



Advancing to the next level

Rick Leary, Chief Executive Officer

January 10, 2019



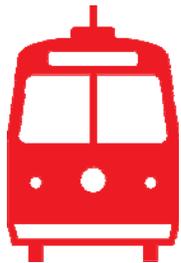
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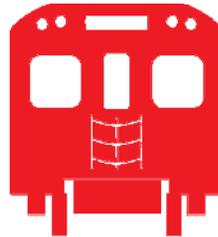
TTC at a glance



28,000
people per hour
on Line 1



2,900
people per hour
King streetcar



**subway
service**
every 2 to 6
minutes



1.7 million
customers carried
each business day

Half billion
trips per year

85%
of Greater Toronto
Area transit ridership

15,000+

Wheel-Trans rides
on peak days

4 million+

Wheel-Trans rides
per year



3rd largest

transit agency in
North America



TTC at a glance – accessibility



Accessible vehicles

including kneeling buses with ramps and low-floor streetcars



Priority seating

on every vehicle, as well as flip-down seats on new buses



Station elevators

in 45 stations and growing

Wheel-Trans

Pre-booked, accessible transportation for registrants with disabilities



TTC Family of Services

Integrating Wheel-Trans service with accessible bus, streetcar and subway service for a seamless multi-modal trip.

TTC at a glance – busiest streetcar routes

504 King 84,000 customer trips per day

501 Queen 55,100 customer trips per day

510 Spadina 40,000 customer trips per day



TTC at a glance – busiest bus corridors

Finch East

54,800 customer trips per day

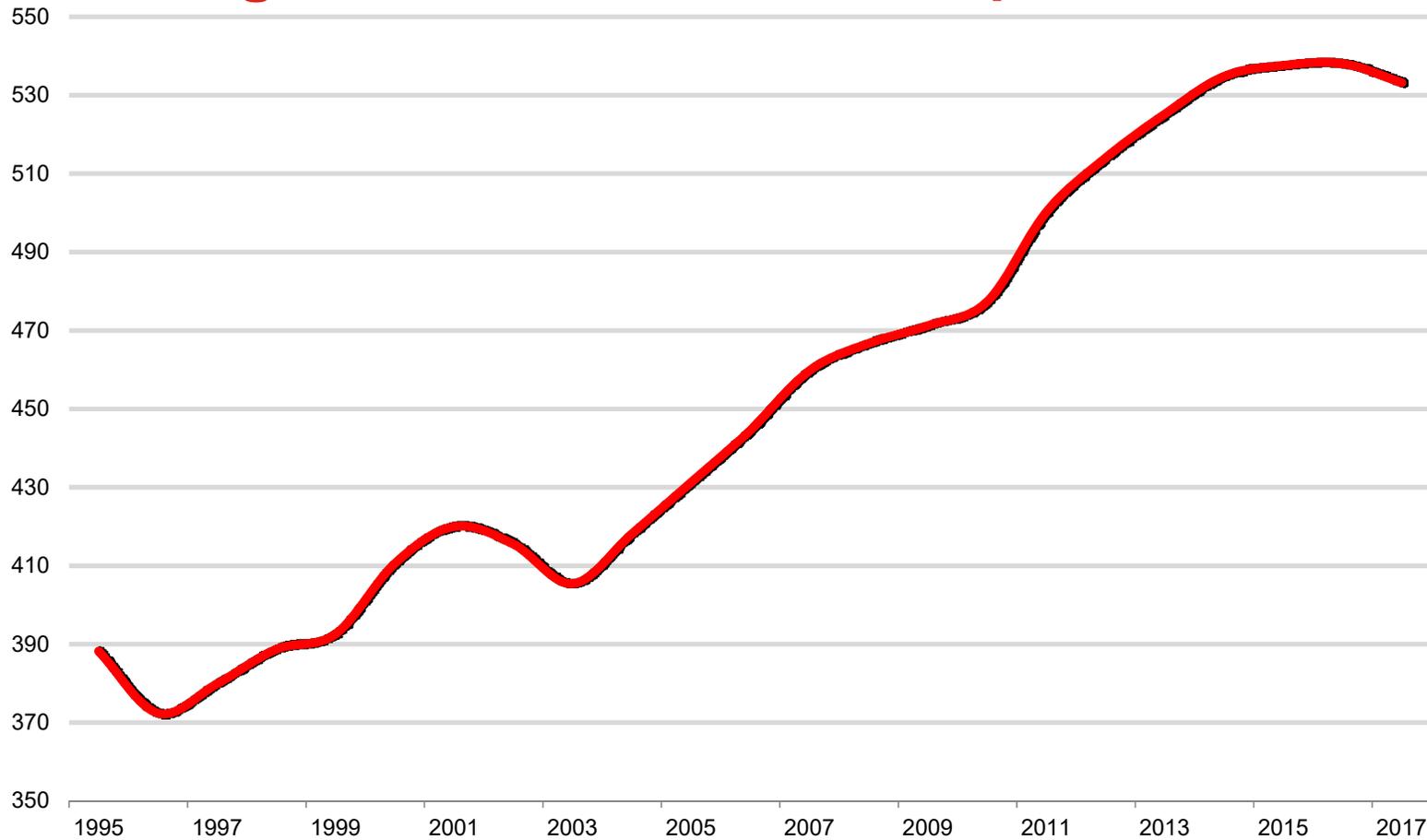
Finch West

47,300 customer trips per day

Eglinton East/Morningside/Meadowvale 41,000 customer trips per day



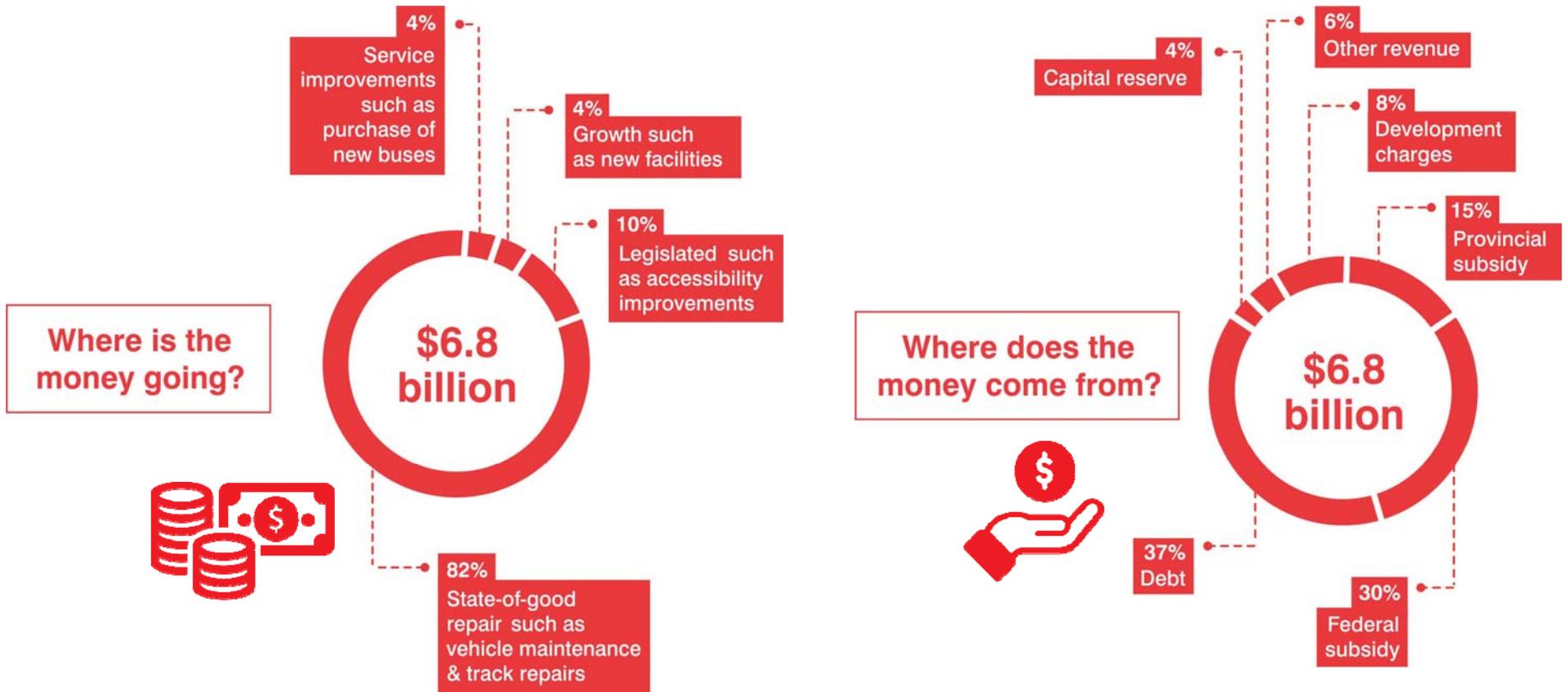
TTC at a glance - Revenue ridership 1995-2017, millions



Operating budget 2018

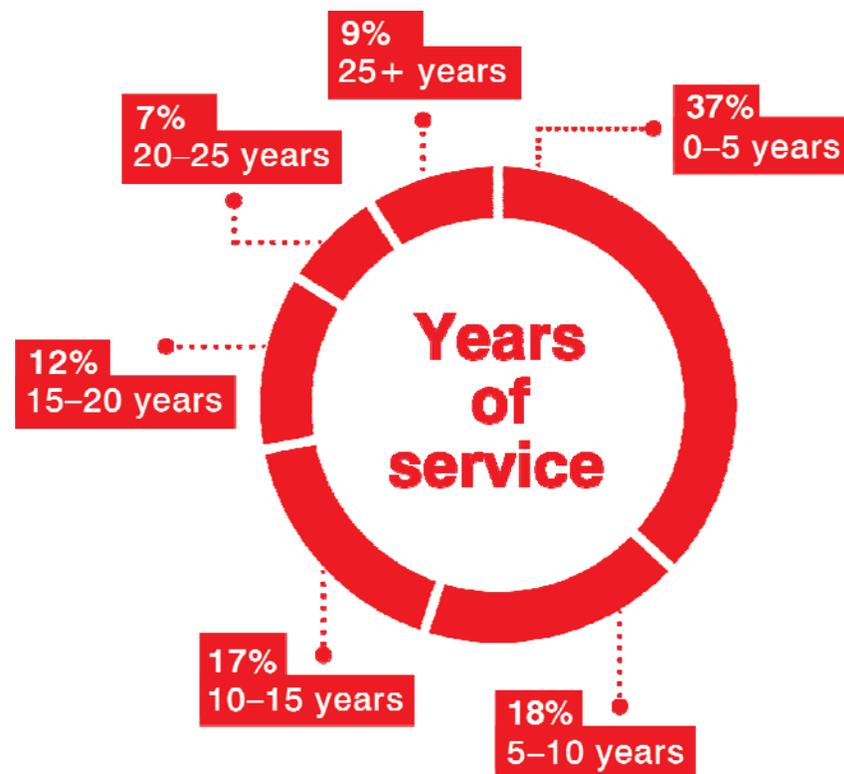


Capital budget (Funded, 2018-2027)



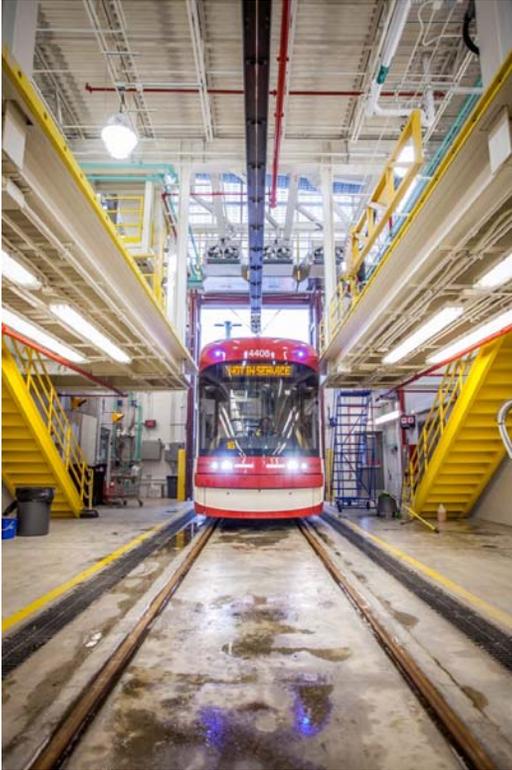
TTC at a glance – Workforce

15,000
employees





Building on accomplishments



Building on Accomplishments

An advertisement for the PRESTO transit card. It features a red and white TTC logo at the top. The main text reads "A 2-HR TRANSFER. ANOTHER REASON TO PRESTO." in large white letters. Below the text is a black PRESTO card with the logo and the word "PRESTO" on it. At the bottom, there is a small line of text: "Only PRESTO gives you a two-hour transfer in any direction you're traveling. So now you can hop on and off to your heart's content." and a footer: "THE TTC IS SWITCHING OVER TO PRESTO | BUY A CARD NOW AT TTC.CA/PRESTO".

A 2-HR TRANSFER.
ANOTHER REASON TO
PRESTO.

Only PRESTO gives you a two-hour transfer in any direction you're traveling. So now you can hop on and off to your heart's content.

THE TTC IS SWITCHING OVER TO PRESTO | BUY A CARD NOW AT TTC.CA/PRESTO



Building on accomplishments

Putting out the service we advertise

Nov. 29, 2017

Subway				
1	Planned: 63 trains Actual: 53 trains	84% of planned service		✘
2	Planned: 42 trains Actual: 42 trains	100% of planned service		✔
3	*No irregularities expected with normal service build up			—
4	*No irregularities expected with normal service build up			—

Nov. 28, 2018

Subway				
1	Planned: 65 trains Actual: 65 trains	100% of planned service		✔
2	Planned: 45 trains Actual: 45 trains	100% of planned service		✔
3	Planned: 5 trains Actual: 5 trains	100% of planned service		✔
4	Planned: 4 trains Actual: 4 trains	100% of planned service		✔



+5

subway trains in service in 2018



Building on accomplishments

Nov. 29, 2017

Bus transportation				
Arrow	Planned: 228 buses Actual: 228 buses	100% of planned service	✓	
Birchmount	Planned: 199 buses Actual: 195 buses	97.99% of planned service	✗	
Eglinton	Planned: 238 buses Actual: 235 buses	98.74% of planned service	✗	
Malvern	Planned: 225 buses Actual: 224 buses	99.56% of planned service	✗	
Mount Dennis	Planned: 237 buses Actual: 236 buses	99.57% of planned service	✗	
Queensway	Planned: 157 buses Actual: 156 buses	99.36% of planned service	✗	
Wilson	Planned: 211 buses Actual: 210 buses	99.52% of planned service	✗	

Nov. 28, 2018

Bus transportation				
Arrow	Planned: 249 buses Actual: 251 buses	100.80% of planned service	✓	
Birchmount	Planned: 200 buses Actual: 201 buses	100.50% of planned service	✓	
Eglinton	Planned: 257 buses Actual: 257 buses	100% of planned service	✓	
Malvern	Planned: 253 buses Actual: 254 buses	100.40% of planned service	✓	
Mount Dennis	Planned: 222 buses Actual: 222 buses	100% of planned service	✓	
Queensway	Planned: 150 buses Actual: 151 buses	100.67% of planned service	✓	
Wilson	Planned: 251 buses Actual: 252 buses	100.40% of planned service	✓	



+87

buses in service in 2018



Building on accomplishments

Nov. 29, 2017

Streetcar transportation				
Service build up	Planned:	166 streetcars	99.4% of planned service	
	Actual:	165 streetcars		

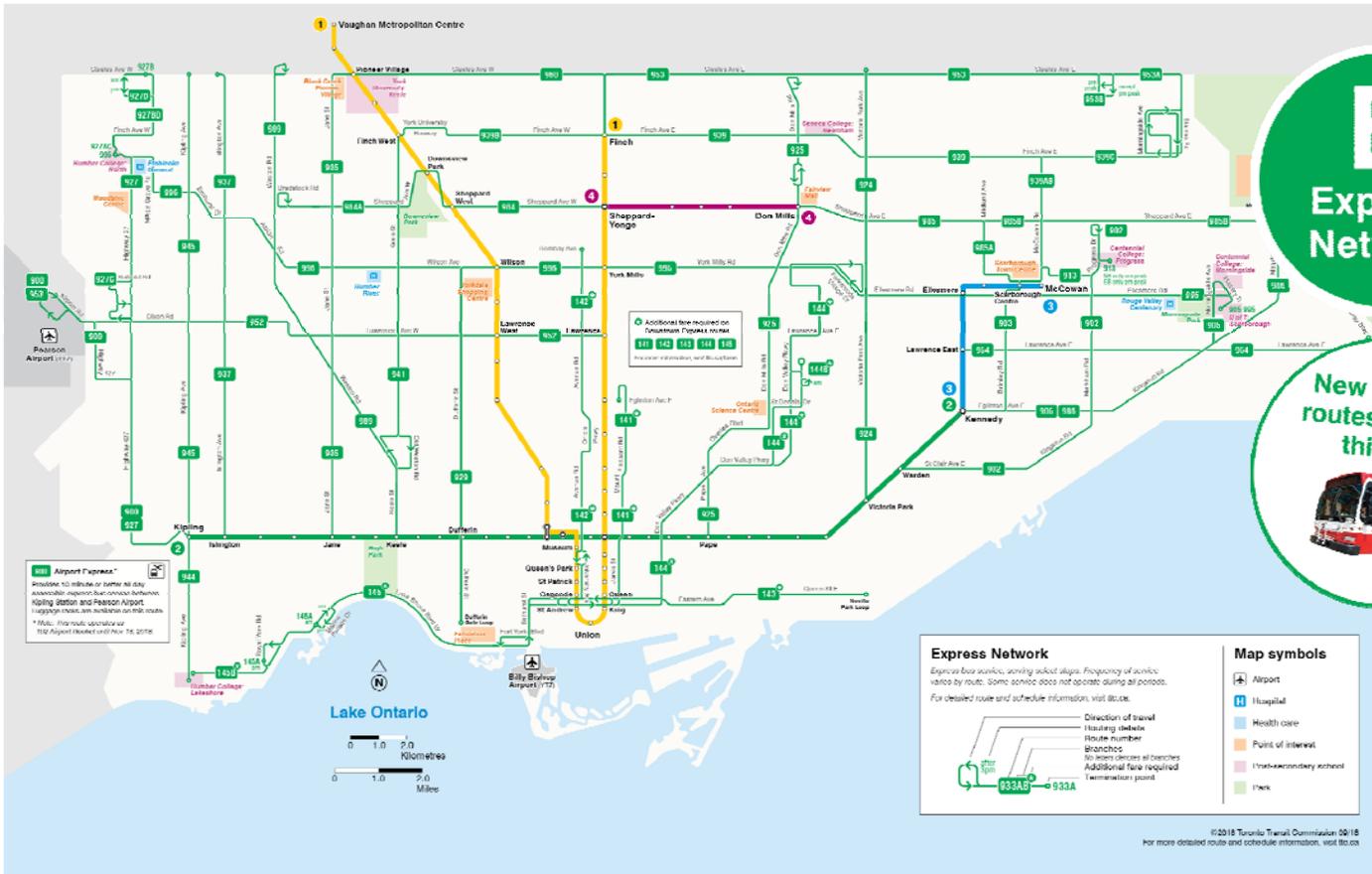
Nov. 28, 2018

Streetcar transportation				
All streetcar routes	Planned:	160 streetcars	102.50% of planned service	
	Actual:	164 streetcars		
	Planned:	62 buses		
	Actual:	72 buses		



streetcars/buses in service in 2018

Building on accomplishments



E
Express Network

New express routes coming this fall!

service



Building on accomplishments



“One year in - data deems King St. pilot project a success”

service

Building on accomplishments



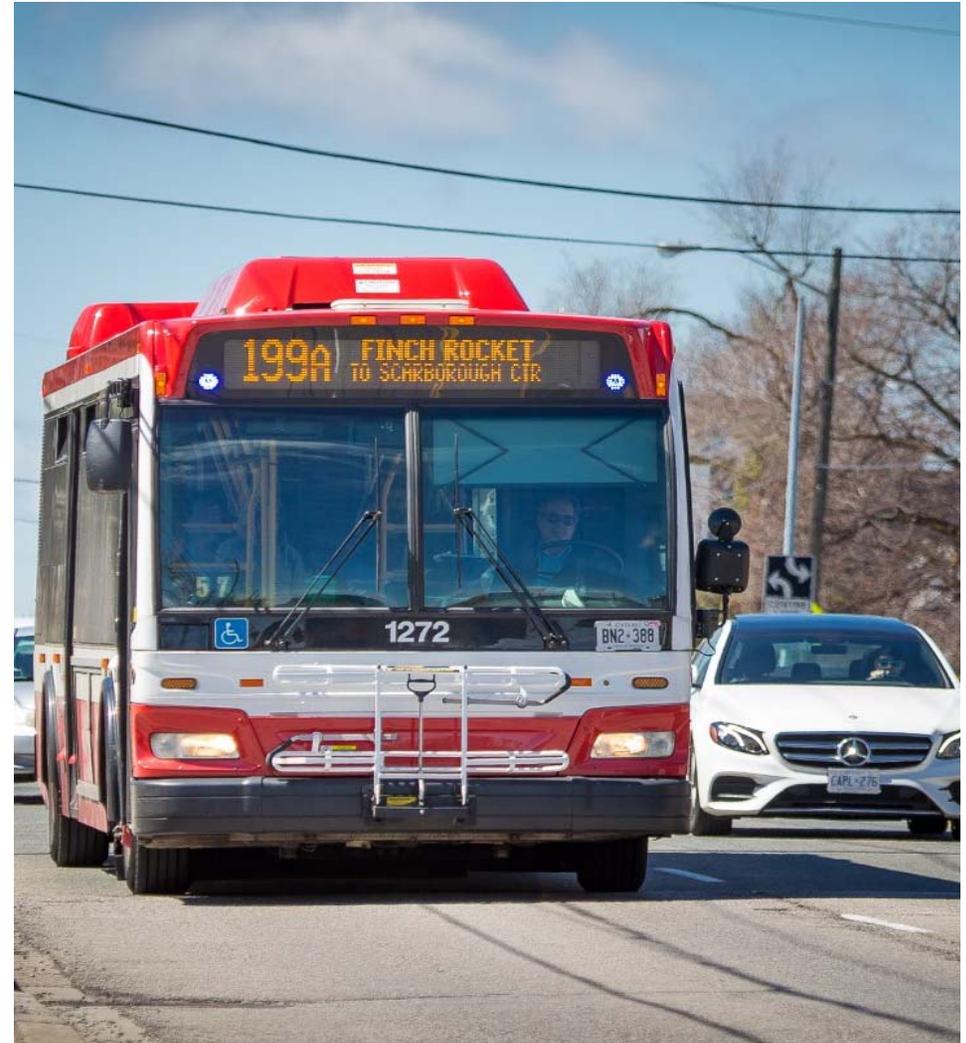
fleet



Key challenges

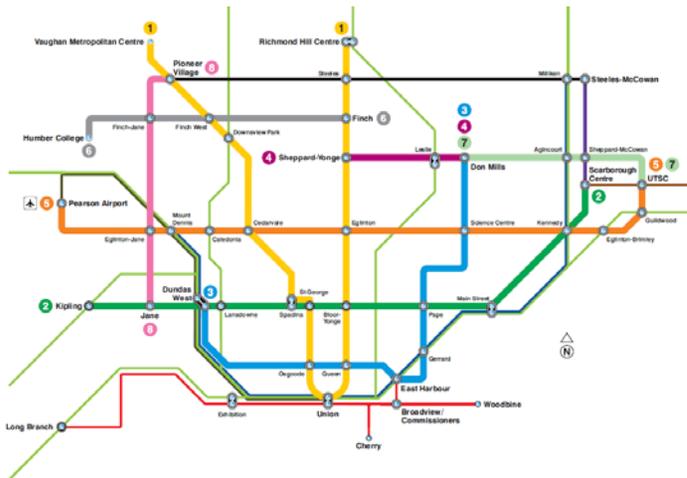
Old Thinking

- “The only game in town”
- Insular thinking and behavior
- Not nimble or adaptable
- Disconnect between what we do and what people need and want



Key challenges

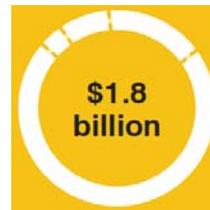
Partnerships



- City, Regional, Provincial, and Federal Governments
- Mobility and third-party partners

Fiscal Sustainability

Annual Operating Budget



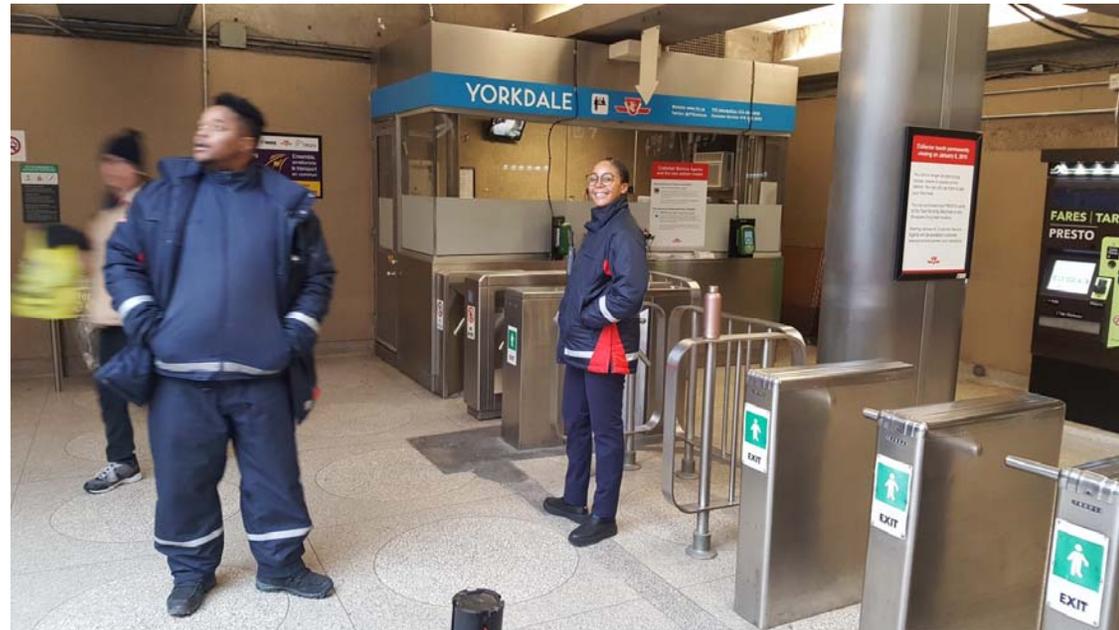
10-Year Capital Budget



- Limited options for revenue and funding
- Existing business model is increasingly unaffordable
- Need long-term capital & operating planning
- Disciplined project delivery
- Increase utilization of shared services

Key challenges – projects

- SAP
- ATC
- PRESTO
- Bombardier
- Station Transformation
- Wheel-Trans Family of Services



Key challenges – capacity





Yonge-Bloor Station southbound morning subway service

CEO's Vision forward

Respond to the immediate (day-to-day) and plan for the future

Reinforce foundation

- Build the right competencies
- Challenge status quo: short turns, bunching, King Pilot, etc.
- Improve asset condition
- Reset KPIs
- Verify and integrate fleet plans
- Continuous improvement of safety and security
- Improve materials management
- Enhance project management and accountability



Building for the future

- Increase organizational efficiency and effectiveness
- Innovate for the long-term
- Change culture
- Establish shared mobility model
- Ensure customers have a choice
- Integrate service
- Increase capacity and ridership



Vision forward – transit expansion

- Line 2 East Extension
- Line 3 Relief Line
- Line 1 Extension (Yonge)
- Line 5 Eglinton
- Line 6 Finch West
- Bloor/Yonge



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

Vision forward - people

- Invest in people
- Diversity and Inclusion – reflect the communities we serve
- Peer support program – take care in tough times
- Rewards & Recognition



Working together – what to expect in 2019

- 2019 Budget/Capital Investment Plan
- Five year service plan and fare policy
- Five year accessibility plan
- Line 1 capacity plan
- Line 2 capacity plan
- Subway asset ownership
- Transformational Review
- Mobility Strategy
- Expansion

