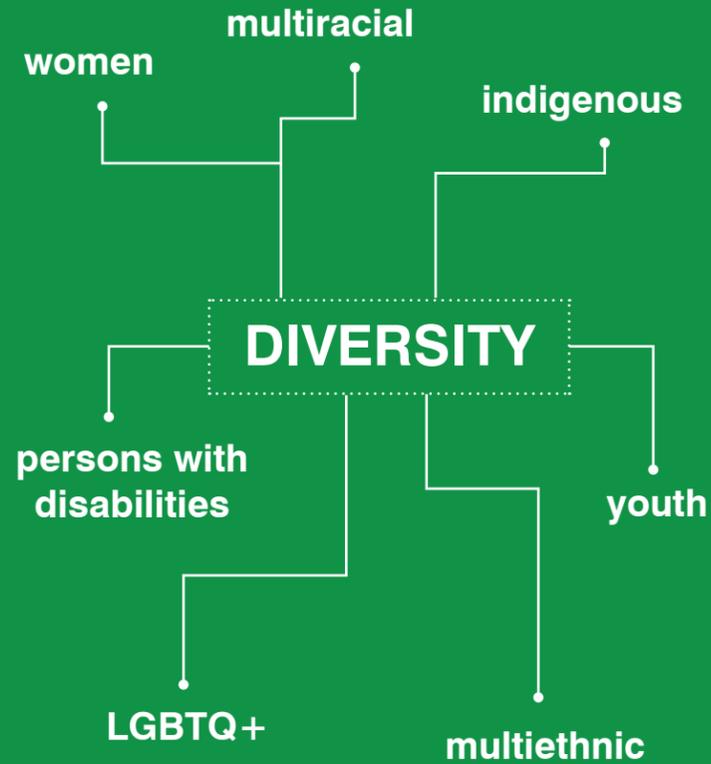
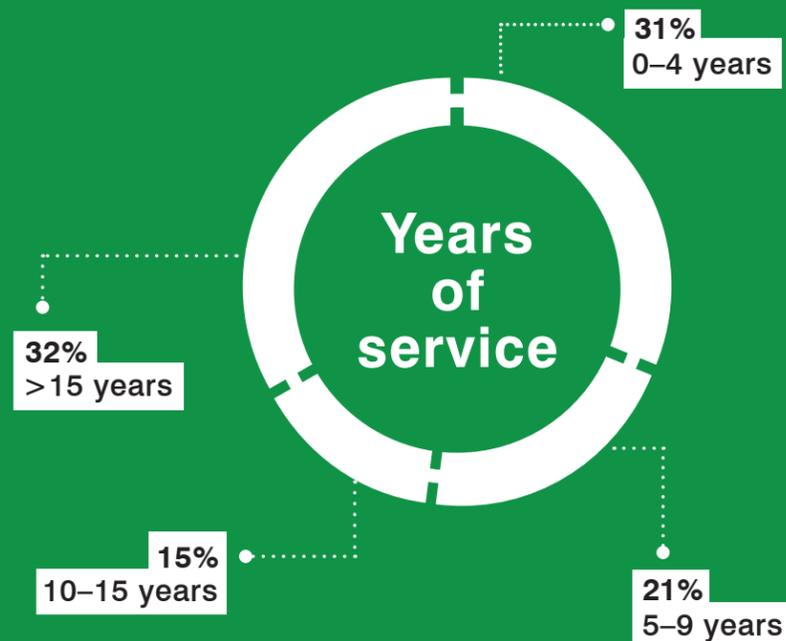
Subway



Streetcar

4,042 skilled
tradespeople

*Including mechanics,
electricians, machinists,
carpenters and more*

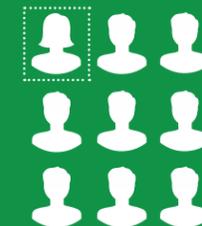


The TTC has made significant strides, but we have more work to do to become reflective of the great diversity of our city. Our plan for the next five years is backed by a multi-year Diversity and Human Rights Strategic Plan focused on continuing to build a workforce that is accessible, diverse and inclusive, as well as trained to meet the needs of our diverse customers. At the same time, our long-standing relationships with community partners help us recruit from lower-income populations and Neighbourhood Improvement Areas, in support of the City's Poverty Reduction Strategy.



1 in 2

Executive positions are filled by women



15%

Of all employees are women



4 in 10

Employees are racialized



4x

Increase in employment outreach since 2014 to attract more diverse applicants

Why aren't we more diverse yet?

The transportation industry has been historically male-dominated. Transit operators and skilled trades positions make up 74% of the TTC, and these positions have not attracted a large pipeline of women or persons with disabilities. While tailored recruitment initiatives can help to change that, very low employee turnover means recruitment efforts take time to have a significant impact.



Critical Path 3
**Move more
customers
more reliably**

For more people within and around Toronto to choose transit, we need to strengthen our transit system and provide service that is more reliable, fast, frequent and affordable.

In the next decade and beyond, customers will see significant growth in Toronto's transit system. At the same time, we're undertaking a multi-faceted strategy to grow ridership and improve travel times. New rapid transit lines will reduce crowding and better serve high growth areas of our city; transit expansion will also improve access to employment and services for people with low-incomes. And we're building stronger and more accessible connections to the regional transit agencies in and around Toronto: GO Transit, UP Express, York Region Transit / VIVA, MiWay in Mississauga, Brampton Transit and Durham Region Transit.

This Critical Path is measured by
Ridership
Reliability of service





Future Map

This map reflects the planning priorities of the City of Toronto, as presented to City Council on March 31st, 2016, and is a vision of what future rapid transit in Toronto could look like. The map does not reflect the level of funding commitment or analysis undertaken to date. This map includes both TTC and Metrolinx transit lines, which form a new, integrated transit network within the City of Toronto. Ownership of the transit lines is not depicted in the map.

* Future line names, route alignments and station/stop names are subject to change.

Grow the network with our partners

Line 1 Subway Extension (Opened December 2017)

This state-of-the-art northerly extension of Line 1, which opened at the end of 2017 and includes six new stops, is accessible and wifi-enabled. As a key step in better integrating transit in our region, it provides a direct connection between the TTC, GO Transit and York Region Transit.

Line 5 Eglinton (2021)

This new light rail transit line being built by Metrolinx will run across Eglinton Avenue, from Mount Dennis to Kennedy Station, including a 10 km underground section through the middle of the city. Future extensions currently being planned will extend from Pearson Airport in the west to the University of Toronto Scarborough Campus in the east.

Line 6 Finch West (2022)

This new light rail transit line being built by Metrolinx will run along Finch Avenue. It will link Line 1's Finch West Station with Humber College.

SmartTrack / Regional Express Rail Integration (RER)*

Building on existing heavy rail transit infrastructure and leveraging the province's \$13.5 billion investment in RER, SmartTrack will include six new stations on the Stouffville, Lakeshore East and Kitchener GO corridors. SmartTrack will also include service at eight existing GO stations and consideration of through-service at Union Station.

Scarborough Subway Extension

This extension of Line 2 will provide a direct connection between Scarborough Centre and Kennedy Station.

Line 7 Sheppard East*

This new light rail transit line built by Metrolinx will run along Sheppard Avenue, from Don Mills Station to Morningside Avenue.

Line 3 Relief Line*

This new subway line is currently being planned by the TTC, City and Metrolinx. The southerly portion would connect Line 2 — Danforth Avenue east of the Don River — to downtown.

Yonge Subway Extension

This subway extension, which is currently being planned by the TTC, City, York Region and Metrolinx, would extend Line 1 from Finch Station up to Highway 7, where it will link to York Region Transit.

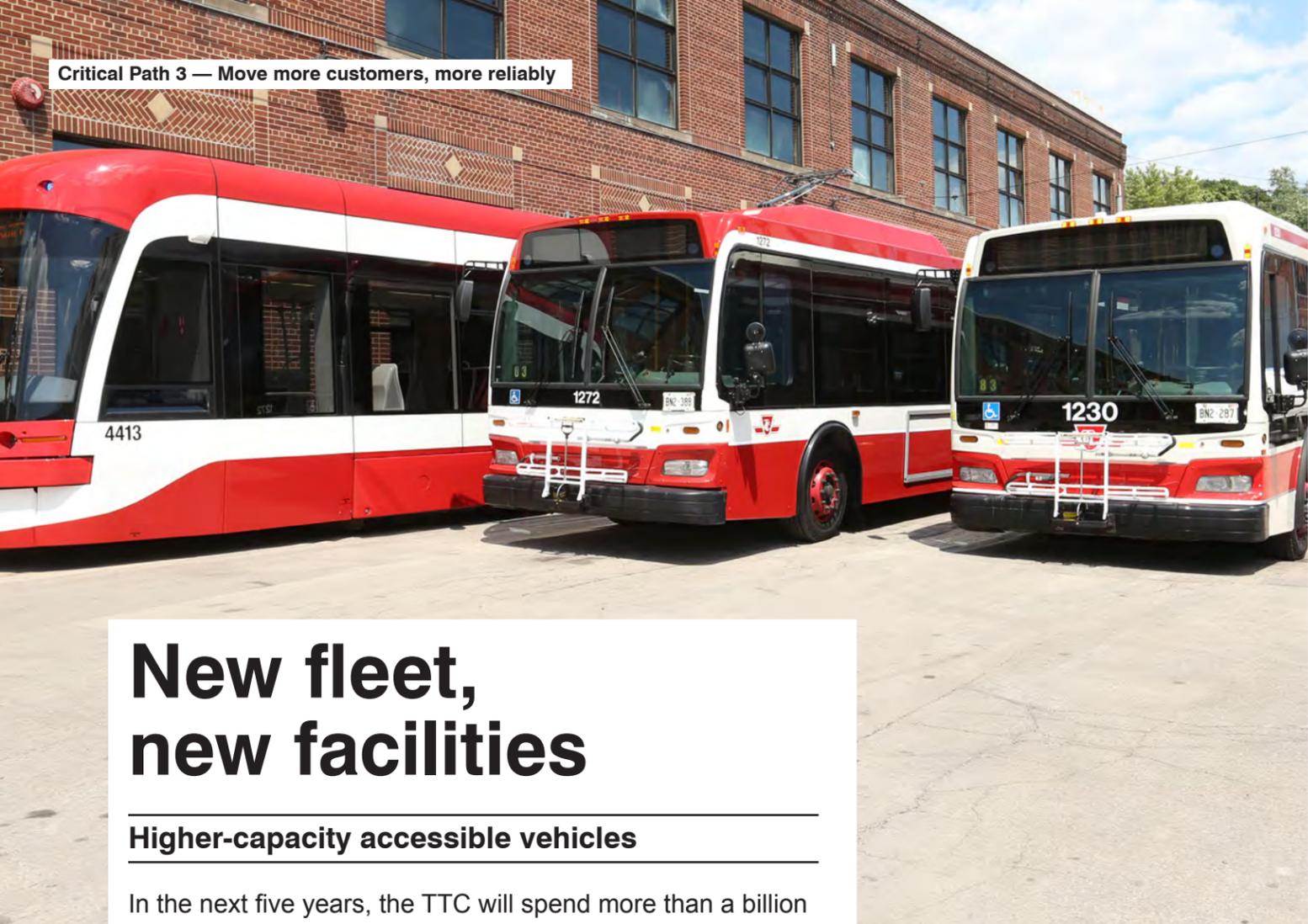
Waterfront transit*

The Waterfront Transit Reset Study is looking at extending service along the waterfront in five segments: Long Branch to Humber River; Humber River to Strachan Avenue; Strachan Avenue to Parliament Street; Parliament Street to Woodbine Avenue; and the East Bayfront to Union Station.



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New fleet, new facilities

Higher-capacity accessible vehicles

In the next five years, the TTC will spend more than a billion dollars on new vehicles, including more than **700 buses**, **150 streetcars** and **over 80 Wheel-Trans vehicles**. New vehicles replace old ones and grow our fleet to increase overall system capacity and reduce overcrowding; in addition, they are all more accessible, more comfortable and more reliable.

New storage & maintenance facilities

The expansion of transit requires new places to store and maintain vehicles. The TTC will open the **McNicoll Bus Garage** in 2020. We'll also begin planning for a **new subway maintenance and storage facility** on Line 2.

We will also create a **new central warehouse**, with an additional 90,000 square feet of capacity. The new location, which consolidates the operations of four warehouses (two of which are leased) that are currently spread across the city, will modernize the TTC's warehouse operations and distribution using technology, automation and industry best practices.

700
new buses

150
new streetcars

Continued modernization

VISION (Vehicle Information System and Integrated Operations Network)

This \$100 million project modernizes the backbone of how the TTC tracks, manages and communicates with any one of our 2,000 buses and streetcars on the streets at any moment. **VISION** means we'll have much better information for scheduling and planning; better real-time information to provide operators and customers during their trip; more efficient Transit Signal Priority to keep TTC vehicles moving; and more efficient yard management and crew sign-ups.

Automatic Train Control (ATC)

With the installation of **Automatic Train Control**, the speed of trains and the separation between them is automatically controlled. For customers, that means a safe and faster journey with more consistent travel times; it could also mean a potential increase in subway capacity of up to 25%. ATC is a \$562 million effort that's been underway for a number of years; it involves the installation of thousands of kilometres of cable and a new signalling system track-side. By 2020 all of Line 1 will have ATC.

One Person Train Operation (OPTO)

With the benefit of wireless technology that lets a train operator see the full length of the platform, it becomes possible for one person to operate a subway train safely, without a second person watching and operating the doors from the middle of each train. **One Person Train Operation** has been used safely on Line 3 Scarborough since 1985 and on Line 4 since 2016. It will be operational on Line 1 by 2020.

Line 2 modernization

Much of the next five years will be focused on completing the modernization of Line 1; **Line 2** is next. That effort, which includes replacing subway cars, installing ATC and OPTO, and planning and building a new storage and maintenance facility will begin in the next five years and continue into the future, with a targeted completion of 2030. We will use a portfolio approach to project management to maximize synergies between projects and optimize cost.

535
million
TTC ridership in 2017

Put transit in the fast lane

“Keep Transit Moving” on key routes

The single greatest obstacle to a bus or streetcar arriving on time is congested streets. For more customers to choose transit, it must be faster, less expensive and more reliable than if they drove themselves.

The next five years will see the TTC and the City collaborating to develop and execute a comprehensive **Surface Transit Priority Plan** that lets buses and streetcars move more quickly on key corridors without getting stuck in traffic. The **King Street Pilot**, which is exploring new ways to speed up the TTC’s busiest route — the 504 King Streetcar carries more than 65,000 passengers a day — is a first step.

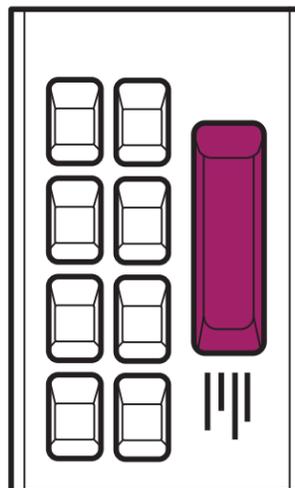
Measures that keep transit moving include dedicated right-of-way like we currently have on the 510 Spadina and 512 St. Clair streetcars: queue jump lanes that let transit bypass other traffic at key intersections and traffic signal priority, which reduces dwell times for TTC vehicles by holding green signals longer or shortening red signals.

Improved schedules & on-time performance

In 2019, when VISION (Vehicle Information System and Integrated Operations Network) comes online, we will have the ability to know where our buses and streetcars are at any point in time, including where they stop or pause and why; that means more accurate information to inform scheduling and **improve on-time performance**.

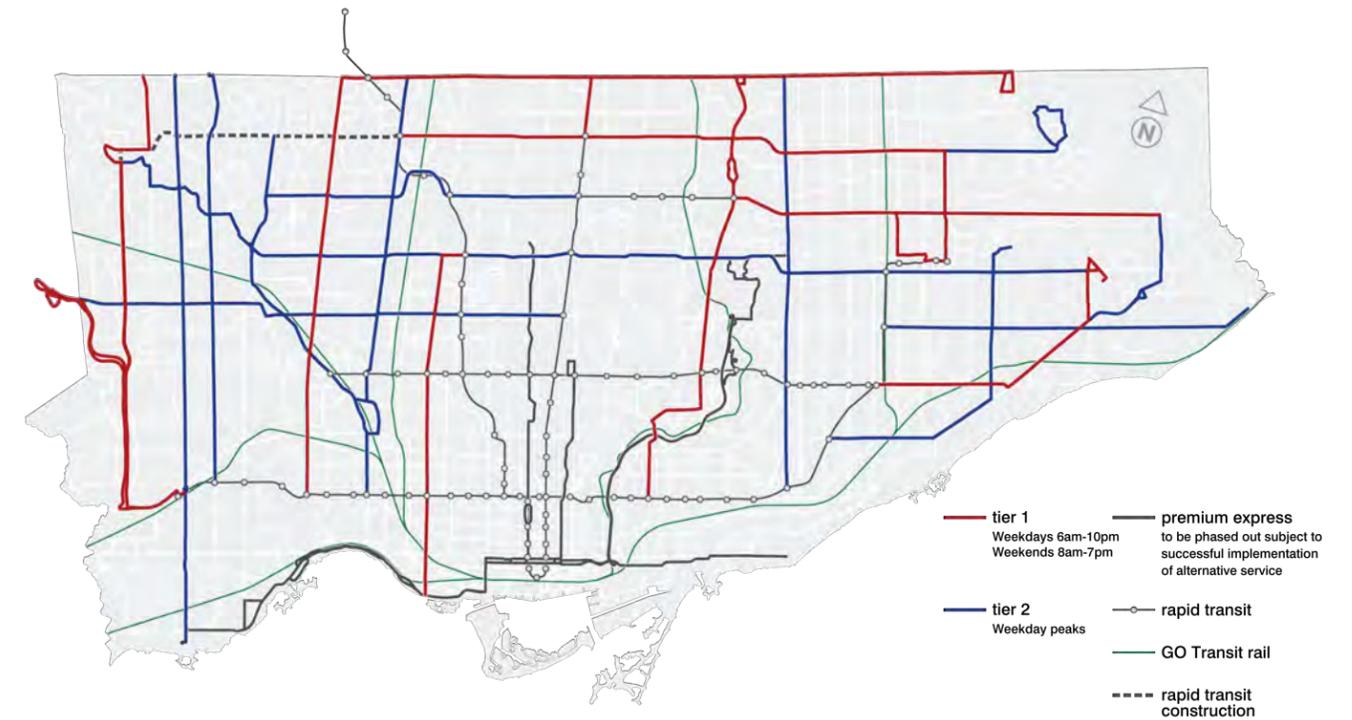
At the same time, we are implementing a new metric for all service planning: **Customer Journey Time**, which includes time spent travelling to and waiting for transit, as well as time en route.

The result? Schedules and routes that reflect actual operating conditions, are better tuned to passenger demand and are more reliable for our customers.



Transit in the fast lane
Measures to give transit priority and cut through congestion on key routes

Express Bus Network 2021



New & enhanced express bus routes

Express Bus routes save customers at least 20% in travel time compared to local routes on common corridors; typically, riders use them for long-distance trips. In addition to being preferred by customers, they provide a faster and more convenient connection to work and services. Every Express Bus

route serves at least one Neighbourhood Improvement Area, and we’re building a strong grid of express bus service in Etobicoke and Scarborough.

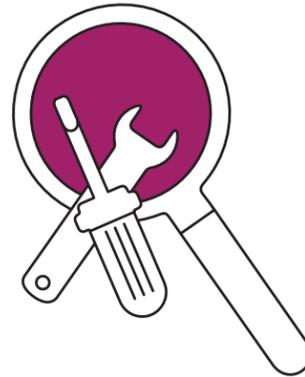
Between 2019 and 2021, we’re planning **new or enhanced Express Bus service** on 13 routes, and other routes have been identified as candidates for our Express Bus Network in 2022 and beyond.

Fix before failure

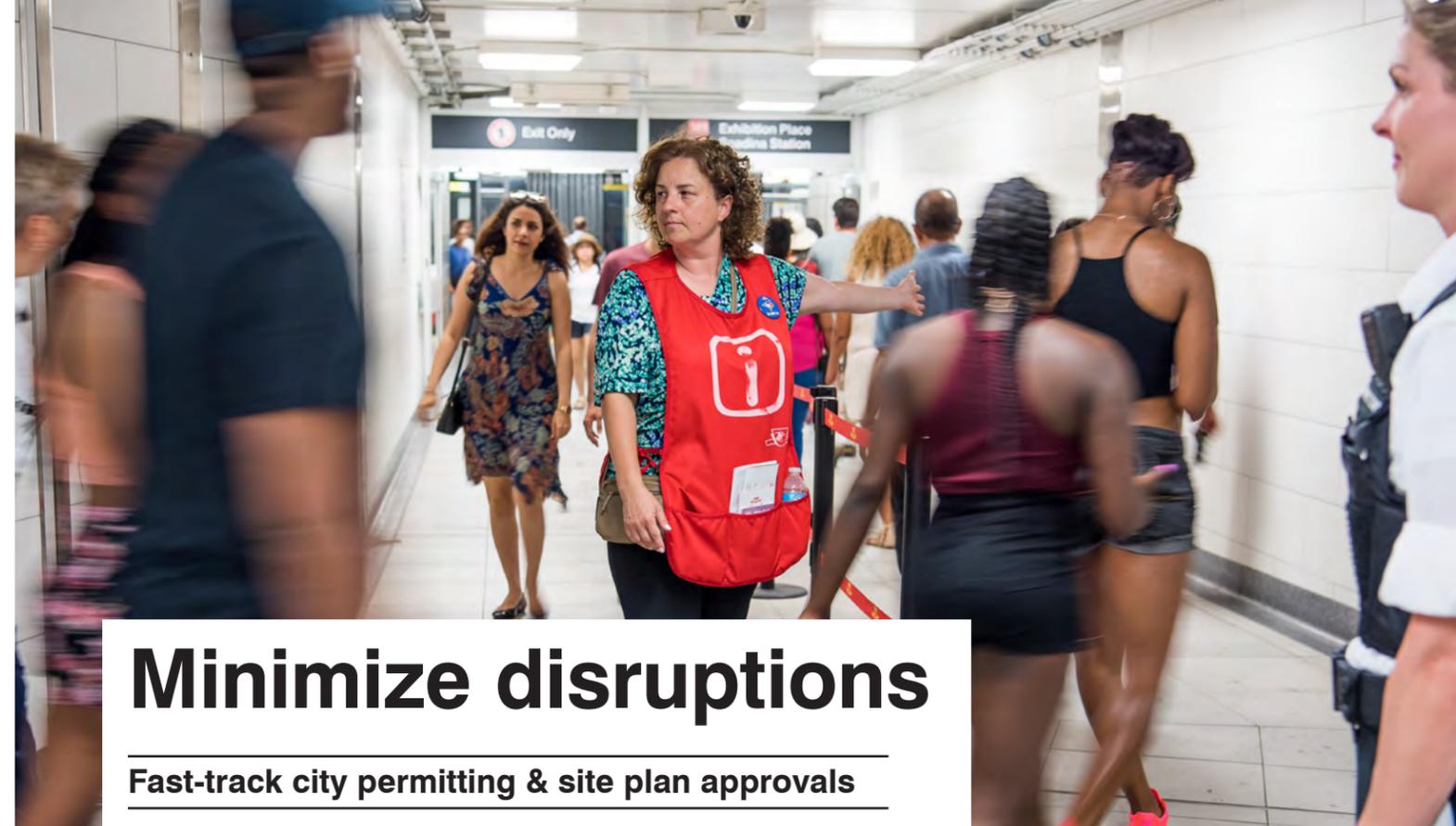
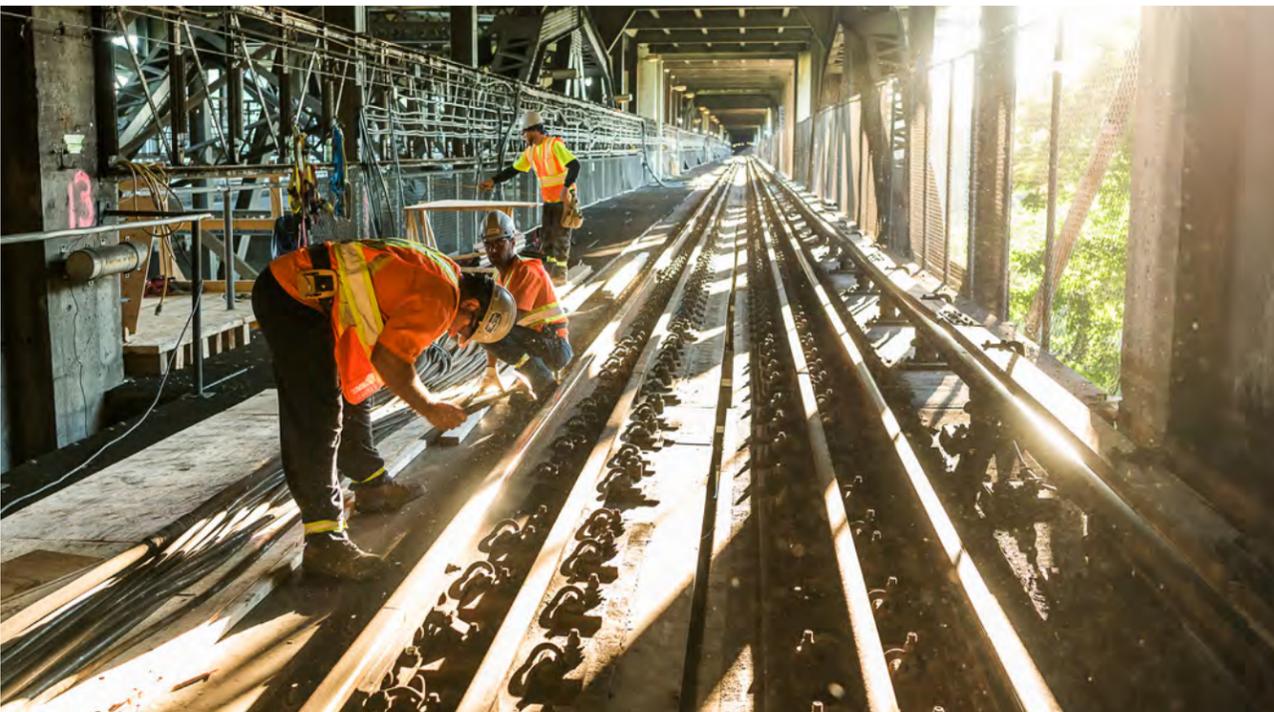
Proactive maintenance

From vehicle breakdowns to signal failures, one of the most common causes of poor reliability is when something suddenly stops working. Rather than fixing something when it fails, we are advancing preventative and predictive maintenance, so our vehicles and infrastructure fail less often and last longer, and we keep our customers moving.

We will be adopting **Enterprise Asset Management** for all of our major asset classes, based on a 30-year outlook on assets. This is a major transformation effort that will require new systems unified by common principles, co-ordinated across the TTC.



Fix before failure
More proactive maintenance for improved service reliability



Minimize disruptions

Fast-track city permitting & site plan approvals

To efficiently deliver projects that grow the transit system and improve the customer experience — whether that's building a new garage or a new bus shelter — we need to be able to move quickly. With the City's support, the TTC will benefit from a consistent, co-ordinated process for **fast-track City permitting and site plan approvals** to deliver transit projects.

Co-ordinated closures and detours

Whether it's a subway closure to make necessary upgrades that improve the frequency and reliability of service, or a surface detour as the result of construction on City streets, closures and detours can be very inconvenient for our customers. With our colleagues at the City, we have radically improved the **co-ordination of capital improvements** — such as partnering with the City to repair shared bridges or the sidewalks in front of stations concurrently, or power cleaning stations that are closed to update signal systems. We're also taking greater care to **keep surrounding communities informed** to reduce disruptions. Meanwhile, during subway closures, the City is giving shuttle buses the roadway space needed to make the journey faster and easier for our customers.

21%
reduction
in delay
minutes on
the subway
since 2014

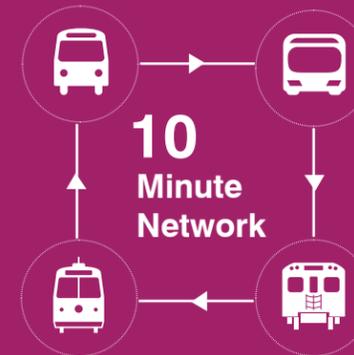
SPOTLIGHT ON TTC Service



90% of the city's population and employment within a five-minute walk of transit



Minimum frequency promised for all bus and streetcar routes



Extensive city-wide network of subway, streetcar and bus services that operates every ten minutes or better



New metric being developed for all service planning; includes time spent walking to or waiting for transit, as well as time en route



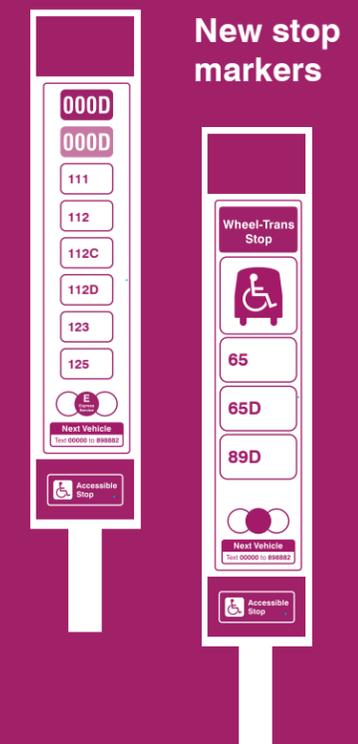
Most TTC services operate from approximately 5:30am–1:30am, Monday to Saturday, and from 8am on Sundays



Subway trains operate every six minutes or better, all day, every day



Overnight bus and streetcar network that runs on most major routes every 30 minutes or better from 1:30am–5:30am



New streetcar and bus stop markers with more service information, more clearly presented



CAUTION
Switch Out Of
Service Electrically

4404

Critical Path 4

Make taking public transit seamless

Getting from A to B should be easy, frictionless and barrier-free — wherever you started, wherever you're headed and whatever your accessibility needs.

When we asked customers what should be in this plan they told us they hoped for a transit system that is more accessible and could be navigated by anyone, including tourists and newcomers. They want more positive interactions with our employees and better communication when things go wrong. They want a payment system that works for everyone, everywhere. And, they want the TTC to connect seamlessly with our region and with all the different forms of mobility people use to get around our city.

This critical path is measured by
Customer satisfaction





Accessibility benefits everyone

Easier Access & beyond

Accessibility goes beyond accommodating people using mobility devices. If you have a cognitive disability, vision loss or hearing loss; if you're older or travelling with a stroller, or you can't communicate in English — a more accessible TTC benefits everyone.

In accordance with the Ontario Human Rights Code and the Accessibility for Ontarians with Disabilities Act (AODA), the TTC's **Easier Access** program is on track to make subway stations accessible by 2025, with elevators, wide fare-gates and automatic sliding doors. There will be 45 accessible stations by the end of 2018; by the end of 2022, 55 stations will be accessible. We're also focused on making improvements to **subway platform edges** to make it easier and safer for customers with disabilities to board trains, and facilitate TTC Family of Services trips on the subway system.

This is complemented by other **system-wide accessibility improvements**, including accessible low-floor streetcars, accessible buses with flexible seating to accommodate strollers, new Wheel-Trans buses, a growing number of accessible bus and streetcar stops, interior and exterior audible and visual stop and route announcements, simpler wayfinding, and consistent use of braille on elevator buttons and at customer help points. With our partners in regional transit, we're also committed to improving accessibility when transferring between systems.

Access via third-party developments

As part of the City of Toronto's real estate strategy, the TTC supports development around and above stations; it's part of a wider City strategy that encourages transit-oriented development along transit corridors and near stations. We'll be working with the City to ensure consistent expectations of developments, including **accessible entrances to subway stations through adjoining buildings**.

Wheel-Trans 10-Year strategy & the TTC Family of Services

The TTC's Wheel-Trans service provides pre-booked, accessible transportation for persons with disabilities using accessible Wheel-Trans buses and partnerships with accessible taxis and sedan companies. In 2017, in accordance with the AODA, customer eligibility for Wheel-Trans was expanded to include customers with cognitive, sensory and mental health disabilities in addition to those with physical disabilities.

Wheel-Trans has always operated as distinct and separate from the conventional TTC transit system. But with **system-wide accessibility improvements** underway, we have the opportunity to schedule and connect Wheel-Trans, subways, streetcars and bus services to provide customers with a multi-modal trip that can be faster, more flexible and more efficient. We call this the **TTC Family of Services**.

At the heart of the TTC Family of Services is a **new scheduling and dispatch system** that will combine real-time information about different modes to provide the most efficient solution for customers, allowing them to book a trip end-to-end, on-demand. Enabling the Family of Services will be **Access Hubs**: clean, dry, well-lit transfer points for customers to wait between segments of their trip.

Relieve overcrowding

Reduce overcrowding on vehicles

We know how negative the experience of being squeezed into a packed vehicle, or having to wait as a series of overcrowded vehicles pass by, is for our customers. To help, we are continuing to **reallocate buses to overcrowded routes** based on new and more frequent Automatic Passenger Count data. We are also building the capacity of our bus fleet to relieve overcrowding, especially during rush hour.

Crowd management in stations

We continue to employ smarter **crowd management solutions**, such as cordons and wayfinding to keep the flow of customers moving, in co-ordination with the increased presence of Customer Service Agents.

80%
customer satisfaction in 2017

The TTC measures customer satisfaction by surveying customers quarterly. Satisfaction has risen eight points since 2014, when customer satisfaction stood at 72%.

Unlock customer service

Stations transformation & Customer Service Agents

With PRESTO, the experience of travelling through TTC stations will be transformed. Instead of having to ask questions of a collector in a glass booth, customers will now see TTC **Customer Service Agents** out in the open and available to help. Equipped with tablets, they'll have tools to anticipate and meet diverse customer needs, such as customers who are deaf or hard of hearing or who don't speak English as their first language.

Beyond the introduction of Customer Service Agents, Stations Transformation includes a number of changes, such as highly visible glass **Station Hubs** which act as control centres at key stations and interchanges, and new security features and communication technology throughout stations.

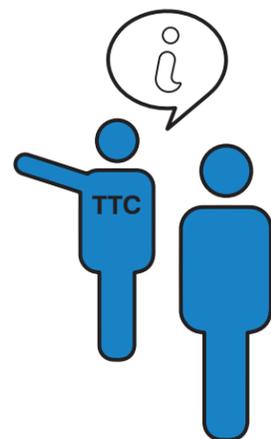
New customer service training

The introduction of Customer Service Agents is a milestone in the ongoing transformation of customer service at the TTC. For our new Customer Service Agents, Supervisors and other customer-facing station staff, we've created **new, multi-day experiential customer service training**.

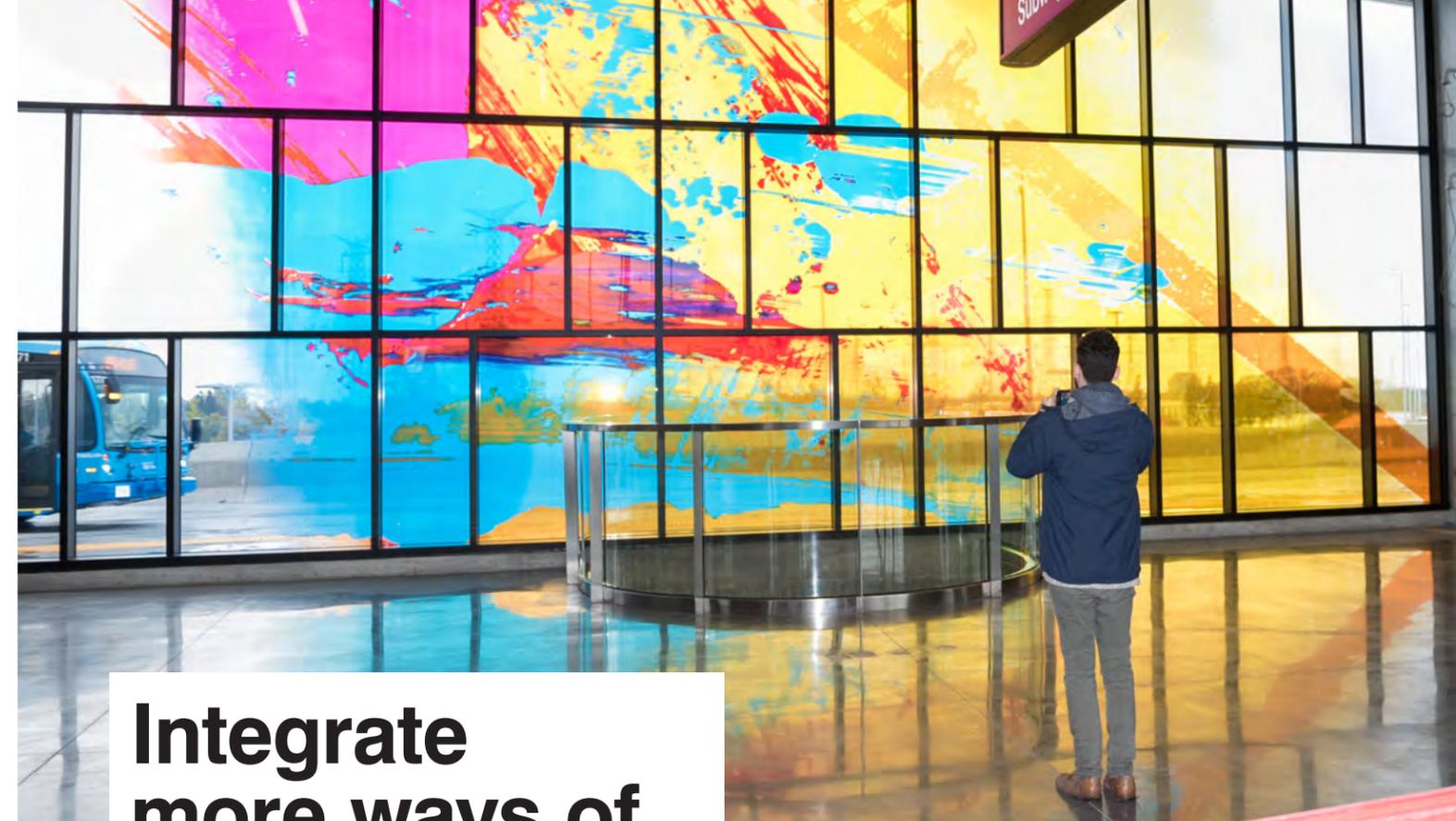
This complements the extensive training in customer service we currently provide all frontline staff.

We're also enhancing training to ensure that all employees are qualified to respectfully and inclusively help customers with diverse needs. By the middle of 2019, we will have provided refreshed **accessibility training** to all of our customer-facing employees, including how to help customers who have physical, sensory, cognitive or mental health disabilities.

Goodbye, collector booths. Hello, Customer Service Agents.



Customer Service Agents Mobile and empowered customer-facing employees in subway stations



Integrate more ways of getting around

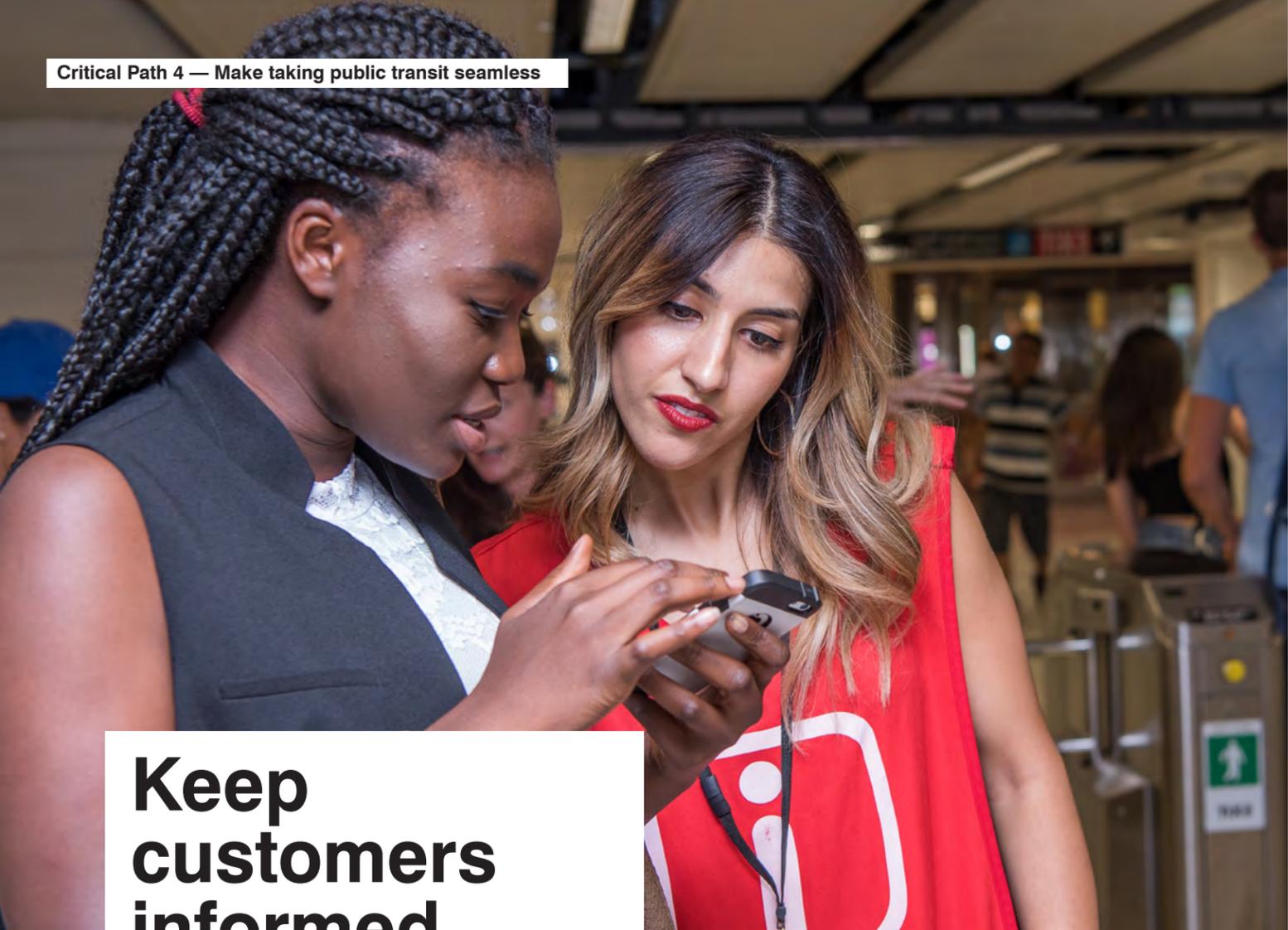
Connect transit with cycling & walking

A less congested Toronto depends on more people combining public transit with active transportation, such as cycling and walking. In line with the City's vision for a bicycle-friendly Toronto, we're working closely with the City to revamp bicycle parking infrastructure. In 2018, **bicycle parking capacity at TTC stations** will more than double. At the same time, we're working with Bike Share Toronto to increase the availability of **bike share docks** at subway stations. 29 stations are now equipped with bicycle repair stands that include an air pump and tools, with another 20 on the way in 2018. And, we're forging connections between transit and our city's cycling and pedestrian paths; one example is the newly opened Finch Station **Multi-use Path**, which connects through our east and west commuter parking lots.

Engage our communities

Art connected to community

The TTC and its stations provide the City with a unique opportunity to support art and architecture that is uniquely reflective of communities. All major station upgrades include art as an important component, through **open competitions** held in conjunction with the City of Toronto's Art Committee for Public Spaces. In 2017 alone, the TTC unveiled art concepts for seven stations that are either under or scheduled for construction. This is in addition to **community art projects**, such as murals on TTC underpasses, which we mount in partnership with organizations such as StreetARToronto.

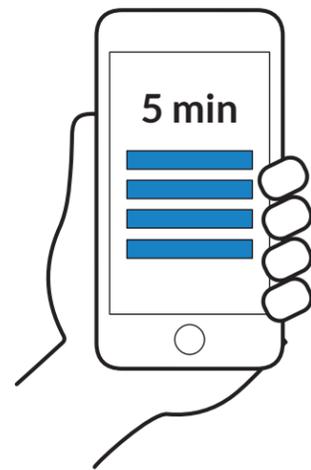


Keep customers informed

Real-time information, everywhere

When a bus doesn't arrive on schedule or a subway train comes to a halt between stations, communication can be the difference between a smooth trip and an anxious one. Our customers want relevant, accurate, accessible service information available at all stages of their journey.

The coming years will see a leap forward in our ability to keep customers informed during their trip. With the implementation of **VISION** (Vehicle Information System and Integrated Operations Network), vehicle operators and customers will have



Real-time information
Better communication during your trip

access to better information about what's happening with service on their route. Meanwhile, a new real-time information system will streamline and standardize how delays and other service disruptions are communicated across the system — from audible announcements, to text alerts, to on-screen updates on station platforms. Developed as an open data API, this system will provide structured data to trip planning apps such as Triplinx and RocketMan, bringing a higher degree of consistency across channels.

Wifi is now available in all stations and, by 2025, will also be available in tunnels, enabling customers to access information on their smart devices wherever they are on their journey. Cellular service is now available in the subway, starting with Freedom Mobile, and extending to other mobile providers as they opt to come on board. All of this will complement existing customer tools, including TTC e-Alerts, @TTCNotices on Twitter, and the Text Your Stop program, which provides next vehicle information via SMS at bus and streetcar stops.

Digital displays in more places

We will be making increased use of digital displays to share information, from service status updates to next vehicle arrival times. These include **digital displays along subway platforms, in bus and streetcar bays, and at station entrances** above fare-gates. We will also be piloting the use of displays in buses and streetcars.

In addition, we will be piloting new self-serve touchscreens near station entrances, with trip planning tools, local points of interest and other community information.

Subway radio & public address upgrade

Garbled, inaudible or non-existent communications while you're in a station or riding the subway is frustrating for our station staff, train operators and riders. We're undertaking a comprehensive upgrade of our subway communications infrastructure, including **digitizing the public address system** in stations and rolling out **new state-of-the-art radios for all station staff and operators**. The result will be clearer, more audible announcements that are better targeted to our customers.

The new TTC.ca

Our website is a central resource for customers to learn about the TTC system, understand what we're doing, and find service-related information. Expect a **revamped, more user-friendly, more dynamic, mobile-ready, and accessible site** to be launched in 2018.

Our customers need us to be better at communicating when things go wrong.

Simplify the fare system

PRESTO completion

The simpler our fare system, the faster our customers can move through stations and board buses and streetcars. With PRESTO, the TTC is transitioning to the same fare payment system used throughout our region. Similar systems are used at leading transit systems throughout the world.

Although the transition to PRESTO has gone less smoothly than we hoped, reliability has significantly improved. We're working closely with Metrolinx to **substantially complete roll-out by the end of 2018**.

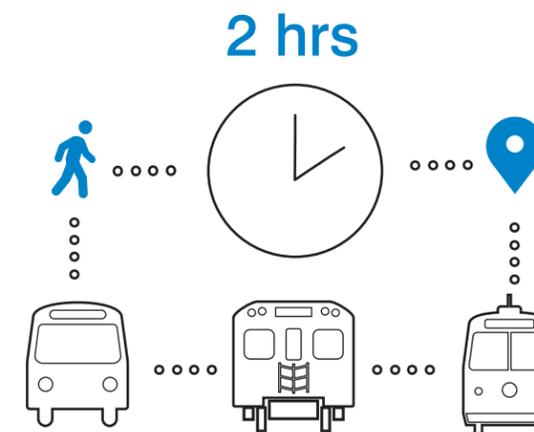
Tap & go payment with credit cards & more

With our new fare system up and running, we'll be able to extend "Tap & Go" payment beyond PRESTO cards. In the future, customers will be able to pay their fare with a **tap of their credit card or mobile wallet**.



Time-based transfers

In the past, TTC transfers have only been good for a continuous one way trip. That means parents who hop off the system for a school drop-off, residents with precarious income who exit the system to run a quick errand, or seniors or persons with disabilities who may require greater flexibility to get on and off, all have to pay a second fare upon re-entry. No more. We will be transitioning to **two-hour transfers** in 2018, because it's the right thing to do for our diverse customers and makes the TTC transfer policy consistent with the rest of our region.



Time-based transfers
Relaxed rules that give you greater flexibility to hop on and off

"Full fare" strategy

Both our customers and our employees tell us how frustrating it feels to see a passenger not paying their fare. This is in addition to the negative financial pressure it puts on the TTC.

With the introduction of PRESTO, we're taking a more **holistic approach to fare enforcement**. For the first time, we will be measuring fare compliance system-wide, across buses, streetcars and stations. This includes extending the use of Automatic Passenger Counting technology on buses and streetcars to provide accurate measurement of boardings compared to fares paid; introducing **Proof-of-Payment (POP)** everywhere, which means that customers may be asked for their tapped PRESTO card anywhere on the TTC; and rolling out new information campaigns focused on ensuring customers understand how and when to pay, and the impact on our system of not doing so.

We'll also begin **data-driven, targeted deployment of Transit Fare Inspectors**. With a continued focus on customer service, they'll always announce themselves clearly; please have your Proof-of-Payment ready, just as you would if you were on a commuter train and a ticket collector came through the car.

Our Transit Fare Inspectors have a difficult job that's important to making our system run. Please treat them with respect. It's all part of The TTC Way.



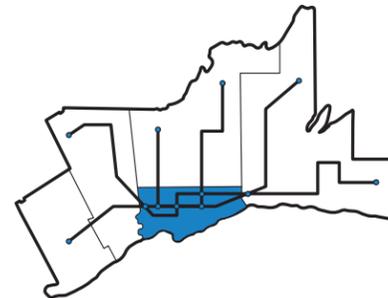
Connect the region

One customer, one journey

Every day, well over 100,000 TTC trips originate or end on another transit system, such as GO Transit, MiWAY, or York Region Transit/VIVA; that number will rise as the growth of nearby municipalities outstrips our own.

The easier we make it to move between transit systems, and between other modes of transportation, the more seamless our customers' experience will be, and the more diverse riders from across the region we will attract.

This is another historic shift at the TTC. We fully support regional integration and recognize our unique role in making it happen as Canada's largest transit agency. A significant focus of the next five years will be working closely and openly with our regional partners to remove barriers for customers as they cross municipal boundaries.



One customer, one journey
Working with our regional partners for seamless travel, regardless of where your trip begins or ends

We will work with GO Transit, York Region Transit, Brampton Transit, Durham Region Transit, MiWay and UP Express to ensure we're **co-ordinating services along major regional corridors** that cross municipal boundaries, synchronizing schedules so it's easy for customers to transfer between services, and ensuring station staff can point you in the right direction, even if it's toward another transit system.

We will also be introducing accessible **System Information Centres** at regional transit hubs like Union, Finch, Kennedy, and Kipling Stations, designed to improve customer journeys to and from our GTHA transit partners.

The days of “416” customers and “905” customers are over. Increased regional transit ridership benefits us all.

Regional fare integration

Our customers shouldn't have to pay two full fares for one trip, simply because they've crossed an administrative boundary. The City of Toronto and the TTC support **regional fare integration**, and will work closely with Metrolinx, the provincial government and our surrounding municipal partners in transit to achieve it.

Because the TTC affects such a large share of transit riders in the region, there are **three fundamental principles** we are committed to in any fare structure:

- It must be affordable for the 535 million riders we serve each year
- It must be financially sustainable for the TTC and the City of Toronto
- It must be socially equitable, in alignment with the City of Toronto's Poverty Reduction Strategy, without unduly penalizing lower-income residents who might have to travel farther to get to work

The **GO-TTC discounted fare**, introduced in January 2018, is an important first step. Developed in partnership with Metrolinx and funded by the Government of Ontario, it means riders who use PRESTO and transfer between the TTC and GO Transit or UP Express, or vice versa, will only pay \$1.50 on the TTC.

SPOTLIGHT ON TTC Accessibility



Accessible vehicles
Including kneeling buses with ramps and low-floor streetcars



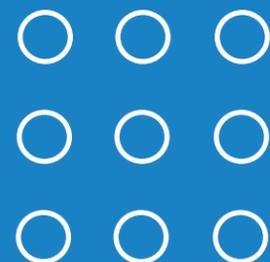
Station elevators
In 43 stations and growing



Audible & visual announcements
On buses, streetcars and subways



Wide fare-gates
To allow mobility devices, strollers and customers with children



Tactile guidance
On the floors in subway stations for people with vision loss



Priority seating
On every vehicle, as well as flip-down seats on new buses to create more flexible space for customers with strollers



Wheel-Trans
Pre-booked, accessible transportation for registrants with disabilities, including physical, cognitive, sensory or mental health disabilities



Community Buses
Connecting people at places like health care facilities, seniors' residences and community centres with other landmarks, such as local shops, along a fixed accessible route



TTC Family of Services
Integrating Wheel-Trans service with accessible bus, streetcar and subway service for a seamless multi-modal trip

15,000+
Wheel-Trans rides on peak days

4 million+
Wheel-Trans rides per year

42,000+
Active Wheel-Trans customers



Critical Path 5
**Innovate
for the
long-term**

The TTC has made great strides in modernization, but the world is changing faster than ever. We will need to learn continuously and innovate boldly to be a transit system and mobility enabler that makes Toronto proud in the decades to come.



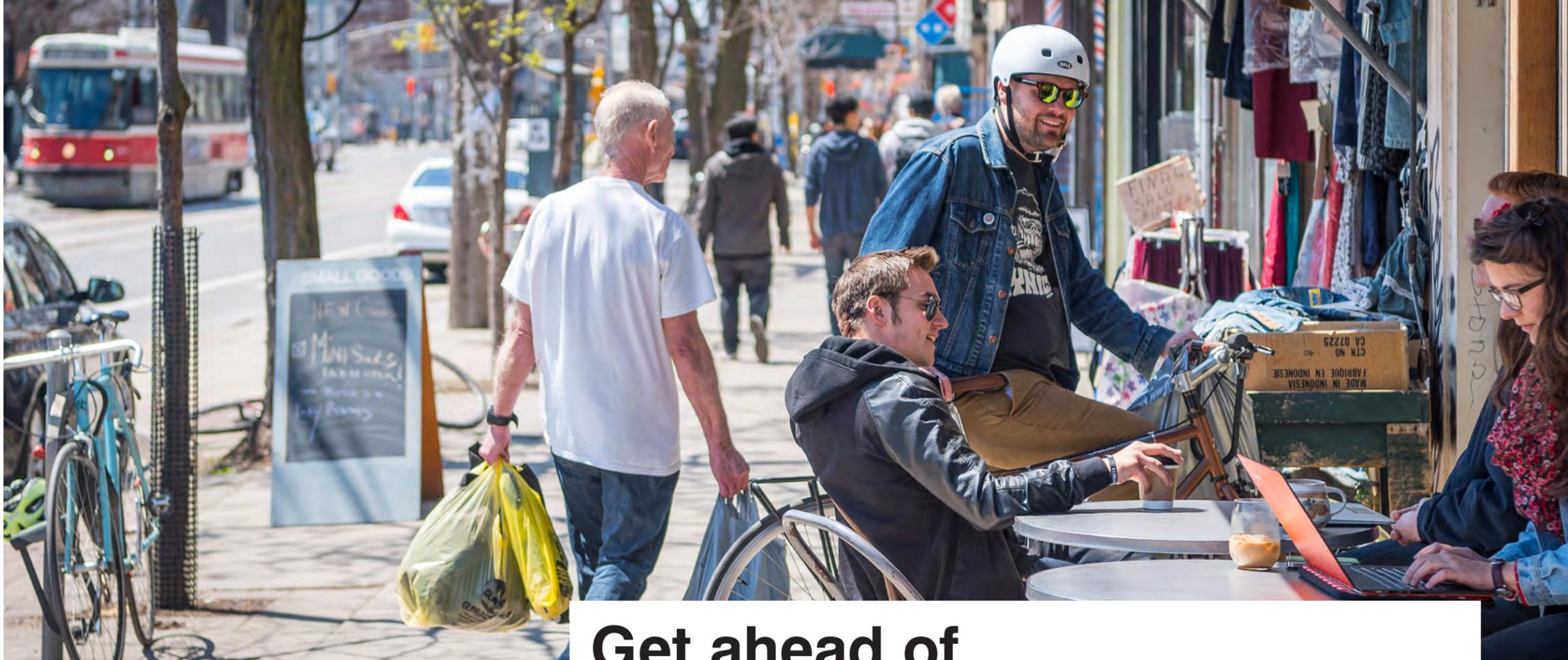
Create a culture of innovation

Innovation & creativity hub

We are embedding a catalyst for innovation, collaboration and creativity at the heart of the TTC. The **Innovation & Creativity Hub** will connect the TTC, its partners in transit and academia to understand and research pressing issues in transit; to harness ideas from customers and employees, as well as from other industries; and to assess and incubate creative solutions, pilot them and help them spread.

Cross-functional continuous improvement

At the TTC, it's everyone's job to ask, "Is there a better way?" We'll be using **cross-functional continuous improvement** to identify opportunities and exchange ideas about how to operate more effectively and efficiently on an ongoing basis. We're also expanding our **Rewards & Recognition program** to recognize instances of everyday innovative thinking, including quick-win solutions that save time and money without sacrificing consistency, safety or quality. And we're strengthening our culture of inclusion, to promote collaboration, boost creativity and improve results.



Get ahead of climate change

Learning from other transit agencies

To stay at the forefront, we need to continue learning from our peers in other major cities. The TTC is a proud member of the Canadian Urban Transit Association (CUTA); the International Association of Public Transport (UITP); Community of Metros (CoMet) and Nova, a global consortium of large transit agencies; and the American Public Transportation Association (APTA), which recognized the TTC as Outstanding Public Transportation System of the Year in 2017. While travel budgets at the TTC remain tightly controlled, we will continue to invest in **visiting and collaborating with other transit agencies**, so we can advance world-class service here at home. The learning goes both ways; we are currently sharing our experience implementing modernization programs with other major North American transit agencies.

Zero emissions buses

To aid the City of Toronto in meeting its TransformTO target of an 80% reduction in greenhouse gas emissions by 2050, the TTC will do its part by targeting a zero emissions bus fleet by 2040. Getting there isn't just about buying buses; it's about taking a lead role in the adoption and proving of new technologies, and completely rethinking how we plan and manage bus operations and maintenance.

To achieve our 2040 target, we'll need to be in full procurement of zero emissions vehicles and infrastructure by 2024. In 2019, we will start on this journey by launching one of the **largest mini-fleets of electric buses** in North America.

Plan for a climate-changed world

According to projections, between 2040 and 2050, Toronto's maximum daily temperature will be 44 degrees Celsius, and we'll see more than 60 days above 30 degrees a year, rather than the current 20. Our maximum daily rainfall will be 166 millimetres — 1.5 times what it is today.

In co-ordination with the City of Toronto's Chief Resilience Officer and in consultation with our partners and other transit systems around the world, we will be exploring new approaches to both **increasing the resilience of our infrastructure to flooding, heat and other extreme weather** and accelerating our **energy management and conservation** efforts.

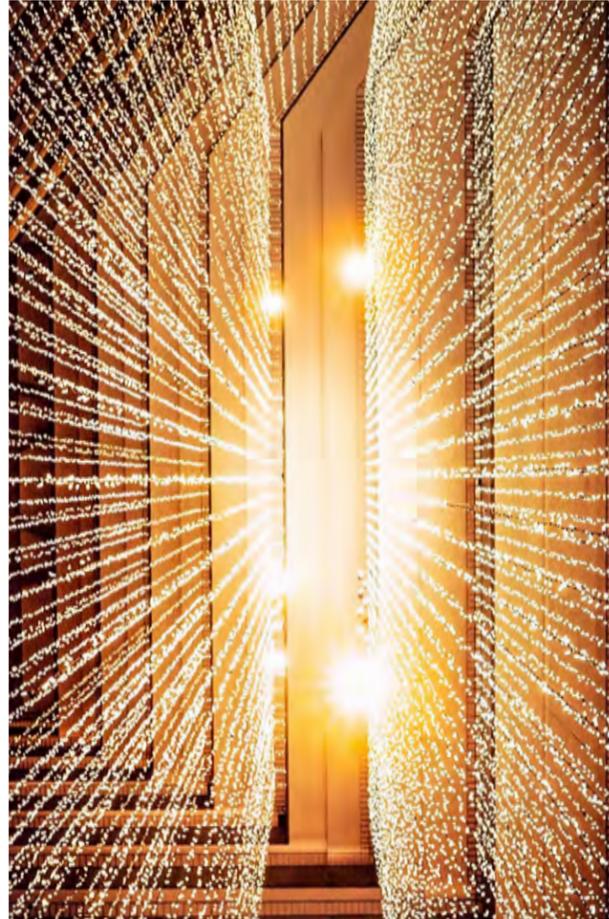
Embrace big data

Enterprise data & advanced customer analytics

Within the TTC, we are on the verge of a data revolution. The first step is creating the **technical infrastructure** to connect data sources across the organization. In the near term, that will mean better reporting on key performance indicators (KPIs) for management decision-making. But that's just the beginning. With systems like PRESTO and VISION, we'll have new insight into everything from customer behaviour to travel patterns. The greater our ability to **analyze, understand and act** on that data, the more flexible and efficient we can be in meeting customer needs.

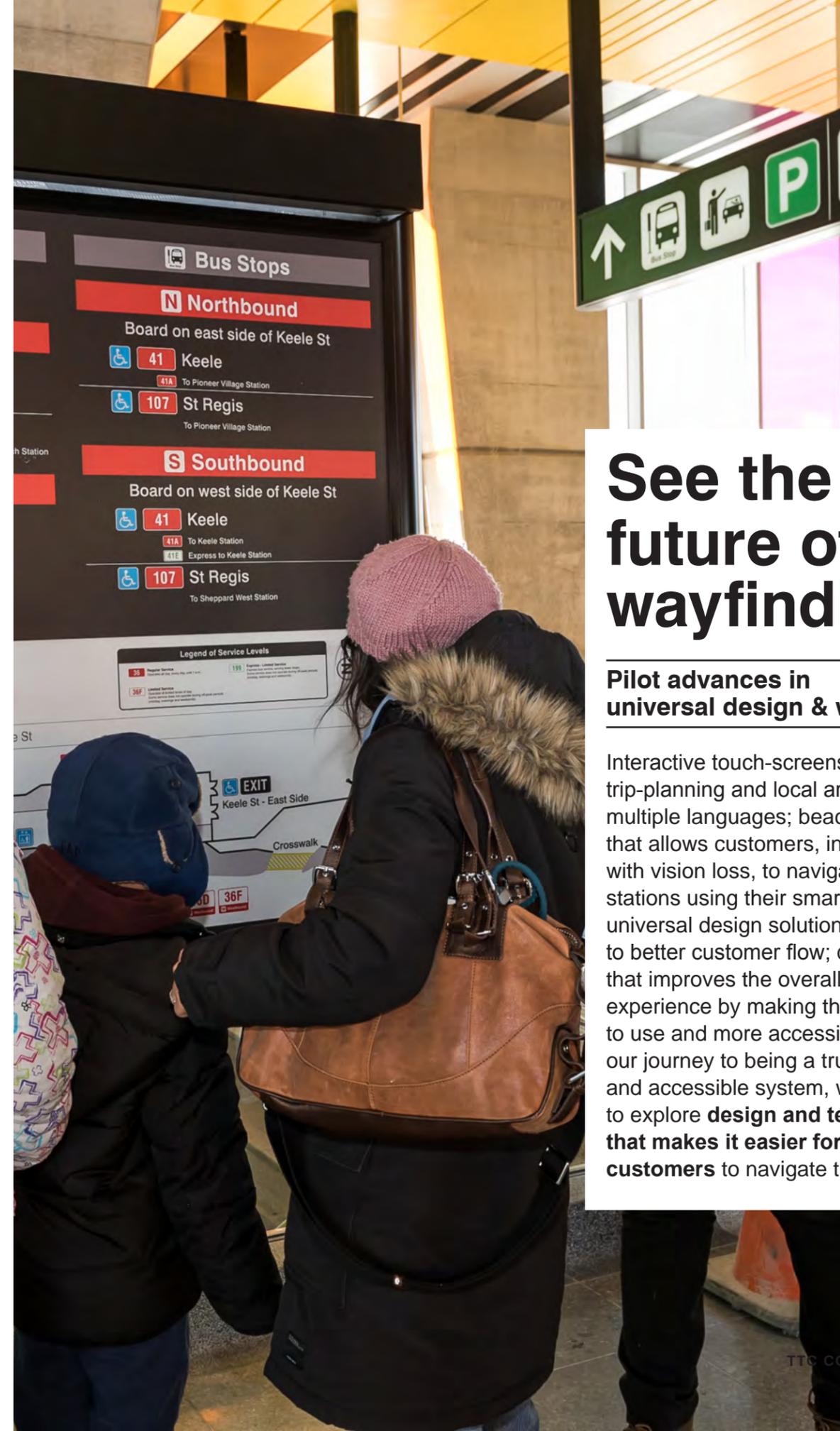
Open Data & regional data sharing

Through the **City of Toronto's Open Data initiative**, app developers and others have access to non-private, non-confidential TTC data on everything from next vehicle arrival times to ridership patterns. Responsibly sharing data opens up new opportunities for partners to help improve the experience for our customers. We're especially interested in continuing to **improve the sharing of data with Metrolinx and our other partners in regional transit**, so all of us can keep customers better informed about developments that might impact their trip.



Data privacy & cybersecurity

With data comes responsibility. We take the privacy of our customers seriously, and we will continue to stay at the forefront of ensuring the **security of data and of our mission-critical systems**.



See the future of wayfinding

Pilot advances in universal design & wayfinding

Interactive touch-screens that provide trip-planning and local area information in multiple languages; beacon technology that allows customers, including those with vision loss, to navigate through stations using their smart devices; universal design solutions that contribute to better customer flow; design that improves the overall customer experience by making the system easier to use and more accessible to all. On our journey to being a truly inclusive and accessible system, we will continue to explore **design and technology that makes it easier for our diverse customers** to navigate the TTC.



Accelerate the evolution of mobility

Facilitate Mobility-as-a-Service

The future lies not in forcing customers to choose between transit and other ways of getting around, but in helping them connect active transportation, public transit and cars for faster, more flexible, more cost-effective trips from door-to-door.

The TTC Family of Services, which seamlessly connects on-demand trip booking of Wheel-Trans with accessible conventional transit, represents the first step in a much larger evolution for the TTC. We are transforming from a transit-first-and-only agency into a **mobility agency** that supports customers getting from A to B in the way that works best for them in the moment.

In the future, that could mean allowing customers to book, plan and pay for trips using an app that stitches together multiple transportation options, from both private and public providers.

Explore microtransit

Microtransit means using smaller vehicles to provide on-demand service; it can be one way of helping customers bridge the first and last mile of their trip. The TTC is currently conducting a study to explore our role in providing or facilitating microtransit as part of integrated mobility in the future.

Consider driver automation systems

At the TTC, we're thinking proactively about **vehicle automation systems** that can improve the safety, accessibility and reliability of our service. Automatic Train Control and One Person Train Operation on the subway are prime examples. For surface vehicles, technology such as lane departure warnings, automatic emergency braking and collision avoidance systems are all features that promise to make our operators, our customers and other drivers and pedestrians safer.

Fully autonomous vehicles are still years away, but we are ready and willing to lead when it's time. That means working openly and transparently with industry and our workforce surrounding the introduction of any new automation technology.

The future will demand new forms of collaboration with other modes of transportation.



Cornerstone
**Safety &
Security**

At the TTC, safety forms the foundation of our culture and our calling. Our most important job is to ensure the safety and security of our customers, employees and everyone around us, as well as of property and information.



Stay vigilant

TTC Special Constables

The presence of TTC Special Constables plays an important role in deterring those who would put the safety and security of people and property at risk. In the past, **Special Constables** were primarily deployed through mobile patrols of surface routes and on foot within stations; in 2017, they began dedicated foot patrols on bus and streetcar routes and in vehicles as well, to the benefit of both our operators and our customers. Meanwhile, the **Safer Ontario Act, 2017** significantly increases the level of legislated oversight and governance for both police and special constables, which means greater transparency and accountability.

“See & Be Seen” video surveillance

If you’re doing something you shouldn’t on the system, we’ll be watching. The TTC is installing new **high resolution, wide-angle, close-circuit televisions** that will provide extensive surveillance video footage of all stations, including exterior approaches to entrances. At the same time, each station entrance will be fitted with a video display broadcasting live camera feeds from that station, which is a powerful signal to would-be violators. This complements cameras on streetcars and buses.

SafeTTC & anti-harassment

“Respect one another” is the first and most important commitment in The TTC Way. Sexual harassment, racism, homophobia and bullying of our customers or employees are against the law and have no place on the TTC. The launch of the **SafeTTC** app in 2017 made it easier for customers to discreetly report, in real-time, crime, harassment and suspicious activity anywhere in the system — whether on a vehicle, in a station, or at a bus or streetcar stop.

Subway air quality study

The health of our employees and customers is non-negotiable. In 2018, we will complete a comprehensive **subway air quality study** to measure pollution levels in the subway system, as well as any exposure or health risks posed to our subway operators, train guards, track patrollers, janitors, retail partners and other subway and station staff. In recent years, we’ve introduced cleaner trains and taken steps to ensure cleaner tunnels. In 2018, we’ll begin use of a state-of-the-art vacuum car equipped with a HEPA filter to further clear dust and debris from the air.



Prevent the preventable

Enterprise-wide Safety, Health & Environment management system

While safety has always been a central value at the TTC, different parts of our organization have had different processes and practices surrounding it. Over the past several years, we have been developing and implementing the TTC **Safety, Health and Environment Management System (SHEMS)** to manage our occupational health and safety, customer and operational safety, and environmental risks. We are now planning to support and strengthen the implementation of the TTC SHEMS with a new **enterprise software** solution to standardize our processes, manage information and corresponding actions, and ensure consistent best practices across the TTC.

Suicide prevention & Platform Edge Doors study

Every year, people attempt or die by suicide in the subway system; it's an issue that transit agencies everywhere wrestle with. In studies around the world, the only solution that appears to effectively decrease the risk of suicide is the installation of **Platform Edge Doors**, which form a barrier between customers and the tracks. We know that retrofitting our system with Platform Edge Doors would be very costly — estimates can exceed a billion dollars — but we want

to explore its feasibility. We'll be conducting a study into the complexities and actual costs of installing Platform Edge Doors in our system, so an informed decision can be made about how to move forward.

Continuous improvement in safety and injury reduction

Between 2011 and 2016, the TTC saw statistically significant downward trends in injuries sustained by both TTC employees and by the public on our system. With the help of our new enterprise-wide Safety, Health and Environment Management System, we will continue to focus on driving down injury rates. Among employees, the most common injuries are ergonomic/musculoskeletal, such as those resulting from overexertion, reach/bend/twist or repetitive movement. To address this, we will be implementing a **new Ergonomics (Musculoskeletal Disorder Prevention) Program** focused on preventing such injuries and resolving ergonomic concerns.



Be prepared

Terrorism & emergency preparedness

The threats to transit systems around the world are evolving. The TTC is refreshing its **System Security Plan** to consider new trends in terrorism and other potential attacks on our customers, employees, vehicles, infrastructure, facilities or systems. We'll also be running more large-scale exercises to test our preparedness and train for a wider variety of emergency scenarios.

Second exits & fire ventilation upgrades

The TTC continues to construct **Second Exits** at subway stations and upgrade the fire ventilation system. This both increases convenience for customers entering and exiting a station and provides a fast way out in case of emergency. Second exits have been completed and opened to the public at five stations; Wellesley is under construction; and Donlands, Greenwood, Chester, College, Dundas, Dundas West, Museum and Summerhill Stations are all in the planning/design stages.

16%
reduction in
lost time
injury rates,
2011-2016



The future starts today.

This plan advances the TTC to the next level. We will know we've succeeded when there is a long-term modal shift to public transit and active transportation.

Because when the TTC is

- more inclusive
- more efficient
- more reliable
- more accessible
- more flexible
- more innovative
- & more integrated

Toronto will be, too.

5 year

OUTLOOK



2018

TTC-GO Transit discount introduced

PRESTO implementation substantially complete

Subway radio & PA upgrade

Year one of Line 1 Subway Extension

Two-hour transfers introduced



2019

VISION implemented

Customer Service Agents in subway stations

Introduction of zero emission buses



2020

Automatic Train Control fully operational on Line 1

One Person Train Operation on Line 1

McNicoll Bus Garage opens



2021

Line 5 Eglinton opens

Expanded express bus network



2022

Line 6 Finch West opens

25 year

OUTLOOK

2018–2022



Line 5 Eglinton opens

Line 6 Finch West opens

Transition to zero emissions begins

2023–2027



Scarborough Subway Extension opens

SmartTrack stations open

AODA-compliance for accessible stations & system

TTC Family of Services fully implemented

2028–2032



Relief Line South opens

Sheppard East Line opens

Yonge Subway Extension opens

Line 2 modernization complete

50% zero emissions

2033–2037



Waterfront transit opens

2038–2042



100% zero emissions

Progress against last corporate plan

The TTC's 2018-2022 plan builds on the foundation and continues the work of the TTC's inaugural five-year plan, which was completed in December 2017.

2013	2014	2015	2016	2017	Highlights
<ul style="list-style-type: none"> • New station management model introduced • New TTC system map • New reward & recognition strategy • Pilot wifi and cell service in stations • Complete delivery of new subway cars • Complete Pape Station modernization, including accessibility 	<ul style="list-style-type: none"> • New uniforms begin to arrive • New streetcars begin to roll out • Inaugural employee engagement survey • Proof-of-Payment begins • Complete Dufferin Station modernization, including accessibility • Lawrence West Station made accessible • Digital displays & LED signage introduced 	<ul style="list-style-type: none"> • Articulated buses arrive • Union Station second platform opens • Expanded Blue Night network • Pan Am & Parapan Am Games 	<ul style="list-style-type: none"> • Enterprise Risk Management in place • Completion of Leslie Barns streetcar facility • New signage manual and standards • Inaugural stakeholder engagement survey • Ossington Station made accessible • One Person Train Operation begins on Line 4 	<ul style="list-style-type: none"> • Wheel-Trans eligibility expanded • Wifi enabled in all stations • St. Clair West Station, Woodbine Station and Coxwell Station made accessible • Line 1 subway extension complete 	<ul style="list-style-type: none"> • 21% reduction in delay minutes on the subway • 6.5% reduction in subway delay incidents • 86% reduction in short turns on buses and streetcars • 80% customer satisfaction (increase of eight percentage points since 2014) • Named Outstanding Public Transportation System of the Year in 2017 by the American Public Transportation Association (APTA)

Executive leadership

Rick Leary
Chief Executive Officer
(Acting)

Tara Bal
Chief Financial Officer (Acting) | Corporate Services Group

Collie Greenwood
Chief Service Officer (Acting) | Service Delivery Group

Megan MacRae
Executive Director | People Group

John O'Grady
Chief Safety Officer | Safety & Environment Group

Gemma Piemontese
Chief People Officer | People Group

Mike Palmer
Chief Operating Officer | Operations Group

Brad Ross
Executive Director | Corporate Communications

James Ross
Deputy Chief Operating Officer | Operations Group

Susan Reed Tanaka
Chief Capital Officer | Engineering, Construction & Expansion Group

Joan Taylor
Chief of Staff | CEO's Office

Kirsten Watson
Deputy CEO (Acting)
Chief Customer Officer | Strategy & Customer Experience Group

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 TTC Board

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