



## **Update on the TTC's Next 5-Year Corporate Plan 2024-2028**

**Date:** December 20 2023  
**To:** TTC Board  
**From:** Chief Executive Officer

### **Summary**

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The purpose of this interim report is to provide an update on the process undertaken to date to refresh the next iteration of the 5-Year Corporate Plan. The Corporate Plan serves to guide, and create strategic alignment amongst organizational initiatives, reflective of Board priorities and corporate requirements. The focus is on key priorities for the next five years, with a longer term view of the organization's needs. The current vision statement established in 2013 – *to be transit system that makes Toronto proud* – has guided the organization to date.

The report provides an overview of the draft directions, currently being validated, and is presented to the Board to enable input prior to a final plan being recommended in Q1 2024. The Corporate Plan will be reviewed annually, to assess progress, respond to emerging priority directions, and to align recommendations for allocation of resources through the budget process.

The next Corporate Plan intends to build on the foundation and progress achieved under the inaugural Corporate Plan (2013), followed by the 2018 to 2022 & Beyond Corporate Plan titled "Advancing to the Next Level". Since, 2018 the TTC has undertaken efforts to further mature the TTC's approach to multi-year planning, and has introduced key business planning documents to the Board, which serve as supporting second level plans that elaborate on the strategic directions of the Corporate Plan. This includes, the first 5-Year Service Plan & 10 Year Outlook (introduced in 2019), 5-Year Accessibility Plan, the Embrace Diversity: 10 Point Action Plan, and the 15 Year Capital Investment Plan, first introduced in 2019, which provides a comprehensive overview of the funded and unfunded capital requirements of the TTC, updated annually.

In 2018 there have been a number of key changes in the TTC's environmental context. This includes a COVID pandemic, a shift in delivery roles in transit expansion, increased congestion and construction, and increased community safety and well-being concerns on public transit, amongst other factors. At the same time, the TTC continues to balance a structural fiscal challenge to fund operating and capital needs, with ongoing demand to enhance services and increase capacity long term to better serve Toronto's diverse communities in Canada's largest urban centre. This context is considered in developing the key directions for the next five years and beyond.

Over the last year, the TTC has undertaken a multi-phased planning and consultation process, described in this report. A key theme through the input to date, is on the importance of the TTC to the future vitality of Toronto and the region, mitigating the impacts of climate change, and creating access to opportunity. A consideration in the next Corporate Plan is to update the vision and mission statement to further strengthen the critical role the TTC plays as the backbone of Toronto’s mobility network, and in enabling the social and economic well-being of Toronto. This report is an interim report to provide the Board an overview of the work to date to update the Corporate Plan.

## Recommendations

It is recommended that the Board:

1. Receive the interim update report for information.

## Financial Summary

The recommendation of this report has no direct operating or capital financial impacts. The emerging strategic directions of the next iteration of the 5-Year Corporate Plan have informed priority actions in the recommended 2024 Operating Budget and 2024-2033 Capital Budget and Plan. In particular, this is reflected in key actions related to people, safety, and service to align to customer needs. This is documented in the report before the Board at its [meeting on December 20, 2023](#) (refer to Item 5)

See Figure 1 below for highlights.

Figure 1. 2024 Priority Actions in the TTC's 2024 Recommended Operating and Capital Budget and Plan



The Chief Financial Officer has reviewed this report and agrees with the Financial Impact Assessment.

## Equity/Accessibility Matters

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The TTC serves the diverse population of the City of Toronto with over 3.02 million people who speak more than 200 languages and dialects, while employing over 16,000 people who represent different backgrounds, cultures, identities and abilities.

Creating an inclusive and diverse organization is essential, while ensuring that the TTC reflects the communities we serve and provides an equitable, welcoming transit system for our riders, the public and employees. The TTC is on a journey to strengthen diversity and equity across the organization and aims to further equip and enable departments across the TTC with proper knowledge, language, training and tools to carry out equity, diversity and inclusion in their day-to-day work.

The TTC's commitment to equity and accessibility is also reflected in planning and delivering services. The TTC continues to seek ways to improve its approach and work towards creating new partnerships and strengthening current ones, based on respect and transparency, to foster and improve trust between the TTC and the community.

The TTC is strongly committed to making Toronto's transit system barrier-free and accessible so that all customers can enjoy the freedom, independence and flexibility to travel anywhere on the public transit system, regardless of ability. To ensure diversity, equity, inclusion and accessibility considerations are integrated into the planning and decision-making processes of the TTC, the next Corporate Plan will position the organization's commitment to improving social outcomes as a key lens/area of focus applied to TTC business. This builds on the commitment established under the 5 Year Accessibility Plan, and the TTC's Embracing Diversity 10 Point Action Plan in 2019.

## Decision History

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### **May 29, 2013, 5-Year Corporate Plan**

The inaugural 2013-2017 Corporate Plan was introduced, to inform the basis for business activity at the TTC. The plan outlined a new vision and mission statement for the organization and initiated the development of a corporate wide planning process that is continued with successive corporate planning documents.

[Corporate Plan sets 5-year path to transform the TTC](#)

### **January 25, 2018, TTC Corporate Plan 2018-2022**

The Board approved the 2018-2022 Corporate Plan. The report outlines the Corporate Plan development process, including timelines and feedback from consultations. The Report and the 2018-2022 Corporate Plan provide the foundation for the TTC's focus and priorities since 2018, and inform the refresh of the next 5-Year plan.

[Board Meeting – January 25, 2018](#)

**June 12, 2023, Sustaining a Reliable Transit System to Keep Toronto Moving: Outlook 2024 and Beyond.** The Board received a report providing an update on the operational and financial context as the TTC developed the 2024 Budget and updates to key planning documents including the refresh of the next 5-Year Corporate Plan.

[Board Meeting – June 12, 2023](#)

## Issue Background

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The Toronto Transit Commission (TTC)'s comprehensive network of bus, streetcar and subway services spans Toronto's 630 square kilometres geography, moving more than 525 million customers annually pre-pandemic. The TTC is foundational to the mobility network, enabling Toronto's population of 3.02 million to access employment, education, services and social connection through an integrated mass transit network. At the core of a region of 6.47 million, Toronto generates 26% of Ontario's GDP and 10% of the national GDP annually. The continued success of Toronto as a thriving social and economic hub will be contingent on a reliable, frequent and safe public transit system that creates access to opportunity for everyone.

The benefits of a high quality transit service to the social, economic and future sustainability of Toronto, Ontario and Canada are well demonstrated, and reflected in the research provided by the University of Toronto, which will be presented to the TTC Board on [December 20, 2023](#).

### Environmental Context and Outlook

The scale and importance of Toronto's transit network to the long term viability of Toronto and the region, provides the context for the TTC's strategic planning work. In June 2023, the Board received a report that provided an outlook of key issues and challenges facing the organization, with an overview of the financial constraints and pressures in the immediate and longer term (Report :[Sustaining a Reliable Transit System: Outlook 2024 and Beyond \(ttc.ca\)](#)).

The following are some of the key factors to be considered in the immediate term:

- *Recovery of ridership continues to be strongest on bus compared to other modes and serves many of Toronto's equity seeking communities.* As of October 2023, TTC demand has returned to 82% of pre-COVID weekday demand and 99% of weekend demand. September 2023 reached 85% of September 2019, with bus reaching 95% in September 2023, subway demand at 75% and streetcar at 73%.
- *Recent data shows traffic congestion in Toronto is near pre-pandemic levels despite 50% of office worker trips not taking place.* Major construction is also planned and underway over the next seven-to-eight years with further potential impacts on surface transit reliability.
- *Customer experience and satisfaction are important to attracting and retaining riders.* However, concerns regarding streetcar service and community safety, amongst other factors, have resulted in a decline in customer satisfaction scores. As of the November 2023 Customer Experience Survey, Customer Satisfaction has increased over October 2023 to 70% but is still below pre-pandemic levels.
- *The heavy reliance on the fare box has demonstrated the vulnerability of the system and poses a risk to service* (approximately 70% of operating costs pre-pandemic were funded by fares). The TTC continues to face significant ridership revenue impacts from COVID.
- *The labour market for skilled talent, particularly in transit and transportation, and related professional fields is increasingly competitive.* Reviewing our policies, and

value proposition as an employer will continue to be a key priority, as demographics shift, market conditions evolve, and new competencies and skills sets are required.

- *Continuing to demonstrate agility in response to emergent risks and issues and take advantage of new opportunities*, will be critical, as the pace of technology changes, and external forces result in the requirement to more rapidly pivot and shift in response (e.g. cybersecurity, global pandemic, etc.).

In the medium to longer term,

- *New rapid transit services are being built that will transform the network*, but also introduce new operating cost pressures to a challenging fiscal framework once entered into revenue service (e.g. Line 5, Line 6 and future subway expansion currently being built by Metrolinx, with the TTC positioned to operate).
- *Service reliability is also dependent on steady investment in asset state of good repair*. The TTC's infrastructure, facilities and fleet relied upon to deliver service range in age from one year to more than 100 years old. The recommended 2024-2038 Capital Investment Plan totals \$47.855 billion in base capital needs over a 15-year period, of which, \$12.398 billion is funded, leaving \$35.457 billion in unfunded capital needs. The recent update includes \$5.3 billion in capital requirements to meet the City of Toronto's TransformTO service objectives of increasing frequency to reduce community wide emissions<sup>1</sup>.
- *Climate change impacts will also pose threats to the road and transit network*. Extreme heat and precipitation events cause increased infrastructure wear and tear and even closures - rendering the system as a whole less reliable. Extreme heat can affect travel speeds on outdoor rail, while precipitation can flood tunnels and stations and lead to extended closures. These events are expected to increase annually through to 2051<sup>2</sup>. Applying a resiliency lens to TTC assets, as identified in the TTC's forthcoming Innovation and Sustainability Plan will be key.
- *Population growth in Toronto and the region is expected, with Toronto's population expected to grow to 3.561 million by 2051*. With a current estimated transit mode share of 23% (compared to 27% pre-pandemic), and the City's TransformTO goals to increase share of trips taking sustainable transportation modes – ensuring the competitiveness of public transit will be key in a climate-changed environment.

With consideration to the above, the TTC in partnership with City Planning, is actively monitoring customer demand, and working with partners to review and update long term demand projections, recognizing customer demand declined over the pandemic and is currently rebounding. In the near term, TTC demand may be expected to approach pre-COVID levels as soon as 2027 in many areas of the city and times of the day. Over the longer term, the influence of key factors, such as population and land use changes, is likely to push demand levels upwards even as the return-to-office factor stabilizes.

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<sup>1</sup> [December 7, 2023 Presentation to Board on TTC Role in TransformTO](#)

<sup>2</sup> Extreme weather days are expected to increase at least five-fold in the coming years: [https://www.ontario.ca/page/ontario-provincial-climate-change-impact-assessment?utm\\_source=substack&utm\\_medium=email](https://www.ontario.ca/page/ontario-provincial-climate-change-impact-assessment?utm_source=substack&utm_medium=email).

It should be noted the current long-term projections to 2041 are based on a number of underlying data sets, which are due to be updated. In particular, updated population and employment projections, updated land use to reflect the introduction of Major Transit Station Areas (MTSAs) and multiplex zoning, and changes in travel behaviour from the new Transportation Tomorrow Survey (TTS). The next iteration of the model will be updated in 2024, and will also extend the forecast horizon year to 2051.

It is in this context, of both internal and external environmental factors, that the TTC is refreshing the Corporate Plan, for the next five years and beyond. Building on the foundation of prior multi-year planning work, including key supporting documents such as the 2024 Annual Service Plan, and 15 Year Capital Investment Plan, amongst others.

This report provides an overview of the work underway to develop the next 5-Year plan, outline key themes from consultation activities to date, including emerging draft directions, and next steps.

## Comments

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### Maturing the TTC's Integrated Planning & Performance Framework

In 2013 the TTC introduced its first 5-Year Corporate Plan with the vision— *“To be a transit system that makes Toronto Proud”*. The mission statement for the organization was also established: *“To provide a reliable, efficient, accessible and integrated bus, streetcar, and subway network that draw its high standards of customer care from our rich traditions of safety, service and courtesy.”* The inaugural Corporate Plan, and subsequent Corporate Plan introduced in 2018, have established the foundation and outlined key strategic directions and actions to support the organization in achieving this vision statement.

The Corporate Plan seeks to align the broader policy vision of the City with the Board's priorities guiding the TTC as an agency, in the provision of mass transit services to meet the needs of Canada's largest city. The Corporate Plan informs recommendations for the budget process, by identifying key priorities for the allocation of resources (i.e., funding and staff). It is recognized that the TTC's current fiscal and governance framework, require strong partnerships to achieve many key strategic priorities of the organization, and this has direct impact on ability to successfully fulfill the mandate.

As the TTC introduces the next 5-year Corporate Plan, the TTC will seek to further mature the integrated planning and performance framework outlined in the figure 2.

Since, 2018 the TTC has introduced key business planning documents which serve as supporting second level plans to the Corporate Plan which further elaborate how key strategic directions are to be achieved. These linkages are demonstrated in Figure 2. In the last several years, this includes, but is not limited to:

- The first 5-Year Service Plan & 10 Year Outlook (introduced in 2019), which includes Annual Service Plans, informed by extensive customer consultation; and

- 5-Year Accessibility Plan, and the Embrace Diversity: 10 Point Action Plan with a specific focus on meeting our commitment to being a more inclusive employer and service provider;

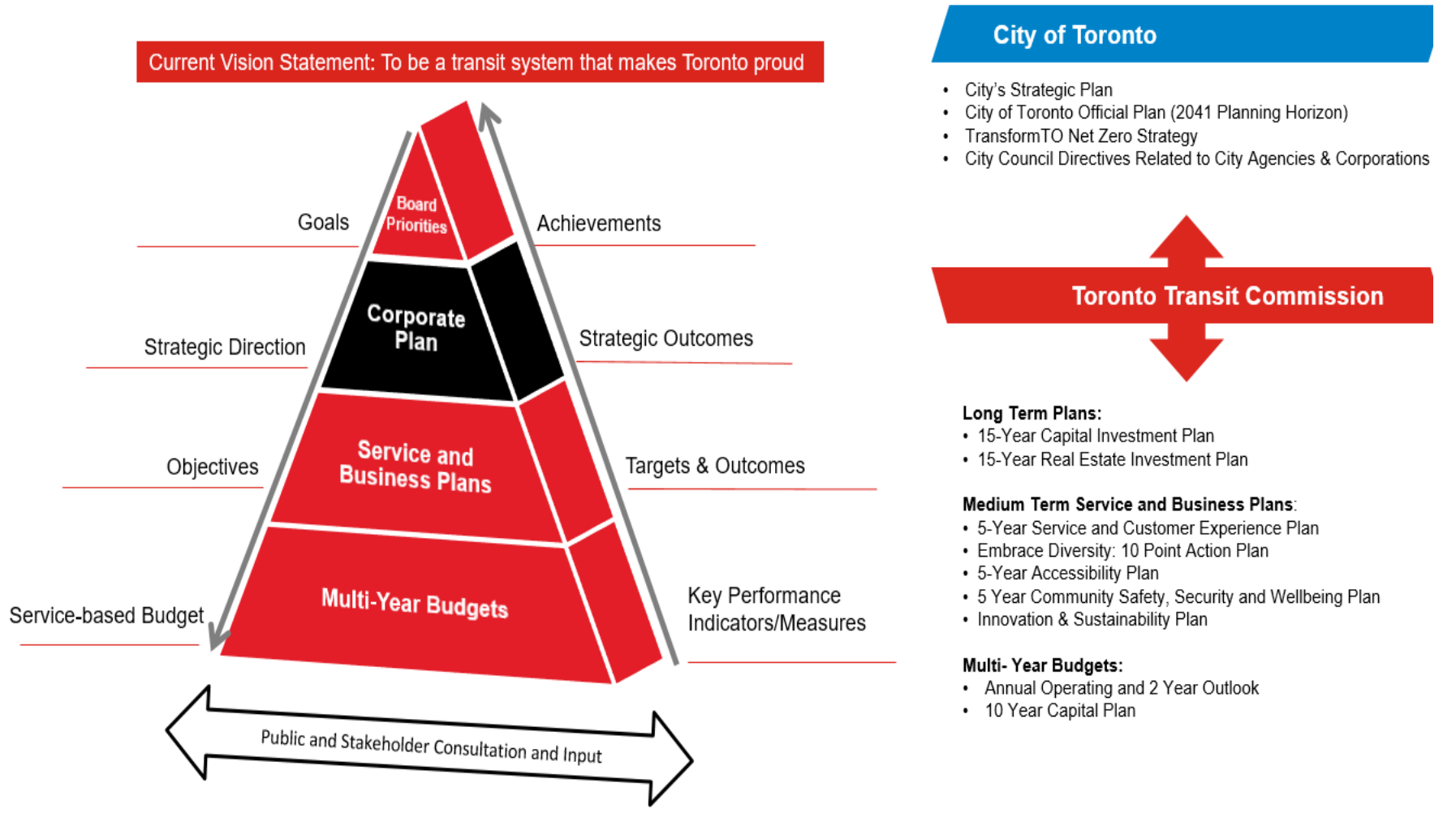
Longer term planning documents provide a view of the multi-year capital programs and projects necessary to maintain and build the assets. This includes:

- 15-Year Capital Investment Plan, first introduced in 2019, which provides a comprehensive overview of the funded and unfunded capital requirements of the TTC, updated annually; and
- 15-Year Real Estate Investment Plan, which outlines our real estate strategy and requirements to support our vast network of TTC assets.
- The TTC is also working with partners to update to a longer term planning view out to 2051, once new demand model inputs become available.

The Corporate Plan will be reviewed annually, to assess progress, respond to emerging priority directions, and to align recommendations for allocation of resources through the budget process.



Figure 2. Integrated Planning & Performance Framework





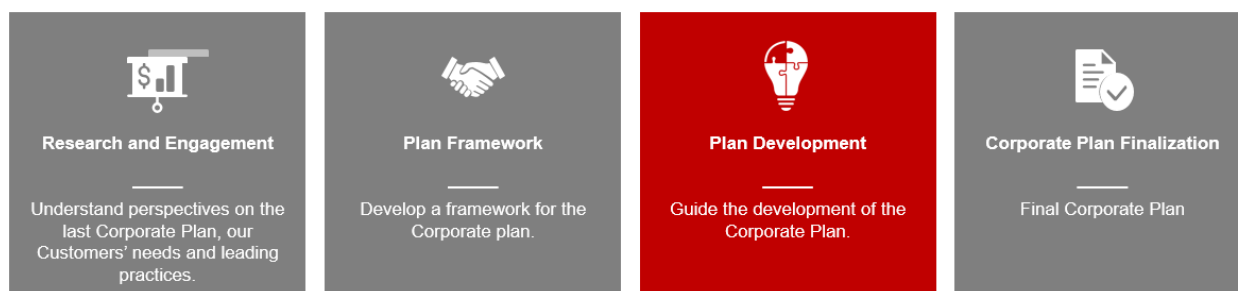
## Overview of the Process to Date to Develop the Corporate Plan for 2024 to 2028

The TTC is undertaking a review and refresh of the organization’s 5-year Corporate Plan, to reflect changes in the context in which the TTC operates, including emerging opportunities, risks, and policy priorities, of Board and Council.

The figure below provides an overview of the process to date to update the Corporate Plan. This included a review of the progress against the 2018 Corporate Plan (see Attachment 1), and ongoing consultation through a variety of methods, including surveys, focus groups, town halls, one on one interviews and drop in consultations at TTC divisions and office locations (see Attachment 2). The TTC is in the phase of finalizing the draft strategic directions and priority actions as part of the plan development phase. This includes completing the validation and review with TTC employees currently underway.

Over the coming months, the intention is to finalize validation activities, in order to present an updated plan to the Board in Q1 2024 for its consideration. It is recognized, that this process was initiated prior to the new composition of the Board being appointed in summer 2023. This report is presented to provide a summary of the process and outputs to date.

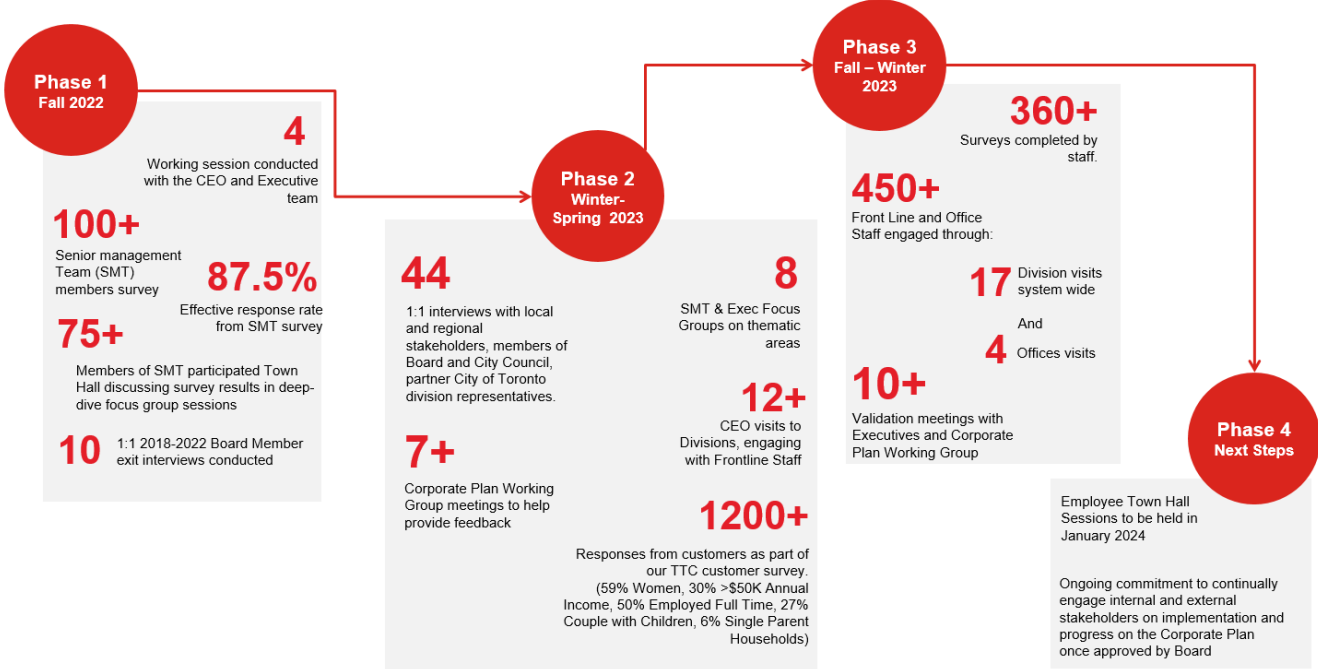
Figure 3. Corporate Plan Development Process



<p><b>Research &amp; Engagement</b></p> <p>Fall 2022</p>	<ul style="list-style-type: none"> <li>Engaged with the previous TTC board, the TTC Executive team and all members of the Senior Management Team to evaluate organization context (SWOT, PESTLE).</li> <li>Undertook jurisdictional research and review of key policy documents and plans, leveraged customer research to date, etc.</li> <li>Evaluated progress against and continued relevance of the 2018-2022 &amp; Beyond TTC Corporate Plan to identify longer term commitment and ongoing priority actions which will continue to carry forward (see attachment 1).</li> </ul>
<p><b>Plan Framework</b></p> <p>Winter – Spring 2023</p>	<ul style="list-style-type: none"> <li>In depth focus groups and interviews with internal and external stakeholders on the role of the TTC, key opportunities, challenges, and priority areas of focus.</li> <li>Established broad strategic directions organized under people, customer and service delivery, assets, organization and financial performance.</li> <li>Evaluated plan framework against operating context, and changing environmental conditions. A report to the Board in June 2023 provided</li> </ul>

	an outlook for 2024 and beyond (Report: <a href="#">Sustaining a Reliable Transit System: Outlook 2024 and Beyond (ttc.ca)</a> ).
<b>Plan Development</b>  Fall – Winter 2023	<ul style="list-style-type: none"> <li>Further elaboration on the strategic directions, priority actions, and evaluating alignment to other key planning documents.</li> <li>Further consultation and validation with TTC staff, to inform considerations for refining the TTC vision and mission statements, and assessing relative priority of actions in plan.</li> <li>Presentation of draft directions to Board through this interim update.</li> </ul>
<b>Corporate Plan Finalization</b>  Target: Q1 2024	<ul style="list-style-type: none"> <li>Validation consultations will be completed throughout December 2023, with updates based on inputs received.</li> <li>Present final plan and outline approach for annual review, implementation to TTC Board for its consideration and endorsement.</li> </ul>

As noted above, the process has been informed by a multi-phased approach to consultation including both internal and external stakeholders to gain key insights on opportunities and challenges, and areas of priority focus for the next five years and beyond. The graphic below represents the consultation process undertaken by the TTC to date. A full list of stakeholders can be found in Attachment 2.



Throughout these discussions conducted over the last year, there were some consistent themes that emerged, and are summarized at a high level below. Please see Attachment 2 for more detail.

## Highlights of Key Themes

<p><b>Role of TTC in Toronto and Region</b></p> <ul style="list-style-type: none"> <li>• Accommodating future population growth sustainably—TTC critical role;</li> <li>• Alignment of quality transit service to supporting social, economic, and environmental goals.</li> </ul> <p><b>Customer and Service</b></p> <ul style="list-style-type: none"> <li>• Addressing concerns on safety and security on the system</li> <li>• Focus on the basics of fast, frequent, reliable service – key to ridership recovery and attracting future riders</li> <li>• Service reliability - impact of congestion, construction, and aging assets; need for transit priority</li> <li>• Continue to focus on reducing barriers to access the system/ meeting AODA requirements;</li> <li>• Integration - fare and service integration, seamless connection with other modes</li> <li>• Improve customer communications (real time information; disruption and delay Impacts)</li> <li>• Recognition of network expansion being delivered by Province—and TTC operator role—interim period of construction to manage through before benefits of new rapid transit seen by customers</li> </ul>	<p><b>People</b></p> <ul style="list-style-type: none"> <li>• Focus on employee engagement and experience to attract and retain employees in competitive environment</li> <li>• Enhanced focus on training &amp; development – support employee advancement</li> <li>• Invest in employee experience; continue to improve communications and opportunities for engagement.</li> <li>• Diversity, equity and inclusion – progress and need for continued commitment;</li> <li>• Technology – continued investment in technology to support employees;</li> </ul> <p><b>Fiscal Sustainability and Partnerships</b></p> <ul style="list-style-type: none"> <li>• Financial sustainability - critical concern (State of Good Repair/ unfunded CIP; TransformTO goals)</li> <li>• Lack of sufficient predictable funding streams for capital; and heavy reliance on fare box for operating;</li> <li>• Continue focus on capital project management maturity, and advance enterprise asset management</li> <li>• Focus on revenue protection; discussion on affordability /equity considerations.</li> <li>• New partnerships for advocacy– continue to strengthen communications</li> </ul>
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Based on the process to date, which included reviewing in flight projects and programs (Attachment 1), the key themes from consultation (Attachment 2), an update on the plan structure is in development.

### **Emerging Draft Strategic Directions:**

The report provides an overview of the draft directions, currently being validated through an additional phase of internal consultation, and is presented to the Board to enable input prior to reporting back in Q1 2024. The current draft structure of the Corporate Plan is proposed to be organized as follows:

- *People*: Foster a highly engaged, diverse and skilled workforce to serve Toronto’s diverse communities
- *Customer and Service*: Deliver safe, frequent, reliable service responsive to customer needs
- *Assets*: Enable sustainable growth long term by leveraging TTC’s mass transit network as the backbone of the mobility network;

- *Business Process and Systems*: Transform and modernize the organization to adapt to a changing environment
- *Financial*: Address the TTC’s fiscal challenge to realize the benefits of high-quality transit service

Building on the 2018 Corporate Plan’s cornerstone of Safety, the next corporate plan will have four proposed areas of focus; consisting of; Safety and Security, Diversity, Equity, Inclusion and Accessibility, Sustainability and Innovation. The purpose of the areas of focus is integrate them throughout all aspects of TTC’s business to improve outcomes for employees and customers. Each of these areas are currently guided by key supporting strategies (Safety, Health and Environmental Management System, 5-Year Accessibility Plan, Embrace Diversity Plan) – with the introduction of an Innovation and Sustainability Plan coming forward in Q1 2024.

Draft Strategic Directions	Example of Draft Objectives (and Priority Actions)
<p>People – <i>Foster a highly engaged, diverse and skilled workforce</i></p> <p>Outcomes:</p> <ul style="list-style-type: none"> <li>- Improved Engagement</li> <li>- Diverse Workforce</li> <li>- Safe Workplace</li> </ul>	<ul style="list-style-type: none"> <li>➤ Invest in the employee experience to promote engagement (i.e., employee communications, policies, and modern workspaces)</li> <li>➤ Commit to a culture of inclusion and build an organization that reflects the diverse communities we serve (i.e., 10-Point Diversity Action Plan; including recruiting women operators)</li> <li>➤ Ensure organizational capacity in a changing labour market environment (i.e., training and development, succession planning, compensation review, and pay for performance)</li> <li>➤ Ensure robust system in place to improve employee safety and well-being (i.e., Occupational Health and Safety and Employee and Family Assistance Program, etc.)</li> </ul>
<p>Customer and Service – <i>Safe, Frequent and Reliable Service Responsive to Customer Needs</i></p> <p>Outcomes:</p> <ul style="list-style-type: none"> <li>- Ridership Recovery Interim</li> <li>- Improved Customer Satisfaction</li> <li>- Improved Service Reliability</li> </ul>	<ul style="list-style-type: none"> <li>➤ Deliver a service, anticipating demand with agility to respond to new travel patterns and operating conditions (i.e., 5-Year Service Plan, Annual Service Plans and Customer Research)</li> <li>➤ Improve rider experience by providing customers with a safe, accessible and comfortable journey (i.e., 5-Year Community Safety and Wellbeing Plan, Customer Experience Plan, Improve Communications, Wheel-Trans Transformation Program, and cellular access)</li> <li>➤ Improve rider experience by focusing on reliability, predictability and speed of service (i.e., Surface Transit Priority/ RapidTO and Line 3 Bus Replacement - Busway Service Improvement and Performance Monitoring)</li> <li>➤ Sustain a safe and reliable service through priority focus in state of good repair (i.e., State of good repair work, fire ventilation and second exits and Line 2 Modernization)</li> </ul>

Draft Strategic Directions	Example of Draft Objectives (and Priority Actions)
<p><b>Assets:</b> Enable sustainable growth long term by leveraging TTC’s mass transit network as the backbone of the mobility network</p> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>- Ridership Growth*</li> <li>- Emissions Reduction</li> <li>- Access</li> </ul> <p>*Note: opportunity to increase ridership tied to additional capital and service investments.</p>	<ul style="list-style-type: none"> <li>➤ Enhance network capacity to support a growing Toronto and Region (i.e., Line 1 and 2 Modernization, Bloor-Yonge Capacity Project, Subway Train and Streetcar Procurements)</li> <li>➤ Promote integration, with seamless connections between the TTC’s multi-modal transit system and other sustainable transportation modes (i.e., Fare Integration, opening of Line 5 &amp; 6 and connections to active transportation, transit expansion assurance Provincial and City priority projects)</li> <li>➤ Mitigate TTC’s impact on environment and build resilience in assets, infrastructure to climate change, as we renew assets and grow system capacity (i.e., purchase of e-buses, resiliency assessments and greening of TTC facilities)</li> <li>➤ Ensure comprehensive understanding of system needs and requirements to prepare for future growth, and ensure transit continues to be accessible/competitive mode of transportation (i.e. 2051 scenario demand modelling, 2051 capital and service planning)</li> </ul>
<p>Transform and modernize the organization to adapt to a rapidly changing environment</p> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>- Cost Efficiency</li> <li>- Minimizing Risk</li> <li>- Employee Engagement with Improved Tools *</li> </ul>	<ul style="list-style-type: none"> <li>➤ Build the TTC’s organizational resilience and capacity to adapt to emerging risks and threats (i.e., enterprise risk management, cybersecurity, emergency management and business continuity)</li> <li>➤ Apply an innovation lens to all aspects of the business, with the aim of maximizing the benefits of transit (i.e., Innovation &amp; Sustainability Plan)</li> <li>➤ Embrace technology to drive efficiency and improve employee and customer experience (i.e., Corporate IT Strategy, and Enterprise SAP System)</li> <li>➤ Harness vast TTC data to improve decision making, and evaluate impact of priority actions on improved outcomes (i.e. Data analytics hub)</li> </ul>
<p><b>Financial:</b> <i>Address the fiscal challenge to realize the benefits of high-quality transit service</i></p> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>- Cost Efficiency</li> <li>- Maximize Available Revenue Streams</li> </ul>	<ul style="list-style-type: none"> <li>➤ Transform for efficiency to reduce expenditures and maximize value of limited resources (i.e., business transformation, strategic procurement, collaboration with labour, and capital project management maturity)</li> <li>➤ Narrow the revenue to expenditure gap without compromising affordability for customers (i.e., Non-fare Revenue Strategy, Revenue Protection and Fare Policy)</li> <li>➤ Ensure holistic understanding of capital funding needs to sustain base system as network grows (i.e., Long Term Capital Investment Plan)</li> <li>➤ Maximize intergovernmental funding available and advocate for sustainable and predictable model for funding public transit</li> <li>➤ Complete finance transformation</li> </ul>

Key areas for ongoing work as the plan is refined, and final feedback and validation is conducted, includes the following:

- Establishing target outcomes measures for each strategic direction, and aligning current performance reporting (monthly CEO report KPIs, Quarterly Financial Update and Major Project Update report, etc.).
- Aligning updated Corporate Plan (once final plan is approved by Board) to internal corporate governance structure, to guide implementation;
- Enhancing employee communications strategies for ongoing communication and feedback in the delivery of the Corporate Plan;
- Maturing process for ongoing stakeholder consultation, and leveraging the existing channels for customer and employee consultation and research.

Critical to the TTC's success in achieving its mandate is a sustainable and predictable funding model able to support a system of the scope and scale of the TTC. Further, strong partnerships with other orders of government, City of Toronto divisions, labour, and other entities involved in Toronto's mobility network are key to moving and connecting people efficiently and effectively. Continued engagement and partnership will be necessary to succeed. It is noted that there are many key initiatives (e.g. capital program), that are not fully funded, and this will impact pace of progress. The outputs of the consultation and emerging directions were considered in the development of the recommendations before the Board on the 2024 Operating Budget and 2024-2033 Capital Budget and Plan.

### **Next Steps:**

This report is an interim report to provide the Board an overview of the work to date to update the Corporate Plan. In preparation for the final Corporate Plan to be submitted to the TTC Board for consideration in Q1 2024, the TTC will finalize validation of the emerging draft directions outlined in this report. Further information is attached on the status of activities under the 2018-2022 & Beyond Corporate Plan (see Attachment 1), and the consultation process to date (see Attachment 2).

### **Contact**

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### **Signature**

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Richard J. Leary  
Chief Executive Officer

## **Attachments**

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Attachment 1 – 2018- 2022 & Beyond: Status of Current Corporate Plan

Attachment 2 – Summary of Consultation Activities and Feedback



## Attachment 1: Status of TTC 5-Year Corporate Plan – Advancing to the Next Level 2018-2022 & Beyond

The following table summarizes of the key actions and status from the current approved Corporate Plan for 2018 to 2022 and beyond, titled “Advancing to the Next Level”. The plan included five ‘critical paths’ (strategic directions) and identified Safety and Security as a cornerstone. Each critical path identified key actions including discrete projects (short term within five-year horizon, and medium to longer term which extended beyond the five-year horizon), and ongoing activities programs to improve business processes and performance. In reviewing emerging priorities for the next five years, there are a number of Board approved longer term projects and ongoing initiatives that will carry forward to the next Corporate Plan.

Summary of Key Actions by Critical Path/ Strategic Direction	Highlights of Key Accomplishments 2018 to Present	Key Actions for Carry Forward
<b>Cornerstone: Safety and Security</b>		
<p>The last 5-Year Plan included eight priority actions focused on improving safety and security of system. This included:</p> <ul style="list-style-type: none"> <li>• Two short-term (within five year) projects which have been completed;</li> <li>• Three medium to long term Projects (Station Second Exits and Fire Ventilation Upgrades, Station Camera Coverage, Study Platform Edge Doors); and</li> <li>• Three ongoing programs /initiatives (Revenue Protection and System Security: Enterprise-Wide Safety, Health and Environment Management System (SHEMS)).</li> </ul> <p>Emergent key priorities not captured in the last Corporate Plan, but require action:</p> <ul style="list-style-type: none"> <li>• Covid-19 Pandemic response (2020-23)</li> <li>• Multidisciplinary Approach to Community Safety, Security and Well-</li> </ul>	<p>Accomplishment highlights include:</p> <ul style="list-style-type: none"> <li>✓ Implementation of the SafeTTC App;</li> <li>✓ Completion of the Subway Air Quality Study.</li> <li>✓ Opening of 7 second exits – increasing access and safety of the system.</li> <li>✓ Increased camera coverage in subway stations (75% in all stations increasing to 90% (46 out of 70 completed to date) – improving the safety and security of subway stations.</li> <li>✓ Integrated business continuity and emergency management functions within the Safety &amp; Environment Department to improve alignment of our organizational planning and response to emergency events.</li> <li>✓ One example of increasing presence across the TTC is the partnership with Streets to Homes for a dedicated presence of outreach workers throughout the TTC</li> </ul>	<p>Medium to long term capital projects that are still underway. This includes:</p> <ul style="list-style-type: none"> <li>• Completion of remaining 7 second exits at subway stations</li> <li>• Continue implementation of Fire Ventilation Upgrades on Line 1 and 2.</li> <li>• Complete implementation of CCTV systems in subway stations to provide 90% camera coverage.</li> <li>• Finalize the Platform Edge Door Study and Report findings in 2024</li> </ul> <p>The following ongoing programs will continue to carry forward:</p> <ul style="list-style-type: none"> <li>• Safety, Health, and Environment Management System</li> <li>• Revenue protection and System Security</li> </ul>

Summary of Key Actions by Critical Path/ Strategic Direction	Highlights of Key Accomplishments 2018 to Present	Key Actions for Carry Forward
<p>Being on Public Transit (2022 to Present)</p>	<p>system – providing mental health supports and increasing safety of the system;</p> <ul style="list-style-type: none"> <li>✓ Mobilization of COVID response activities to sustain transit services while managing health and safety concerns of employees, customers and community.</li> <li>✓ Ongoing management of TTC SHEMS, and activities to support employee and customer safety, including working with union partners through Joint Health and Safety Committees on operating safety;</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to implement Multi-Disciplinary Approach to community safety</li> </ul>
<b>1. Transform for Fiscal Sustainability</b>		
<p>The Plan included eight key actions focused on improving fiscal sustainability of the TTC. This included</p> <ul style="list-style-type: none"> <li>• One medium to long term Projects (implementation of SAP); and</li> <li>• Seven ongoing programs /initiatives focused on continuous business improvement, performance (e.g. Sustainable funding advocacy and government partnerships, long term forecasting and budgeting; business transformation and service optimization, commercial management, maturing capital project and program management)</li> </ul>	<p>Accomplishment highlights include:</p> <ul style="list-style-type: none"> <li>✓ Published the TTC's first Capital Investment Plan (CIP) in 2019 and 15 Year Real Estate Investment Plan (2022) which provided a comprehensive longer term view of the TTC's fully capital needs (funded and unfunded) for next 15 years;</li> <li>✓ Introduction of multi-year operation outlook (2 year), and additional forecasting which will continue to mature.</li> <li>✓ Improved intergovernmental advocacy efforts, and secured new funding for priority capital projects within 10-year horizon for 60 new streetcars and Hillcrest (\$360 million), 340 zero emission buses and charging stations (\$349 million), Bloor Yonge Capacity Improvement project (\$1 billion in matching). \$8.95 billion in</li> </ul>	<p>The following fully funded capital project will carry forward:</p> <ul style="list-style-type: none"> <li>• Complete the implementation of the enterprise SAP system by 2027.</li> </ul> <p>The following are some examples of ongoing business improvement initiatives and activities identified in 2018 that continue to carry forward:</p> <ul style="list-style-type: none"> <li>• Building up commercial management capacity;</li> <li>• Capital project and program management maturity;</li> <li>• Completing the finance transformation;</li> <li>• Annual review and update of the TTC Capital Investment Plan and Real</li> </ul>

Summary of Key Actions by Critical Path/ Strategic Direction	Highlights of Key Accomplishments 2018 to Present	Key Actions for Carry Forward
	<p>incremental funding from City per Toronto-Ontario Partnership Agreement</p> <ul style="list-style-type: none"> <li>✓ Secured \$1.8 billion in Safe Restart Agreement funding for TTC operating costs, working in partnership with transit agency and association partners (CUTA, OPTA).</li> <li>✓ Introduced capital project assurance function; improvements in program oversight with priority focus on major projects;</li> <li>✓ Business transformation and efficiency measures producing \$195 million in savings between 2019 to present;</li> </ul>	<p>Estate Investment Plan to improve long term forecasting of TTC needs;</p> <ul style="list-style-type: none"> <li>• Sustainable funding advocacy</li> </ul>
<b>2. Enable our Employees to Succeed</b>		
<p>The Plan included thirteen key actions focused on enabling the success of TTC employees. This included:</p> <ul style="list-style-type: none"> <li>• Three short-term (within five year) projects (included MyTTC mobile app, Principles of Flexwork). Pay for Performance is carried forward.</li> <li>• Four medium to long term projects (e.g Modern Workplaces/ModernTO,); and</li> <li>• Six ongoing programs /initiatives (e.g. Employee Engagement, Ethics and Integrity Program, Diversity Strategy, Increased Mental Health Supports, Expanded Employee Recognition,</li> </ul>	<p>Accomplishment highlights include:</p> <ul style="list-style-type: none"> <li>✓ The launch of the MyTTC mobile app for employees, enabling more direct communication with more than 14,000 employees accessing SAP Jam.</li> <li>✓ Rebranded all TTC internal communications and updated existing communications platforms including creating a weekly newsletter for all employees.</li> <li>✓ Introduced first round of flexible work policy during pandemic; advanced first pilots of Workplace Transformation including, managing the expiration of three leases, affecting &gt;670 employees.</li> </ul>	<p>The following are examples of projects that will carry forward:</p> <ul style="list-style-type: none"> <li>• ModernTO Implementation</li> <li>• Pay for Performance</li> </ul> <p>The following are examples of ongoing initiatives that require emphasis in next Corporate Plan:</p> <ul style="list-style-type: none"> <li>• Connecting to the front-line/employee engagement</li> <li>• Expanded employee recognition</li> <li>• Leadership development and succession planning</li> </ul>

Summary of Key Actions by Critical Path/ Strategic Direction	Highlights of Key Accomplishments 2018 to Present	Key Actions for Carry Forward
<p>Leadership Development &amp; Succession Planning)</p>	<ul style="list-style-type: none"> <li>✓ Launched Depression Care and Trauma Assist Programs through EFAP.</li> <li>✓ Introduced Embrace Diversity: 10-Point Plan for Diversity and Inclusion.</li> <li>✓ Established new capacity in organization- Hired Chief Culture and Diversity Officer</li> <li>✓ Highlighted employees through numerous campaigns including Black History Month, Asian Heritage Month, Indigenous Peoples Month, Pride, Caribbean Heritage Month and Latin American Heritage Month.</li> <li>✓ Continually improving diversity across the organization, with 80% of new employees being racialized and 30% being women, including 40% of new operators.</li> <li>✓ Began implementation of Workplace Transformation including, managing the expiration of three leases, affecting &gt;670 employees.</li> </ul>	<p>The 2024 Budget has identified priority funding for People related initiatives.</p>
<p><b>3. Move More Customers More Reliably</b></p>		
<p>The Plan included thirteen key actions focused on customer and service. This included:</p> <ul style="list-style-type: none"> <li>• Capital projects which have been completed (e.g. Automatic Train Control on Line 1; McNicoll Bus Garage, etc);</li> <li>• Longer term projects (e.g. Transit Expansion, Subway Capacity Enhancement and Modernization); and</li> </ul>	<p>Accomplishment highlights include:</p> <ul style="list-style-type: none"> <li>✓ Introduction of the TTC’s first 5-Year Service Plan in 2019</li> <li>✓ Full implementation of Automatic Train Control (ATC) achieved in 2022.</li> <li>✓ Implemented One Person Train Operation (OPTO) in 2023.</li> <li>✓ Opened the McNicoll Bus Garage</li> <li>✓ Implemented VISION system on bus and streetcar fleets.</li> </ul>	<p>The following are examples medium to longer term projects that continue to carry forward:</p> <ul style="list-style-type: none"> <li>• Operationalizing new lines (Line 5 and Line 6) being delivered by Metrolinx;</li> <li>• Line 2 Modernization and Subway Capacity Enhancements (to 2041);</li> </ul>

Summary of Key Actions by Critical Path/ Strategic Direction	Highlights of Key Accomplishments 2018 to Present	Key Actions for Carry Forward
<ul style="list-style-type: none"> <li>Ongoing programs /initiatives (e.g. Proactive Maintenance and Enterprise Asset Management, Surface Transit Priority Measures, Coordinated Closures, Vehicle Procurement)</li> </ul> <p>In 2019, the TTC's role in the planning and delivery of transit expansion changed as a result of the Toronto- Ontario Partnership Agreement. The TTC established a new transit expansion assurance function to reflect the TTC role as future operator of projects being delivered by Metrolinx (Ontario Line, Yonge North Subway Extension, Scarborough Subway Extension, Eglinton West LRT).</p>	<ul style="list-style-type: none"> <li>✓ Continued focus on fast-tracking permits and approvals for TTC projects, established coordinated governance with City.</li> <li>✓ Establishing new transit expansion assurance function to manage interface between the TTC and Metrolinx provincial priority projects;</li> <li>✓ Preparing for operationalization of Line 5 and Line 6.</li> <li>✓ Completed delivery of the new low floor streetcars (204); and</li> <li>✓ Advanced procurement for 60 new streetcars, 336 Hybrid buses, and 340 zero emission buses;</li> <li>✓ Implementation of transit priority measures on Eglinton East, advancing planning for Jane RapidTO, and interim Line 3 Bus replacement priority measures; and advancing design of busway.</li> </ul>	<ul style="list-style-type: none"> <li>RapidTO – Express Bus, working with the City of Toronto to advance</li> </ul> <p>The following are examples of ongoing initiatives:</p> <ul style="list-style-type: none"> <li>Enterprise Asset Management (EAM) Implementation</li> <li>Improving schedules and On-time performance</li> <li>Advancing Surface Transit Priority measures working with the City of Toronto</li> <li>Coordinating closures and actions to improve schedules and on-time performance;</li> <li>Transit expansion assurance for Provincial priority expansion projects, and future City priority projects (Eglinton East LRT, Waterfront Transit)</li> </ul> <p>These key actions will be reflected in the next Corporate Plan and/or updated 5-Year Service Plan coming forward in 2024.</p>
<b>4. Make Taking Public Transit Seamless</b>		
<p>The Plan included 24 key actions focused on customer and service. This included:</p> <ul style="list-style-type: none"> <li>Five short-term (within 5 years) projects which have been completed (e.g., Time Based Transfers, Open Payment, etc.);</li> </ul>	<p>Accomplishment highlights include:</p> <ul style="list-style-type: none"> <li>✓ Introduction of the 5-Year Fare Policy</li> <li>✓ Implemented Fair Pass Program</li> <li>✓ Introduced 2 hour transfer</li> <li>✓ Launch of Open Payments</li> </ul>	<p>The following are examples of ongoing projects/initiatives that will carry forward:</p> <ul style="list-style-type: none"> <li>Complete implementation of Easier Access Program</li> <li>Keep Customers Informed - Digital Displays in More Places</li> </ul>

Summary of Key Actions by Critical Path/ Strategic Direction	Highlights of Key Accomplishments 2018 to Present	Key Actions for Carry Forward
<ul style="list-style-type: none"> <li>• Fourteen medium to long-term projects (e.g., Wheel-Trans 10-Year Strategy, Service Integration, etc.); and</li> <li>• Five ongoing programs /initiatives (e.g., Real Time Communications, Connecting Transit with Cycling and Walking, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Introduction of new digital displays on vehicles and stations</li> <li>✓ Launched new TTC website</li> <li>✓ Increase the scope of marketing campaigns (SafeTTC app, diversity and inclusion programs such as Pride, Black History and Indigenous Culture)</li> <li>✓ Developed 5 Year Accessibility Plan</li> <li>✓ Advanced Easier Access Program- up to 54 out of 70 stations complete, with remaining under construction (Old Mill still pending)</li> <li>✓ Advanced station transformation program, including introduction of 6 zone hubs, Passenger Assistance intercoms, and improved camera coverage (all stations have 75% coverage, and is being increased to 90%);</li> <li>✓ Advanced fare integration study with transit partners through Fare and Service Integration Table (2020-2023) – resulted in 2023 announcement of new Fare Integration removal of double fare program between TTC and GO and TTC and 905 transit providers to be implemented in 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Fare and service integration</li> <li>• Fare collection strategy</li> <li>• Line 3 Replacement – Busway</li> </ul> <p>Many of these key actions will be reflected in the next Corporate Plan and/or updated 5-Year Service Plan coming forward in 2024.</p>
<b>5. Innovate for the Long Term</b>		
<p>The Plan included thirteen key actions focused on innovating for the long term which are ongoing initiatives.</p>	<p>Accomplishment highlights include:</p> <ul style="list-style-type: none"> <li>✓ Advanced the Information and Cybersecurity Strategy</li> </ul>	<p>The following are examples of ongoing initiatives that will carry forward:</p> <ul style="list-style-type: none"> <li>• Green Bus Program, which is not a fully funded program in longer term.</li> </ul>

Summary of Key Actions by Critical Path/ Strategic Direction	Highlights of Key Accomplishments 2018 to Present	Key Actions for Carry Forward
	<ul style="list-style-type: none"> <li>✓ Introduced of 60 battery electric buses to the TTC bus fleet, and developed Green Bus Procurement Strategy</li> <li>✓ Entered into partnership agreement with PowerON to deliver charging infrastructure in support of transforming bus fleet to net zero;</li> <li>✓ Established Innovation and Sustainability leadership in organization to drive corporate commitment to innovation and sustainability requirements (including alignment to City's TransformTO objective)</li> <li>✓ Advanced data analytics and KPIs for measuring performance (updated monthly CEO report KPIs)</li> </ul>	<ul style="list-style-type: none"> <li>• Innovation &amp; Sustainability Program;</li> <li>• Enterprise data and analytics hub</li> <li>• Learning from other transit agencies;</li> <li>• Cybersecurity strategy</li> </ul>



## **Attachment 2: Internal and External Stakeholder Consultation**

The following provides an overview of the internal and external stakeholders who participated in the consultation to date, which has provided key insights to inform areas of focus in the next iteration of the Corporate Plan.

### **Phase 1: Information Gathering and Review of Progress**

- 1:1 exit interviews with 2018-2022 Board Members
- Employee survey to Senior Management Team (SMT), which received over 100 responses; an 87.5% effective response rate.
- Hosted focus group sessions and town hall with Senior Management Team, and Executive team focus group discussions.
- Reviewed and evaluated customer research and data gathered on ongoing basis.

### **Phase 2: Identifying Opportunities and Challenges Ahead**

- Eight focus groups with SMT and TTC executive team (75+ staff attended)
- 44 one on one interviews with stakeholders (including, members of the TTC Board, members of Toronto City Council, ACAT members, regional transit partners (Metrolinx, MiWay, Brampton Transit, York Region Transit, York Region Rapid Transit Corporation, Durham Transit), labour (CUPE Local 2, CUPE Local 5089 and CUPE Local 47 and IAMAW Lodge 235), government partners (Ministry of Transportation, Infrastructure Canada), City of Toronto partner divisions (Transportation Services, City Planning, Transit Expansion Office, Environment and Climate Change, etc.), and association partners (Canadian Urban Transit Association, Ontario Public Transit Association, Toronto Region Board of Trade).
- TTC Customer Panel and Resident survey, which received over 1200 responses. In addition, consultation themes from the 2024 Annual Service Plan and 5-Year Service Plan consultations were also considered – which focused on more specifics around service and customer experience.

### **Phase 3: Review and Validation of Emerging Directions, including Gap Analysis**

- Over 20 drop-in sessions at TTC divisions and office locations, engaging in discussions with over 450 staff including operators, and maintenance and office staff.
- Employee Survey on vision, mission, draft Corporate Plan strategic directions, with over 350 responses.

Throughout this time period, the TTC has also been conducting consultation with customers and stakeholders on the 5-Year Service and Customer Experience Plan. The details of the consultation on the 2024 ASP were reported to the Board on November 22, 2023 (Appendix 2 and Appendix 3): [2024 Annual Service Plan Report](#).

### **Highlights of Stakeholder Consultation - Key Themes**

The following table provides a snapshot of key themes that emerged through many unique conversations with internal and external stakeholders through interviews, focus groups, and drop in sessions. The feedback reflects the perspectives and opinions of those engaged. The below table is meant to provide a summary of highlights.

<b>Key Themes - Legend:</b> <ul style="list-style-type: none"> <li>• Yellow – People/Employee</li> <li>• Green – Customer/Service</li> <li>• Blue – City/Building/ Assets/ Growth</li> <li>• Purple – Business Process/Systems</li> <li>• Orange – Financial</li> </ul>	<b>Stakeholder – Legend:</b> <ul style="list-style-type: none"> <li>• ACAT: Advisory Committee on Accessible Transit.</li> <li>• B&amp;C: Members of the TTC Board and City Council</li> <li>• CoT: City of Toronto Divisions</li> <li>• EMP: Employee (Front Line Operations, Maintenance, Office)</li> <li>• GP: Government Partners (Ministry of Transportation, Infrastructure Canada)</li> <li>• LR: Labour Representatives</li> <li>• NP: Network/Association Partners (CUTA, OPTA, Toronto Region Board of Trade)</li> <li>• RP: Regional Transit Partners (Metrolinx, MiWay, YRT, YRRTC, Durham Transit, Brampton Transit)</li> <li>• SMT: Senior Management Team (Executive, Department Heads, Senior Managers)</li> </ul>
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Key Themes	Highlights of Key Insights to Date	Stakeholders
<b>Talent Management/ Engagement</b>	<ul style="list-style-type: none"> <li>• Competitive labour market for transit, transportation, construction—attracting and retaining highly sought after skill sets.</li> <li>• Continued investment in training and skill improvement is important for employees in all areas to be successful in executing their jobs; Reference to successful targeted apprenticeship programs which need continued support.</li> <li>• Talent management, including review of compensation structure, succession planning, training, and engagement are all key to ensuring employee retention by the TTC; also an important factor to attracting talent. Noted demographic shifts need to inform ongoing workforce planning.</li> <li>• Consistent engagement and communication with staff, is important to build trusting relationships and to achieve collaboration and progress on organizational priorities. Activities connecting front-line and office employees welcomed (i.e. Facility tours for office employees, town halls, employee events)</li> <li>• Modernization of work spaces, collaboration spaces, and flexible work policies key focus of office employee discussions.</li> </ul>	<p>EMP/ SMT/ LR/ B&amp;C</p> <p>EMP/ SMT/ LR/ B&amp;C</p> <p>EMP/ SMT/ LR/ B&amp;C</p> <p>EMP/ SMT/ LR/ B&amp;C</p> <p>EMP/SMT</p>
<b>Employee Safety</b>	<ul style="list-style-type: none"> <li>• Focused discussions on community safety and well-being on transit over last year and impact for both TTC employees and the customer, with implications for perception of transit as a safe mode to travel;</li> <li>• Raised concerns regarding incidences of operator assaults. A number of staff noted appreciation for additional presence of security/police/ additional station staff across the system.</li> </ul>	<p>EMP/ SMT/ B&amp;C/ RP/ NP/ LR</p> <p>EMP/ SMT/ LR/ B&amp;C</p>

Key Themes - Legend:		Stakeholder – Legend:	
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Key Themes	Highlights of Key Insights to Date	Stakeholders	
	<ul style="list-style-type: none"> <li>• Improved customer communications on causes of delay, service disruption, create potential for improved interactions between front line TTC staff and customers. Noted by some front line employees that receive customer complaints regarding delays or service disruptions can lead to negative engagement.</li> <li>• Opportunity for TTC, frontline employees and union leadership to continue to work collaboratively to resolve safety related issues, including additional training.</li> <li>• Importance of mental health and trauma assist supports.</li> </ul>	EMP/ SMT/ LR  EMP/ SMT/ LR EMP/SMT	
<b>TTC Employee Presence/ Reputation</b>	<ul style="list-style-type: none"> <li>• Recognized that the TTC’s employees have depth and wealth of experience and technical knowledge, within the organization as it pertains to the planning, management, operations and building of transit services and infrastructure.</li> <li>• The TTC participates in many information sharing tables with transit industry peers— recognition of the long history of the organization and highly tenured employees whose input is sought out.</li> <li>• A number of staff raised importance of TTC’s engagement with the broader Toronto community, acting as a key member of the community through various initiatives is important for building trust with the community (i.e. United Way, Stuff the Bus, Recreation Council Activities, etc.).</li> <li>• Consistent theme from employees engaged – sense of commitment to the importance of the work the TTC does and desire to support continued improvement.</li> </ul>	SMT/ RP/ GP/ CoT/ NP/ B&C  SMT/ RP  EMP/ SMT/ LR  EMP/ SMT	

Key Themes - Legend:		Stakeholder – Legend:	
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Key Themes	Highlights of Key Insights to Date	Stakeholders	
<b>Diversity &amp; Inclusion</b>	<ul style="list-style-type: none"> <li>• Importance of the commitment towards diversity, equity and inclusion initiatives with consistent efforts towards attaining and retaining a diverse workforce.</li> <li>• A number of employees identified specific actions (i.e. review of employee benefits and policies—example of maternity leave, uniforms for women);</li> </ul>	<p>SMT/SMT/ B&amp;C</p> <p>EMP/SMT</p>	
<b>Customer/ System Safety</b>	<ul style="list-style-type: none"> <li>• Safety of riders and operators was identified as a key priority across all stakeholder groups. Extensive discussion on community safety and well-being on transit; impact to TTC reputation and ridership recovery post-pandemic.</li> <li>• Noted by some Board/Council members that once a customer has a bad experience may lose trust in the system; creates challenge to rebuild that trust – seen as key linkage to ridership recovery post pandemic and financial impact to system</li> <li>• Recognized partnerships and collaboration with relevant stakeholders is also a key priority for achieving this goal. Multi-disciplinary approach was noted as needed (partnering with social services, security etc.).</li> <li>• Other transit agencies are also experiencing an increase of safety/security incidents on their transit systems – discussion on specific actions; opportunities to share information and lessons learned.</li> </ul>	<p>EMP/ SMT/ NP/ GP/ CoT /LR/B&amp;C</p> <p>B&amp;C</p> <p>RP/NP/B&amp;C/CoT</p> <p>RP/NP/LR/GP</p>	
<b>Ridership Recovery</b>	<ul style="list-style-type: none"> <li>• Consistent focus of discussion about potential long term impacts of pandemic on travel patterns and demand across the transportation network, which has affected transit ridership. Discussion on impact of hybrid-work; off peak demand and need for ongoing monitoring of changes in other policy influences.</li> </ul>	<p>SMT/ RP/ CoT/ NP/ B&amp;C/ LR</p>	

Key Themes - Legend:		Stakeholder – Legend:	
<ul style="list-style-type: none"> <li>• Yellow – People/Employee</li> <li>• Green – Customer/Service</li> <li>• Blue – City/Building/ Assets/ Growth</li> <li>• Purple – Business Process/Systems</li> <li>• Orange – Financial</li> </ul>		<ul style="list-style-type: none"> <li>• ACAT: Advisory Committee on Accessible Transit.</li> <li>• B&amp;C: Members of the TTC Board and City Council</li> <li>• CoT: City of Toronto Divisions</li> <li>• EMP: Employee (Front Line Operations, Maintenance, Office)</li> <li>• GP: Government Partners (Ministry of Transportation, Infrastructure Canada)</li> <li>• LR: Labour Representatives</li> <li>• NP: Network/Association Partners (CUTA, OPTA, Toronto Region Board of Trade)</li> <li>• RP: Regional Transit Partners (Metrolinx, MiWay, YRT, YRRTC, Durham Transit, Brampton Transit)</li> <li>• SMT: Senior Management Team (Executive, Department Heads, Senior Managers)</li> </ul>	
Key Themes	Highlights of Key Insights to Date	Stakeholders	
	<ul style="list-style-type: none"> <li>• Ridership recovery is dependent on transit being attractive mode of travel—many factors discussed including – safety, accessibility, reliability, frequency – in essence the basics of good transit service. Noted that some specific challenges particularly faced by surface transit network (congestion, construction, need for additional prioritization of transit in road right of way)</li> <li>• Specific feedback from front-line operators indicating challenges of meeting schedules with congestion; specific reference to lack of enforcement on King Street as an example.</li> <li>• Discussion on the need for additional support for transit priority measures; express bus routes, that improve surface transit service. Many high demand bus routes in the TTC network — “bus continued to be work horse of the system”</li> <li>• In order for transit to be competitive with other modes of transportation, the TTC must meet customer expectations in addition to improving first and last mile components of trips.</li> <li>• Equity considerations should be included more prominently in service planning to ensure that diverse communities are not unduly impacted.</li> </ul>	RP/ GP/ CoT/ SMT/ EMP	EMP
		EMP/RP/GP/CoT/NP	SMT/B&C
		SMT/B&C	
<b>Service Frequency &amp; Reliability</b>	<ul style="list-style-type: none"> <li>• Reliability of transit was identified as a barrier to more customers returning to using transit. Improved reliability would improve the attractiveness of transit as a mode of choice.</li> <li>• Construction activities across the city, but most notably downtown, will impact reliability of surface routes, impacting ridership.</li> </ul>	EMP/ SMT/ RP/ GP/ CoT/ B&C	EMP/ SMT/ RP/ GP/ CoT/ B&C

Key Themes - Legend:		Stakeholder – Legend:	
<ul style="list-style-type: none"> <li>• Yellow – People/Employee</li> <li>• Green – Customer/Service</li> <li>• Blue – City/Building/ Assets/ Growth</li> <li>• Purple – Business Process/Systems</li> <li>• Orange – Financial</li> </ul>		<ul style="list-style-type: none"> <li>• ACAT: Advisory Committee on Accessible Transit.</li> <li>• B&amp;C: Members of the TTC Board and City Council</li> <li>• CoT: City of Toronto Divisions</li> <li>• EMP: Employee (Front Line Operations, Maintenance, Office)</li> <li>• GP: Government Partners (Ministry of Transportation, Infrastructure Canada)</li> <li>• LR: Labour Representatives</li> <li>• NP: Network/Association Partners (CUTA, OPTA, Toronto Region Board of Trade)</li> <li>• RP: Regional Transit Partners (Metrolinx, MiWay, YRT, YRRTC, Durham Transit, Brampton Transit)</li> <li>• SMT: Senior Management Team (Executive, Department Heads, Senior Managers)</li> </ul>	
Key Themes	Highlights of Key Insights to Date	Stakeholders	
	<ul style="list-style-type: none"> <li>• Customers (constituents) have identified frequent and reliable service will determine whether or not they choose to take transit.</li> </ul>	EMP/SMT/RP/GP/ CoT/ B&C	
<b>Accessibility</b>	<ul style="list-style-type: none"> <li>• There is opportunity to improve both on-vehicle accessibility support and general accessibility across the TTC family of services.</li> <li>• There is a need for ongoing and consistent training for TTC employees to improve daily interactions between TTC staff and those with disabilities, both visible and non-visible.</li> <li>• Priority focus on completion of Easier Access;</li> <li>• Improved communication with customers, specifically with route stops, delays and closures on the system would improve the customer experience.</li> <li>• The TTC should strive to share messaging through different mediums and platforms to ensure customers with diverse needs can access the communication.</li> <li>• For Wheel-Trans customers, it is difficult to travel across municipal borders, as service is restricted to 1km outside the City of Toronto’s geographic boundaries.</li> </ul>	ACAT ACAT/SMT  ACAT/SMT/B&C ACAT/SMT/B&C ACAT/SMT/B&C ACAT	
<b>Fare and Service Integration</b>	<ul style="list-style-type: none"> <li>• Fare and service integration is crucial for the customer experience, for those who travel between boundaries – key opportunity for unlocking improved customer experience in a growing Toronto and region; Discussion focused on new expansion lines, integration with GO and 905 transit providers.</li> <li>• Fare and service integration in the region will be heavily dependent on the TTC's involvement and leadership. Partnership with upper levels of government will also be important to implement fare and service integration – noted that provincial funding</li> </ul>	RP/NP/GP  SMT/ RP/ CoT/ NP	

Key Themes - Legend:		Stakeholder – Legend:	
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Key Themes	Highlights of Key Insights to Date	Stakeholders	
	needed to unlock fare integration given municipal financial framework and financial challenges.		
<b>Customer Communication</b>	<ul style="list-style-type: none"> <li>• Effective communication with the public and governments has been identified as a key priority by all stakeholders. TTC should improve communication to the public on everyday service issues and on the benefits and purpose of SOGR and capital projects.</li> <li>• Improve access to real-time information, communication on disruption and delays; ensure multiple channels to support diverse/ accessibility needs.</li> <li>• Proactive communication with customers is important for day-to-day service issues as well as the broader accomplishments of the organization.</li> <li>• Feedback was consistent across all stakeholders that the TTC needs to improve communication to customers on everyday service reliability, disruptions, changes, etc. in order for customers to plan their trips. In addition, honest communication (i.e., that there was a serious incident at track level) was noted as a way to build trust back with customers.</li> </ul>	EMP/ SMT/ RP/ GP/CoT/ NP/ B&C/LR	SMT/RP/GP/CoT/NP
		EMP/SMT/B&C	EMP/SMT/B&C
<b>Accommodating future population growth/ Traffic Congestion / Sustainability</b>	<ul style="list-style-type: none"> <li>• GTA's population growth exacerbates traffic congestion; requirement to build out the transit network and promote other means of travel than private automobile.</li> <li>• Consistent discussion amongst multiple stakeholders of impact of congestion on transit service and reliability, and importance of new rapid transit services to accommodate growth sustainably.</li> <li>• Interest in ensuring (both in Toronto and region wide) that housing and transit decisions are being aligned- increasing density in transit areas—(Transit Oriented Communities,</li> </ul>	RP/GP/CoT/NP	RP/GP/CoT/NP
		RP/GP/CoT/NP	RP/GP/CoT/SMT/NP



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Key Themes	Highlights of Key Insights to Date		Stakeholders
	Major Transit Stations Areas, updates to long term planning and role of transit in future mobility network)		
TTC Role in City Building and Mobility	<ul style="list-style-type: none"> <li>• Through all discussions, one of the TTC’s noted key strengths -- having a well-recognized brand and recognition that the organization provides a vital service with wide range positive impacts for Toronto and the region. The TTC has a large footprint/ presence in the city.</li> <li>• Transit will play key role in mitigating impacts of climate change; discussion on TTC role in enabling the City’s TransformTO goals of transition to net zero.</li> </ul>	SMT/RP/GP/CoT/NP/B&C	
	<ul style="list-style-type: none"> <li>• Collaborating and working with partners is vital to achieving mutual goals. There is an identified need for all transit related stakeholders to communicate clearly and meaningfully to collaborate and to continue to build trust and relationships.</li> <li>• Focus on completing roles and responsibilities realignment on transit expansion (since upload); transit expansion assurance playing key role for TTC; recognition of importance for strong collaboration and partnership across various parties involved in planning, delivering new rapid transit. Specific discussion on ensuring alignment on key standards related to accessibility in new expansion being delivered by Province.</li> <li>• General comment—there is a need to improve clarity on the role of Metrolinx versus TTC in the delivery of major transit expansion projects (e.g. Crosstown LRT)</li> </ul>	SMT/CoT/NP/GP/B&C	
Aligning and Collaborating with Partners		SMT/CoT/NP/GP/RP	
Capital Program Delivery and Long Term Projects		SMT/RP/GP/CoT/NP/B&C/ACAT	
	<ul style="list-style-type: none"> <li>• Implied competition between projects for limited funding capacity – need funding for both SOGR (TTC CIP, Line 2 modernization, etc.), and expansion needs (Eglinton East, Waterfront Transit); Look at opportunities for improving prioritization and work with regional partners.</li> </ul>	EMP/SMT/B&C/CoT	
		SMT/RP/NP/GP	

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Key Themes	Highlights of Key Insights to Date	Stakeholders	
	<ul style="list-style-type: none"> <li>• Market capacity and broader economic trends will impact ability to deliver capital projects. Improved capital coordination will be critical to delivery of capital projects to manage interfaces (particular between network expansion and base system; with other capital projects in road right of way)</li> <li>• Continue focus on priority State of Good Repair, advancing enterprise asset management, and best practices in capital project management;</li> <li>• Key area of ongoing work – advancing the TransformTO net zero direction; positive progress on advancing green bus program, but insufficient funding;</li> </ul>	SMT/RP/GP/CoT/NP	
		EMP/SMT	
		SMT/B&C	
<b>Data and Technology/ Modernization</b>	<ul style="list-style-type: none"> <li>• There is potential for enhancing data collection and sharing it with partners. Collaboration with partners to achieve common goals will be greatly facilitated by the effective utilization of data.</li> </ul>	SMT/RP/GP/CoT/NP	
	<ul style="list-style-type: none"> <li>• There are further opportunities to enhance data collection, analysis and sharing between governments and regional transit partners across the region to improve service delivery, project coordination and best practices.</li> </ul>	SMT/RP/GP/CoT/NP	
	<ul style="list-style-type: none"> <li>• Staff and stakeholders highlighted the need to further adopt technological solutions to improve productivity in the workplace, service performance and to assist in communication</li> </ul>	EMP/SMT/B&C	
	<ul style="list-style-type: none"> <li>• Business transformation – look at opportunities to further streamline business processes.</li> </ul>	EMP/SMT	
<b>Financial Constraints</b>	<ul style="list-style-type: none"> <li>• New revenue streams are needed in order to achieve financial sustainability. Potential revenue generation ideas included more advertising in the system.</li> </ul>	EMP/SMT/LR/B&C	

Key Themes - Legend:		Stakeholder – Legend:	
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Key Themes	Highlights of Key Insights to Date	Stakeholders	
	<ul style="list-style-type: none"> <li>• TTC's faces fiscal sustainability limitations; suggestions included communicating frequently and honestly with the public on funding limitations. Upper levels of government need to play a more active role in supporting the operation of transit in Toronto and GTA.</li> <li>• Discussion on potential impact of fare evasion on revenues as a key issue.</li> </ul>	EMP/SMT/LR/B&C	EMP/SMT/B&C
<b>Partnerships – Funding and Governance</b>	<ul style="list-style-type: none"> <li>• TTC's partnerships with stakeholders, including the City of Toronto, Province of Ontario and Metrolinx, are important areas for continued attention to achieve progress on shared objectives.</li> <li>• Transit agencies and association partners to continue to improve articulating importance of sustainable funding and the wider positive socio-economic and environmental benefits of public transit.</li> <li>• Collaboration between the Unions and the TTC to achieve shared outcomes of improving transit</li> <li>• The TTC's reliance on partnerships is both a risk and opportunity to achieve organizational goals and objectives. Discussion on the various decision-making tables involved in various organizations that have an impact on transit in Toronto- requires strong collaboration and communications.</li> <li>• The TTC has the potential to capitalize on its current leadership position in regional and national transit discussions to expand advocacy work.</li> </ul>	B&C/SMT/CoT	SMT/RP/GP/CoT/NP
		LR/SMT/B&C	B&C/SMT/CoT/RP
		SMT/B&C/RP/NP	

## Customer Survey Responses

Survey Methodology: Survey was distributed to the TTC Customer Panel and residents registered with the third-party polling consultant between May 17th and June 6th 2023. A total of 1203 responses was received, including 59% Women, 30% >\$50K Annual Income, 50% Employed Full Time, 27% Couple with Children, 6% Single Parent Households.

**Of the 1200+ responses from our Customer Survey, this is what we heard:**

**Riders are satisfied with the value of the TTC**

**72%**

say the TTC is convenient



**67%**

say the TTC has a positive impact on their quality of life

**Safety is most valued by riders**

**18%**

ranked personal safety as the highest contributor to satisfaction riding on the TTC



**Riders aren't familiar with TTC's fiscal constraints**

**80%**

aren't aware that \$25.5 billion is currently unfunded in the TTC's Capital Investment Plan



**35%**

are aware that customer fares fund the majority of the TTC's operating budget

**Given this knowledge:**

**75%**

of TTC riders support new dedicated funding from all levels of government for public transit

**61%**

of non TTC users feel the same way about dedicated funding

**Real-time information is important**

**27%**

of TTC riders find it easy to access TTC communications while riding the TTC



**50%**

of riders rely on primarily on the TTC website for information

**44%**

of riders rely on primarily on station signage for information

**Pride in the TTC**

**55%**

are proud of the TTC as Toronto's public transit agency



Note: percentages represent total of 'Somewhat Agree' and 'Strongly Agree'

TTC Customer Survey Key Themes	
Key Themes	Description
Satisfaction with TTC	<ul style="list-style-type: none"> <li>• Most respondents (72%) agreed the TTC is convenient and 2/3 indicated that TTC service has a positive impact on their quality of life.</li> <li>• Communication and safety are two main themes that respondents indicated need improvement. Only about 1/3 of respondents indicated that access to communication was easy while riding the TTC.</li> </ul>
Funding for TTC	<ul style="list-style-type: none"> <li>• Most respondents (80%) were not aware that \$25.5 billion of the TTC's Capital Investment Plan is currently unfunded.</li> <li>• About 1/3 of respondents were aware that TTC funded most of their operating budget through customer fare collection pre-COVID-19 pandemic.</li> <li>• Overall, there is widespread support among all age groups and income levels for increased funding from all levels of government for public transit (75% of respondents).</li> </ul>
Positive Impact of TTC	<ul style="list-style-type: none"> <li>• The main positive themes include convenience of travel, sustainability, affordability, and alternative to other modes of transportation.</li> <li>• Around ¾ of TTC Users agree that "The TTC is a vital part of creating a more sustainable future, reducing carbon emissions, and reliance on single occupancy vehicles".</li> <li>• Around ¾ of TTC Users also agree that "The TTC enables economic growth by connecting people to jobs, supporting local businesses, and contributing to a thriving, resilient economy".</li> <li>• Around 2/3 of TTC Users agree that "TTC supports healthy communities by providing accessible, and convenient transportation options that promote overall health and well-being".</li> </ul>
Negative Impact of TTC	<ul style="list-style-type: none"> <li>• Overall, the top three negative impacts respondents indicated are transit reliability, slow service, and the cost of their trip.</li> <li>• Respondents in all age ranges and income brackets indicated that reliability is a top concern.</li> <li>• Younger demographics are more concerned with the affordability of transit.</li> </ul>
Proud of TTC	<ul style="list-style-type: none"> <li>• 55% of respondents indicated they are proud of the TTC, generally aligning with other customer surveys at that time.</li> <li>• Respondents in older age groups are more likely to be proud of the TTC than younger age groups.</li> </ul>