



Overview of the TTC

Michael Atlas, General Counsel

April 2, 2024



Overview of the TTC

Topics

1. *City of Toronto Act (COTA)*
2. Municipal Code – Chapter 279
3. Toronto Public Service By-law (Municipal Code - Chapter 192)
4. TTC Subsidiary/Related Companies



| City of Toronto Act (COTA) – 1/3

Purpose of Legislation

- Govern the operation of the City of Toronto and its agencies, boards and commissions, including the TTC
- TTC is continued as a City Board
- TTC is a body corporate (compared to an incorporated company)

City of Toronto Act (COTA) – 2/3

Powers or Jurisdiction of the TTC

1. TTC powers are set out in 394 – 401
 - **Exclusive jurisdiction** (with some exceptions) to **establish, operate or maintain a local passenger transportation** system within the City of Toronto until the TTC is dissolved or the control and management of the system is removed [s. 395(1)]
 - Claims relating to construction, maintenance, operation, extension, alteration, repair, control and management of the TTC's transportation system and property shall be made against the TTC and not the City.

City of Toronto Act (COTA) – 3/3

Purpose of Legislation – Overview

1. Sets out authorities of the TTC
 - Fees and charges imposed by the TTC do not require the approval of the City [s. 396(3)]
2. Establishes Accountability Offices
 - AG, Ombudsman, Integrity Commissioner, Lobbyist Registrar
3. Establishes rules for Board Meetings
 - Open meeting requirements

Municipal Code, Chapter 279 – TTC – 1/4

Chapter 279 – TTC

- Board Composition
- Budgetary and Financial Management Process
- Real Estate

Board Composition

Governs the appointment and composition of the Board

- 10 member Board (6 from Council and 4 public members)
- Chair is appointed by City Council
- Vice-Chair appointed by Board from among the public members
- Composition is subject to change by City Council



Municipal Code, Chapter 279 – TTC – 2/4

Budgetary and Financial Management Process

- Provides a budgetary and financial management approval process
- Budget requests to be in accordance with City established processes, budget targets (if established by City Council) and timelines
- Council approves Capital and Operating Budgets for the TTC
- TTC Operating Budget: City Council to approve (a) total gross expenditures (includes service levels and total staff complement), (b) total revenue and (c) resultant net expenditures



Municipal Code, Chapter 279 – TTC- 3/4

Budgetary and Financial Management Process:

- **Changes** to the approved 10-year Capital Budget Plan or Operating Budget require Council approval:
- **Capital** - over-expenditures, accelerations, deferrals, scope change which exceed the lesser of 10% or \$500,000, additions of new projects and unplanned allocations of funding sources
- **Operating** - changes to gross expenditures, total revenue, net expenditures and total staff complement



Municipal Code, Chapter 279 – TTC – 4/4

Real Estate

- Transferred all TTC Real Estate holdings to the City
- TTC holds its real estate as “agents” for the City
- City real estate approval process applies to TTC and in situations in which the TTC wishes to proceed with a transaction that falls outside the scope of the delegated authority, further approval from Council is required
- Yonge-Eglinton (Canada Square) – Council approved that the TTC will retain the rent payments



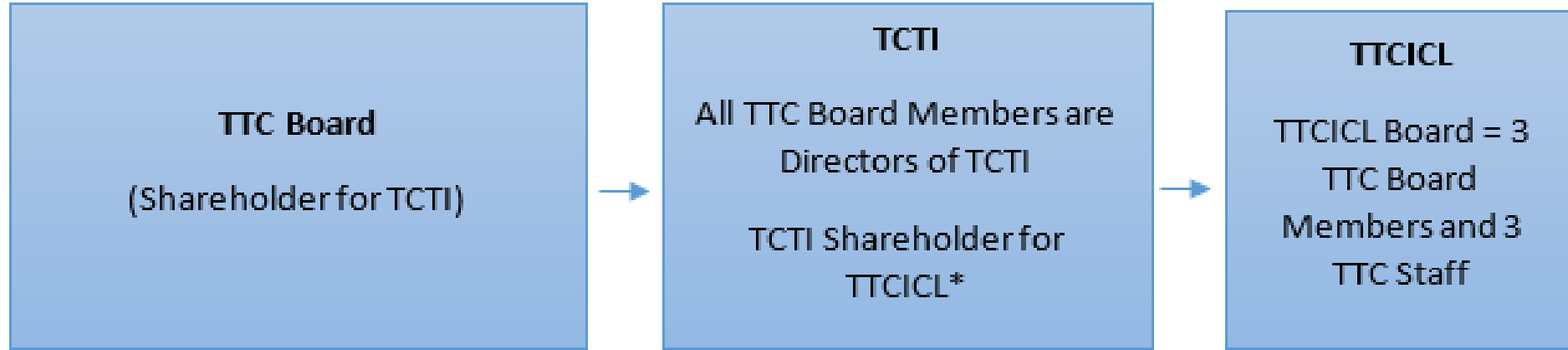
Municipal Code, Chapter 192 – Public Service

Public Service By-law

[toronto-code-192.pdf \(SECURED\)](#) –

- Sets out core values for Toronto's public service employees (including TTC employees)
 - Conflict of interest and confidentiality
 - Political activity
 - Disclosure of wrongdoing
 - Reprisal protection
- TTC policies are in addition to or complementary with the obligations set out in Chapter 192

TTC Subsidiaries – 1/4



*TCTI – owns 970 shares (of 1,000) and provides annual proxy to Chair of TTCICL to vote shares. Directors each have 5 shares which are automatically cancelled upon resignation of the Director and re-issued to new Director.

TTC Subsidiaries -2/4

Toronto Coach Terminal Inc. (TCTI)

- Previously known as Gray Coach Lines Limited
- In 1954, pursuant to the *Municipal Act*, all assets and liabilities, including capital stock of Gray Coach Lines Limited were vested to the TTC

101.—(1) On the 1st day of January, 1954, there is vested in the Commission, Assets vested in Commission

- (a) all the undertaking, assets and real and personal property, wherever situate, owned by, vested in or held by the Former Commission, including the capital stock of Gray Coach Lines Limited held by it;

TTC Subsidiaries – 3/4

Toronto Coach Terminal Inc. (TCTI)

- Lines operated by Gray Coach were eventually sold off
- Gray Coach changed its name to Metropolitan Toronto Coach Terminal Inc. and then to its current name, Toronto Coach Terminal Inc.
- All TTC Board Members are the Board Members for TCTI
- TCTI holds annual shareholder and Board meetings
- TCTI is the majority shareholder for TTC Insurance Company Limited (TTCICL)



TTC Subsidiaries – 4/4

TTC Insurance Company Limited (TTCICL) – formed in 1994

- Insurance company established through Provincial regulator to provide insurance for TTC vehicles
- In 2023, through changes to TTCICL's licensing, City vehicles were added
- TTCICL now provides vehicle insurance to TTC and City vehicles
- TTCICL governed by Financial Services Regulatory Authority (FSRA)



TTC – Other Entities

Toronto Transit Commission Pension Fund Society

- Manages approx. \$8.5B in assets for TTC employees and pensioners
- Board consists of equal representation ATU, Local 113 and TTC (5 each)

TTC Sick Benefits Association

- Previously managed sick benefits and appeals
- Currently no active function, but Association still exists





Governance and Safety

Michael Atlas, General Counsel

April 2, 2024



Fiduciary Duty

- Board Members have a duty to act honestly and in good faith with a view to the best interests of the corporation.
- Exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.



Fiduciary Duty

- **TTC is charged with the responsibility of establishing, operating and maintaining a transportation system to serve all of the inhabitants of the City of Toronto (*City of Toronto Act*)**
- **Two important distinctions to bear in mind:**
 1. while Toronto City Council operates as a form of representative government and members of Toronto City Council are expected to represent the interests of their constituents, the TTC Board does not operate as a form of representative government. The Commissioners are appointed, not elected by constituents.
 2. Board Members (Directors) should not act by simply taking instruction or direction from their nominator.

Business Judgment Rule

- **Courts generally are deferential to decisions of a board**
- Recognition that decisions often are made under pressure and where circumstances may not always allow for perfect decisions.
- Courts will focus on whether or not there was reasonable process, procedure and due diligence around a decision, as opposed to the outcome of the decision in hindsight.



Member - Functions (General Responsibilities)

Directors are typically involved with:

- Strategic planning
- Risk management
- Management oversight/accountability
- Organization's values and policies
- Budget approvals
- Ensuring obligations to stakeholders are understood and met
- Major corporate decisions
 - COTA: establish, operate, and maintain a transit system within the City
 - Set fares for the transit system

Board Governance - Committees

- Board has currently two Committees with specific mandates: Audit and Risk Management and Human Resources
- Authority of Committees is based on the authority/delegation provided by the Board.
- Committee meetings are governed by the *City of Toronto Act* and follow the same procedural requirements as Board meetings (Agenda, open meetings, minutes etc.)
- TTC has also created a Joint Advisory Group (JAG) with Metrolinx relating to PRESTO

Board Governance – Committee Mandates

- **Audit & Risk Management Committee**
 - Assist the Board in fulfilling its oversight responsibilities for the financial reporting process and financial statements, enterprise risk management, system of internal controls, audit function, external audit of financial records and compliance with laws and regulations.
- **Human Resources Committee**
 - Assist the Board in fulfilling obligations relating to labour relations, human resources, health and safety, and compensation matters; and
 - Establish performance objectives for CEO and complete an annual performance evaluation.



Board Governance – Joint Advisory Group Mandate

- In addition to the 2 Committees, TTC also has a TTC-Metrolinx PRESTO Joint Advisory Group.
 - Increase transparency, accountability and develop a stronger working relationship between the two parties.
 - Provides additional level of consultation in the interest of fostering a productive and collaborative working relationship for the delivery of a fare card system for the TTC.
 - No decision making authority

Occupational Health & Safety Act (OHSA) Director Liability

Purpose of the Act:

- Protect workers from health and safety hazards while performing their job duties and responsibilities.

TTC (as Owner)

- Ensure that workplace facilities are constructed, altered, reconstructed, provided and maintained in accordance with OHSA and its regulations.



Occupational Health & Safety Act (OHSA) Director Liability

- Directors & Officers shall take reasonable care to ensure that a corporation complies with:
 - The *Act* and the Regulations;
 - The orders and requirements of inspectors and directors; and
 - Orders of the Minister
- The general duty provisions under OHSA include: “An employer shall take every precaution reasonable in the circumstances for the protection of a worker”.



Occupational Health & Safety Act (OHSA)

- OHSA also addresses the responsibilities of workplace parties with respect to workplace harassment, violence and workplace sexual harassment.
- Responsibilities include prevention, mitigation and investigations.



OHSA Directors Responsibility

- Directors are **not** responsible for day-to-day management decisions (for example: prompt reporting of every minor mishap).
- The Board however **must** be satisfied that:
 - A proper system is in place and functioning as it should,
 - Personnel are adequately and properly trained to do their jobs; and,
 - Appropriate levels will be informed about major problems if and when they arise.
 - Betty's portion of the presentation will discuss the current Safety Reporting system that is in place.



OHSA - TTC



TTC fined for failing to protect workers

CBC News - Posted: Dec 10, 2007 12:41 PM EST | Last Updated: December 10, 2007

TTC fined \$206,250 in carbon monoxide incident that injured 8 workers

ONTARIO COURT OF JUSTICE

B E T W E E N :

JEFF GRAY > QUEEN'S PARK REPORTER
PUBLISHED DECEMBER 11, 2007

HER MAJESTY THE QUEEN IN RIGHT OF ONTARIO (MINISTRY OF LABOUR)

Crown

— AND —

WARREN BARTRAM

Defendant



OHSA Penalties

Corporations »»	\$2M (as of Oct 23) (+25% surcharge)
Directors and Officers »»	\$1.5 M (as of July 1, 2022*) (+25% surcharge) and/or 1 year in jail / charge
Individuals »»	\$.5M (as of July 1, 2022*) (+25% surcharge) and/or 1 year in jail / charge

* Prior to July 1, 2022 maximum fine for a director/officer and individual was \$100,000 (15x increase for Directors and Officers and 5x increase for all other individuals)



Criminal Code – Director Liability

Legal Duty of Care

- Everyone with authority to direct work (from Director, Senior Officer to Foreperson).
- Must take reasonable steps to prevent harm to workers and to the public.



Criminal Code - Criminal Negligence

Directors / Officers:

- S. 219 - Doing or omitting to do anything that is their legal duty to do and who shows wanton or reckless disregard for the lives or safety of others.

What is “wanton and reckless disregard” for their lives or safety?

- The test is whether the conduct was a “marked and substantial departure from what a reasonable person would do in the same circumstances.”
- S. 217.1 - Everyone who undertakes, or has the authority, to direct how another person does work or performs a task is under a legal duty to take reasonable steps to prevent bodily harm to that person, or any other person, arising from that work or task.

Criminal Code Penalties

Individuals – Jail Time

- Officers, directors, and employees also face the risk of imprisonment, with the maximum sentence varying based on the offence.

Individuals and Corporations – Fines & Probation

- Up to \$100,000 on summary conviction
- Unlimited for an indictable offence
- Probation



Environmental Liabilities

- Directors may be charged for failing to take reasonable care to ensure that their organization does not contravene the *Environmental Protection Act (EPA)* and Regulations.
- Directors and officers have express duties under the EPA, including to exercise reasonable care to prevent the corporation from causing or permitting the discharge of contaminants into the natural environment and to report any discharge thereof.



Indemnification Policy for Board Members

TTC Indemnification Policy for Board members

- A Board member that has been charged under a statute arising out of an act done in the performance of their official duties as a member of the Board shall in the first instance be responsible for their legal expenses.
 - If acquitted/dismitted/withdrawn, the Board member can apply to have reasonable legal expenses reimbursed by the Board.
- Where a civil action or proceeding, which is not covered by TTC's or the City of Toronto's insurance policy, as applicable, which in the opinion of the Board arises out of acts or omissions done or made by the member in his/her capacity as a member of the Board, TTC shall pay damages or costs awarded against the member or legal expenses incurred by the member as determined by the Board on advice from the General Counsel in accordance with this policy.

Indemnification Policy for Board Members

TTC Indemnification Policy for Board members

- Policy also applies to the reimbursement of legal expenses in circumstances where no charge has been laid and where independent legal advice is necessary, except for a proposed application alleging a member has contravened the *Municipal Conflict of Interest Act*.
- Reimbursement remains subject to Board approval
- Board may also authorize interim payment of up to \$25,000

Directors & Officers (D&O) Insurance Program

TTC D&O Insurance Program:

- Provides compensation for losses for each director and officer resulting from any claim for any alleged wrongful act arising from their respective capacities as directors or officers of the TTC and its subsidiaries.
- Personal Coverage (Side A) – pays for defense and loss when the TTC is either not permitted by law or unable to indemnify the Insured.
- Corporate Reimbursement Coverage (Side B) – The policy reimburses the TTC for losses incurred to indemnify the Insured (\$500K deductible).
- All Commissioners are insured under the D&O Policy and are required to complete an annual polling letter/survey.
- Coverage – wrongful acts (as defined in Policy), including breach of duty, negligent acts, errors or omissions, and misstatements. Some exclusions apply.







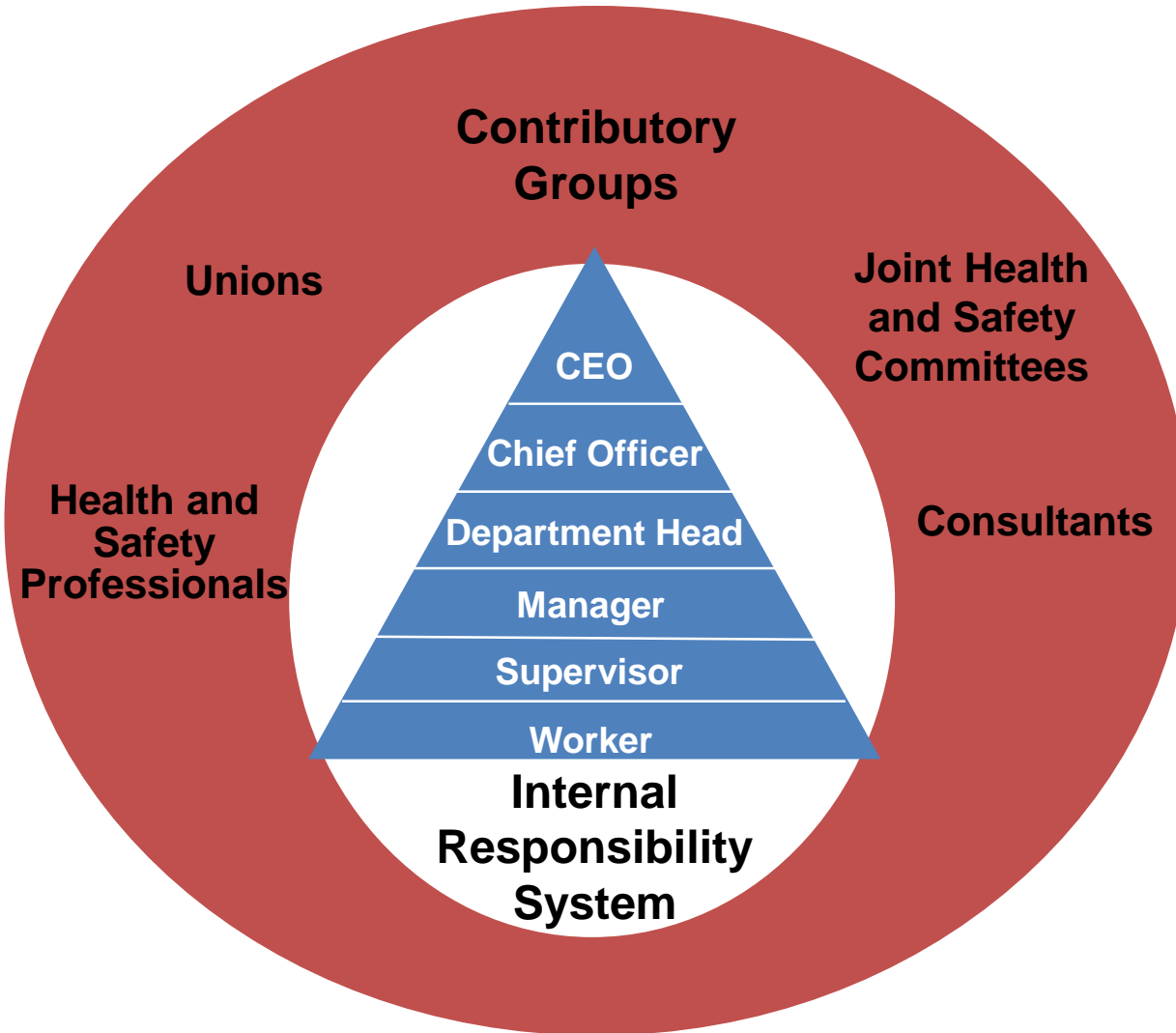
Safety Overview

Betty Hasserjian, Chief Safety Officer

April 2, 2024



Internal Responsibility System



External Responsibility System

**Ministry of Labour,
Immigration, Training
and Skills
Development**

**Workplace Safety
and Insurance
Board**



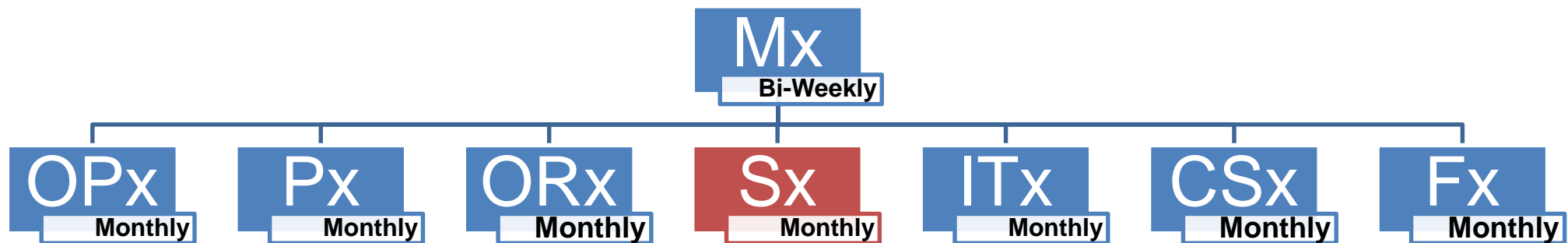
Reasonable Care for Directors

- The TTC's goal is to eliminate all injuries and occupational illnesses and to minimize our impact on the environment.
- The TTC manages and mitigates Safety, Health and Environment (SH&E) risks in a systematic and consistent manner through its SH&E Management System.
- The SH&E Management System:
 - Conforms to current global standards for identifying, assessing and controlling SH&E risks;
 - Meets the requirements of the Occupational Health and Safety Act and its Regulations; and
 - Provides Directors with assurance of their prescribed duties to take all reasonable care to ensure compliance with safety and environmental legislation and all regulatory orders.



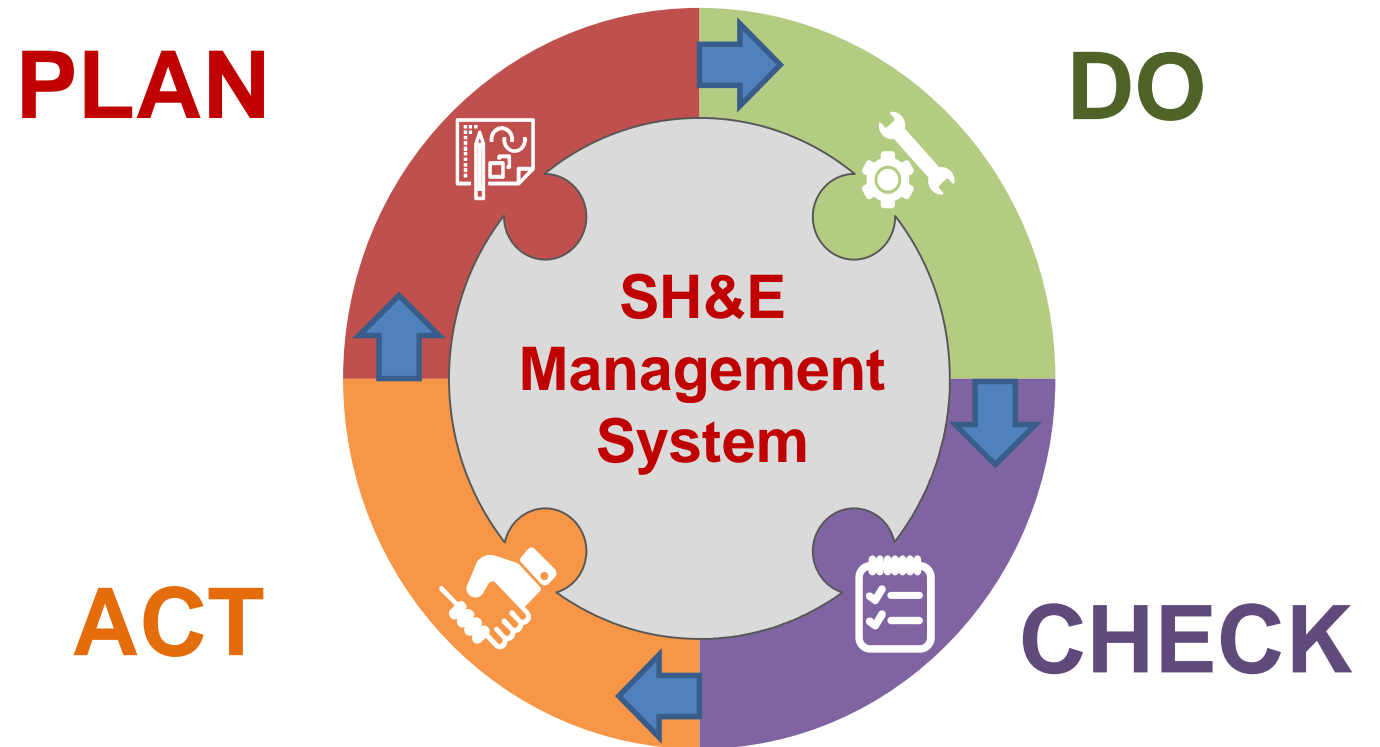
Safety Executive Committee Oversight

- The TTC's internal Safety, Security and Environment Executive (SX) Committee meets on a monthly basis.
- The SX Committee oversees the SH&E Management System by providing executive oversight, direction and resources.
- The SX Committee receives Key Performance Indicators on a monthly basis and performs a comprehensive SH&E Management System review on an annual basis.



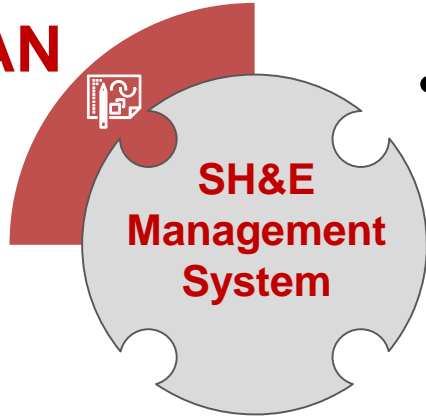
SH&E Management System – Overview

- A SH&E Management System is a comprehensive and proactive approach to managing SH&E risks.
- It goes beyond a simple sum of individual or isolated programs and activities.
- It is designed to improve performance and reduce risks by integrating all its processes into a continual improvement cycle of Plan, Do, Check and Act.

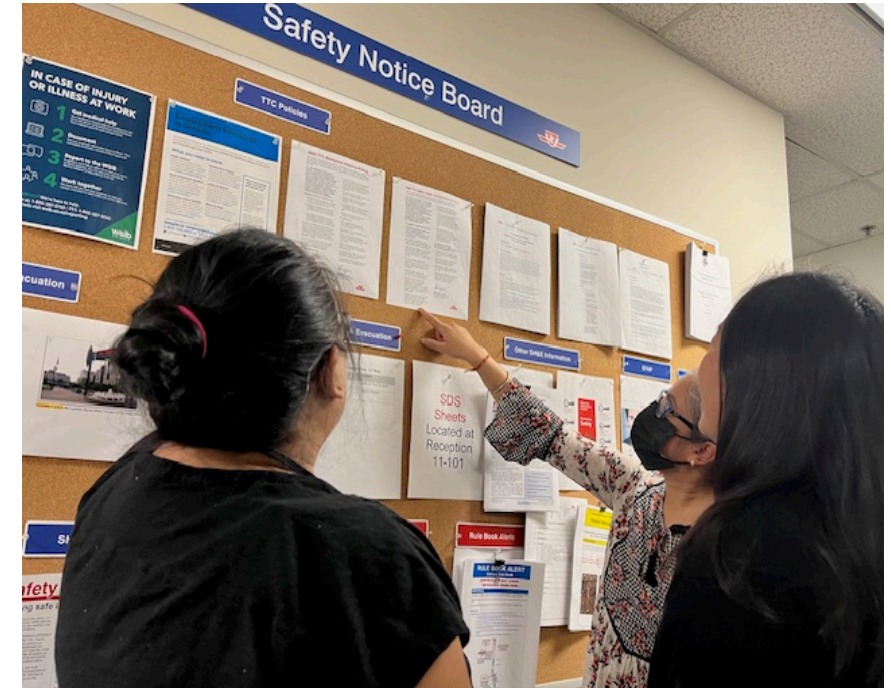


SH&E Management System – Plan

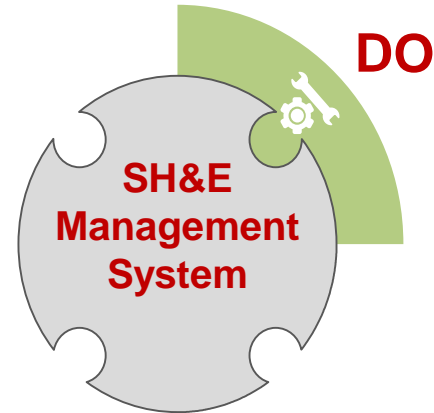
PLAN



- The SH&E Policy is the over-arching document of TTC's SH&E Management System and establishes its commitment to protecting workers, customers, the public and the environment.
- Processes are established, implemented and maintained for the ongoing identification, assessment and control of SH&E risks.
- The SH&E Goals & Objectives are established through the annual review process and act as the strategic plan to manage and control SH&E risks.



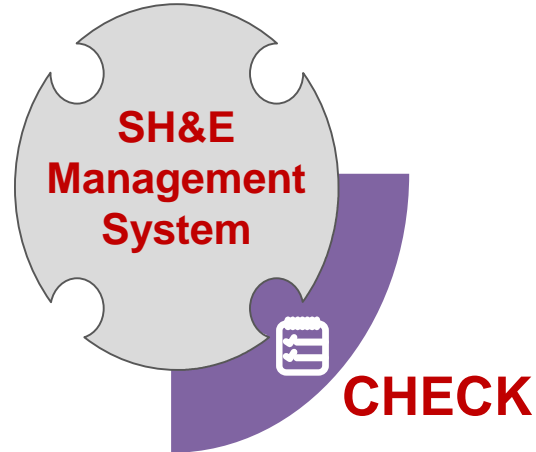
SH&E Management System – Do



- Formal SH&E programs are developed to control SH&E risks, and as needed, to address changes in legislation or for emerging issues.
- Extensive internal stakeholder consultation occurs during SH&E program development.
- SH&E programs are supported in their daily execution and revised or adjusted as needed.



SH&E Management System – Check



- Internal audits range from local level supervisor audits and JHSC workplace inspections to SH&E program audits and Safety Assurance Checks.
- American Public Transportation Association (APTA) Safety Management System Audits are conducted every three years.
- The monthly CEO's Report includes monitoring of Key Performance Indicators.
- The Board is advised of all incidents that meet the criteria outlined in the Escalation and Notification Protocol.

SH&E Management System – Act



- A comprehensive review of the SH&E Management System is conducted annually.
- The review includes:
 - Key Performance Indicators with trend analysis;
 - Status of SH&E projects and initiatives;
 - Audits and investigation findings;
 - Regulatory oversight; and
 - Updated SH&E Goals & Objectives.
- The annual review evaluates the suitability, adequacy and effectiveness of the SH&E Management System.



Conclusion

- In conclusion, the TTC continues to manage and mitigate occupational health and safety, operational safety as well as environmental risks through the implementation and maintenance of its SH&E Management System.
- The annual review process is currently underway. Following approval by the TTC's internal SX Committee, a summary report will be prepared for the ARMC and TTC Board in June 2024.







Communications

Bruce Macgregor

Deputy Chief Executive Officer

April 2, 2024

Customer Service Snapshot 2023

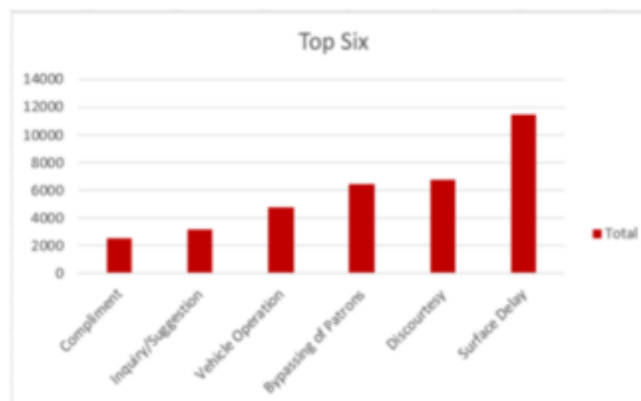
Total Calls

	CSR	INFO
January	2822	11820
February	2608	10406
March	3447	13251
April	2929	13326
May	3679	15801
June	3535	16172
July	3253	15522
August	3440	16591
September	3999	15980
October	3695	14214
November	3613	13586
December	2843	10963
Grand Total	39863	167632

Total Reports 2023

Source	Total
Email	415
Letter	11
Phone	18218
Twitter	1090
Visit	47
Web	33750
Grand Total	53531

Month	Total	Month	Total
Jan	3457	Jul	4538
Feb	3471	Aug	4492
Mar	4335	Sep	5395
Apr	3922	Oct	4991
May	5044	Nov	5230
Jun	4512	Dec	4125



Incidents	Total
Compliment	2513
Inquiry/Suggestion	3217
Vehicle Operation	4755
Bypassing of Patrons	6415
Discourtesy	6800
Surface Delay	11437
Grand Total	35137



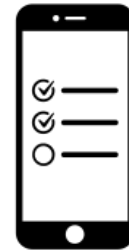
How does our customer satisfaction survey work?



Forum maintains a proprietary database with over 110,000 Canadians who have been recruited using probability-based sampling techniques.



Each month we survey about 500 residents of Toronto and the GTA who have taken the TTC at least once in the past month.



10 minute online survey asking customers about their experience on their most recent trip on the TTC.

Employee Engagement

Employees are able to provide feedback by emailing MyTTCWeekly@ttc.ca or MyTTC SAPJam@ttc.ca

Regular attendance at TTC Recreation Association meetings to gather feedback on initiatives

Feedback regularly solicited from Operations Leadership

CEO Town Halls and other events at worksites



Key Internal Communication Channels

MyTTC SAP Jam	MyTTC Weekly	Other Channels
<ul style="list-style-type: none"> Employee app launched in December 2020 Over 14,000 employees use SAP Jam Home to Crew Guides, Run Guides and Spareboard Partnership with the TTC Recreation Associations to share deals and coupons for employees 	<ul style="list-style-type: none"> A weekly newsletter sent to all employees with an e-mail address (also available to pensioners who request access) There have been 166 issues since its relaunch MyTTC Weekly is also posted on MyTTC Sap JAM Over 70 per cent open rate 	<ul style="list-style-type: none"> MyTTC Now: 72 close-circuit TVs located across TTC worksites, primarily in lunch rooms or breakrooms Posters: All communications are accompanied by posters for front-line employees who are not on MyTTC Sap JAM Key Messages: Employee campaigns often include key messages for Supervisors and Managers to share with employees at briefings



TTC Media 2023 Summary

68,256
Mentions

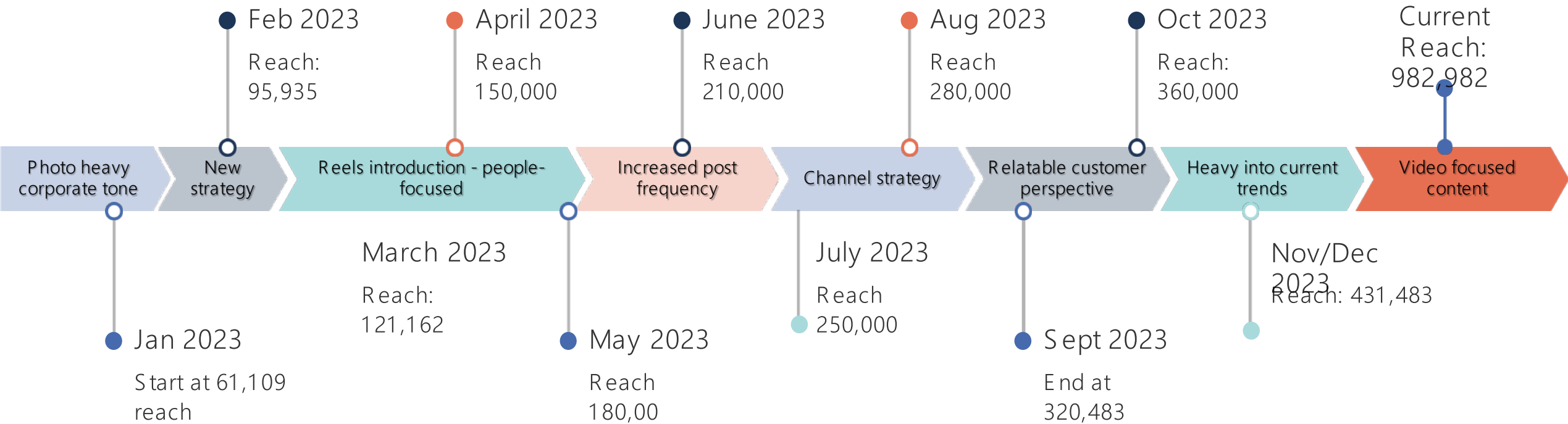
63.5B Total
Impressions

23.6B
AVE

Top Stories	Top Outlets	Sentiment
<ul style="list-style-type: none"> TTC 2023 Budget including a \$0.10 fare hike (January) Fatal stabbing of 16-year-old old boy on the subway system (February) Rogers takes over 5G network on the TTC including Bell Canada seeking regulatory intervention (April, June, September) 	<ul style="list-style-type: none"> Broadcast: CTV Toronto, CBC News, CTV News Channel Online: Global News, Toronto Star, CP24 Print: Toronto Sun, Toronto Star, National Post Radio: CityNews 680 Toronto, AM 640 Toronto, CBC Radio One Toronto 	<ul style="list-style-type: none"> Overall sentiment on media coverage is 13 per cent positive, 63 per cent neutral and 24 per cent negative Examples of neutral stories include information on route diversions Negative stories focused on system safety



Monthly social media "Reach" organic growth



With no spend, the follower organic growth more than doubled from January 2023 to February 2024.



Social Media Success: Breaking Industry Norms

Social Media Metrics	Industry Average	Our Top Post Performance
Accounts Reached	3,000 – 8,000	426,994
Reel (video) Interactions	900 – 4,000	50,000
Shares	300 - 1,200	20,000







TTC Education Session on Key Strategies and Plans



Update on the Next 5 Year Corporate Plan (2024 – 2028)

Karen Thorburn

Executive Director, Corporate Initiatives

April 2, 2024

TTC Planning and Performance Framework



City of Toronto

- City's Strategic Plan
- City of Toronto Official Plan (2041 Planning Horizon)
- TransformTO Net Zero Strategy
- Transportation Master Plan (To be Developed)
- City Council Directives Related to City Agencies & Corporations

Toronto Transit Commission

Long Term Plans:

- 15-Year Capital Investment Plan
- 15-Year Real Estate Investment Plan

Medium Term Service and Business Plans:

- 5-Year Service and Customer Experience Plan
- Embrace Diversity: 10 Point Action Plan
- 5-Year Accessibility Plan
- 5 Year Community Safety, Security and Wellbeing Plan
- Innovation & Sustainability Strategy

Multi- Year Budgets:

- Annual Operating and 2 Year Outlook
- 10 Year Capital Plan



Vision

Moving Toronto towards a more equitable, sustainable and prosperous future.

Mission

To serve the needs of transit riders by providing a safe, reliable, efficient and accessible public transit service through a seamless integrated network, creating access to opportunity for everyone.

Economic Benefits

\$1 Invested = \$1.08
in Economic
Development Benefits
GDP for every capital
dollar invested

+

\$1 Invested
= \$6.06
in Quality of Life
Benefits

=

**\$7.14 in
Benefits**



15 jobs created for every \$1 million invested

Environmental Benefits



Taking the TTC helps the City avoid
>850,000 Tonnes
Of CO₂e emissions per year*

Affordability Benefits

**\$5.78 in transit rider and driver benefits
for every \$1 invested.**

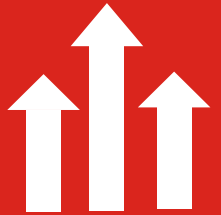


Including savings from reduced travel expense
and a reduction in car ownership cost

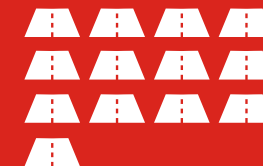
Value for Money Benefits

3:1

SOGR investments yield a benefit/cost
ratio of **3:1**, same as expansion.



=



Livability Benefits

Line 1 carries the equivalent of
26 lanes of traffic or 8-9
Gardiner Expressways.

*2019-Estimate based on comparing emissions from a personal vehicle to taking the TTC for the same distance over one year.

Framework – 5 Strategic Directions

KEY PRINCIPLES



Safety & Security



*Equity, Diversity,
Inclusion, Accessibility*



*Environmental
Sustainability*



Innovation

1

**Build a
Future-Ready
Workforce**

2

**Attract New
Riders,
Retain
Customer
Loyalty**

3

**Place Transit
at the Centre
of Toronto's
Future
Mobility**

4

**Transform and
Modernize the
Organization
for Changing
Environment**

5

**Address the
Structural
Fiscal
Imbalance**

Strategic Direction 1: Build a Future Ready Workforce



Strategic Direction 2: Attract New Riders, Retain Customer Loyalty

Context



Customer trips -
525M (2019) ↓ 198 M (2021) ↑ 396 M (2023)



Downtown Office Occupancy –
62% (compared to 2019)



2023: 3.02 M people
By 2028:
150,000+ more people
53,000+ more jobs



Customer Satisfaction Score
– 70%



On-Time Performance –
Subway – Line 1 90.1%;
Line 2 – 90.2%; Line 4 –
98.8% **Streetcar** – 82% **Bus**
87% **Wheel-Trans** – 96.4%

2.1

**Better Serve
Customer Demand
Patterns in an
Evolving Operating
Environment**
(2 Actions)

2.2

**Improve the
Customer
Experience by
Providing a Safe,
Accessible and
Comfortable
Journey**
(7 Actions)

2.3

**Focus on the
Basics of Service
Reliability,
Predictably and
Speed**
(3 Actions)

2.4

**Prioritize Asset State of
Good Repair to Keep the
System Moving Reliably**
(3 Actions)

Target Outcomes

Increase Ridership

**Improve Customer
Satisfaction**

**Improve Sense of Safety
and Well-Being**

On-time Performance

Ensure Asset Availability

Strategic Direction 3: Place Transit at the Centre of Toronto's Future Mobility

Context



By 2051

- Population – 3.65M – 625,000+ people
- Employment – 1.98M Jobs – 450,000+ jobs



Congestion – \$11B lost productivity



70% of Regional Transit Trips on TTC (2023) and nearly 1 in 4 trips in Canada



100+ Regional Connections to GO Transit and 905 Transit Systems



TransformTO – Net Zero by 2040



80% of TTC GHG Emissions (2019) – Diesel Bus Fleet

3.1
Build Capacity to Support Growth
(5 Actions)

3.2
Promote Sustainable Transportation Modes Through Seamless Connections
(4 Actions)

3.3
Minimize Environmental Impacts and Build Resiliency for a Climate Changed Future
(3 Actions)

3.4
Plan for the Long-Term to Enhance Transit as a Competitive Mode
(2 Actions)

Target Outcomes

Advance Long Lead Time Projects to meet Future Capacity

Increase Ridership

Reduce TTC GHG and Environmental Impact



Strategic Direction 4: Transform and Modernize the Organization For Changing Environment

Context



New Technology → Opportunities for **service delivery** in the public transport sector.



Real-time collection and analysis of operational **data** enhanced by the adoption of: **smart algorithms, Artificial Intelligence, automation**, etc.



Prepare for the Unexpected - Cybersecurity/ Pandemic/ Extreme Weather Events-

4.1

Build organizational resilience and capacity to adapt to emerging risks and threats
(4 Actions)

4.2

Innovate and Reimagine the Future of Transit Delivery
(1 Action)

4.3

Embrace technology to drive efficiency and improve employee and customer experience
(2 Actions)

4.4

Harness TTC Data to Improve Decision Making
(1 Action)

Target Outcomes

Minimize Disruption to Business Operations

Leverage Opportunities to Improve Customer and Employee Satisfaction and Engagement

Identify Cost Savings Opportunities/ Efficiencies

Strategic Direction 5: Address the Structural Fiscal Imbalance

Context



Operating Budget
High Fare Box Reliance

- ◆ **66%** Fare Revenue (2019)
- ◆ **45% Fare Revenue** – (2024)
- ◆ Balance Property Tax Subsidy, Non-Fare Revenue, One-Time Provincial Grant



Capital - **\$47.9.5B 15 Yr CIP, \$35.5B unfunded**



Cost Drivers – New Expansion, CBA Negotiation, Economic Factors

5.1
Transform for efficiency to maximize value of limited resources
(5 Actions)

5.2
Narrow the revenue to expenditure gap without compromising customer affordability
(4 Actions)

5.3
Mature Long Term Capital Investment Planning with Priority Focus on State Of Good Repair
(1 Action)

5.4
Complete Finance Transformation
(1 Action)

Target Outcomes

Close the expenditure to revenue gap

Capital: In 5 Years – Priority Funding Secured for SOGR at minimum

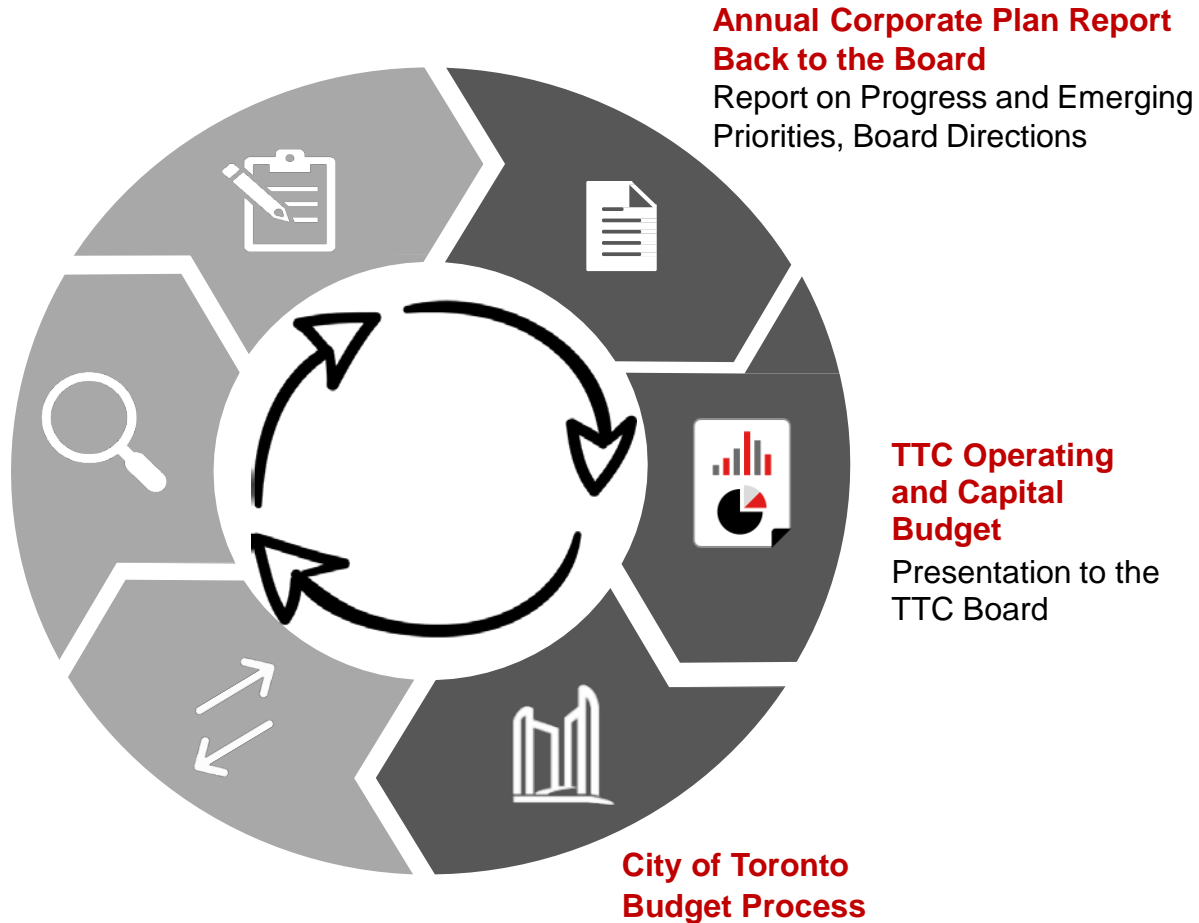
Improved Financial Framework



Implementation – Annual Review Process

Ongoing Implementation, Monitoring & Evaluation

Progress is monitored and key initiatives are reported.



Conditions for Success

Governance – Board Alignment; and Internal Corporate Alignment

Transparency and Accountability - Reporting Framework

Annual Process to Refine and Respond to Emerging Risks, Issues, Board Directions

Ongoing Communications and Engagement

Strong Partnerships

Financial Framework





Employee Engagement & Workforce Strategies

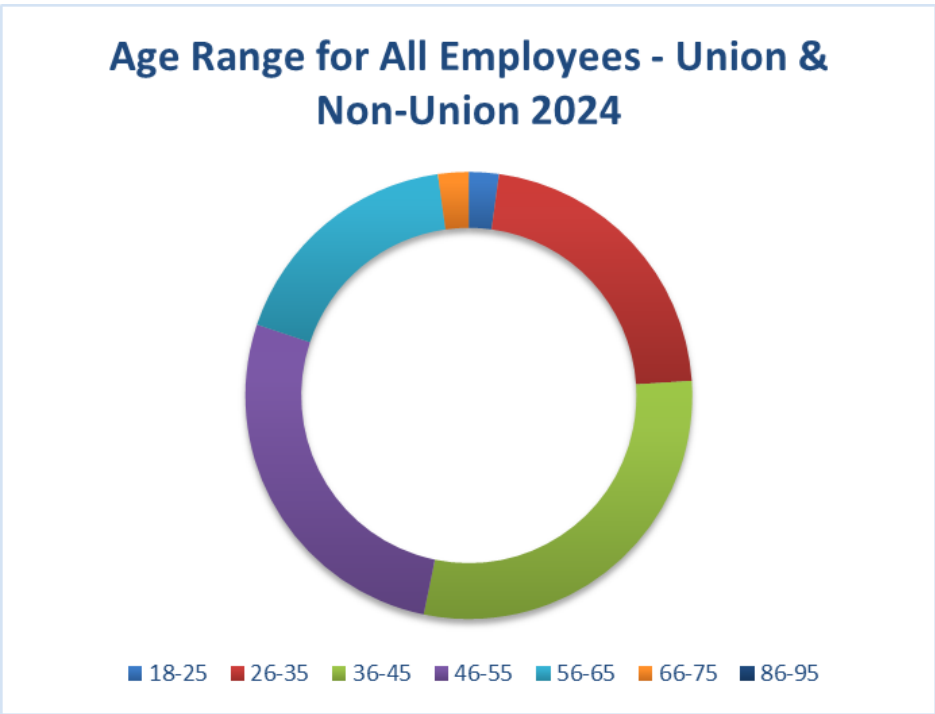
Shakira Naraine
Chief People Officer

April 2, 2024

TTC Workforce Statistics

Unionized / Non-unionized	Approximate Number of Employees	Job Roles
ATU Local 113	11,500	Operators, Collectors, Maintenance
ATU Local 113	50	Customer service and information representatives
CUPE Local 2	660	Electrical skilled trades
CUPE Local 470	130	Operations supervisors
CUPE Local 5089	225	Fare Inspectors, Special Constables
IAMAW Lodge 235	40	Machinists, Millwrights
Non-unionized	4195	Corporate functions, operations and administrative support, management
TOTAL	16,800	

In 2023, the average TTC Employee was **46.6 years old** and worked for an average of **9.8 years**.



2023 Highlights & Accomplishments

1

Build a
Future-Ready
Workforce


1 Learning and Development

- Leadership development available for existing and emerging talent
- Wide range of career development opportunities
- Review of special constable training
- Learning Journeys tailored to various employee segments

2 Succession Planning

- Senior management positions created to support senior staff development, create authority to advance critical priorities, and assist Chiefs with span of control.
- Implementation of SAP, further enhancing attendance time management.

3 Employee Engagement & Supports

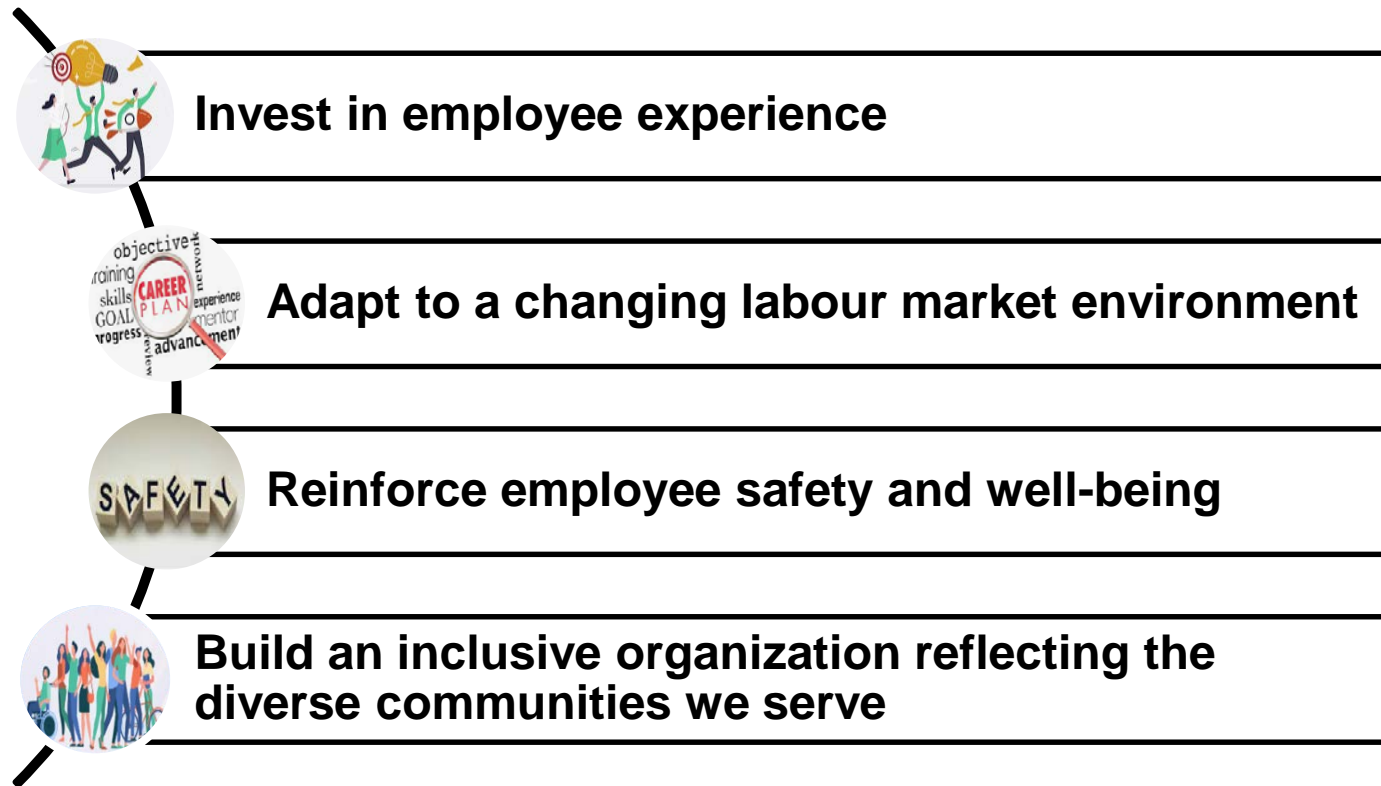
- Executive Team participated in 21 site visits across divisions and for all shifts in 2023.
- Human Resource advisors regularly attended work locations across the system to provide onsite support. 
- The joint union-management committee continues to work on a pilot to update uniforms for female employees
- Standup desks and additional monitors purchased for employees to improve working environments

People Strategy

1

Build a
Future-Ready
Workforce

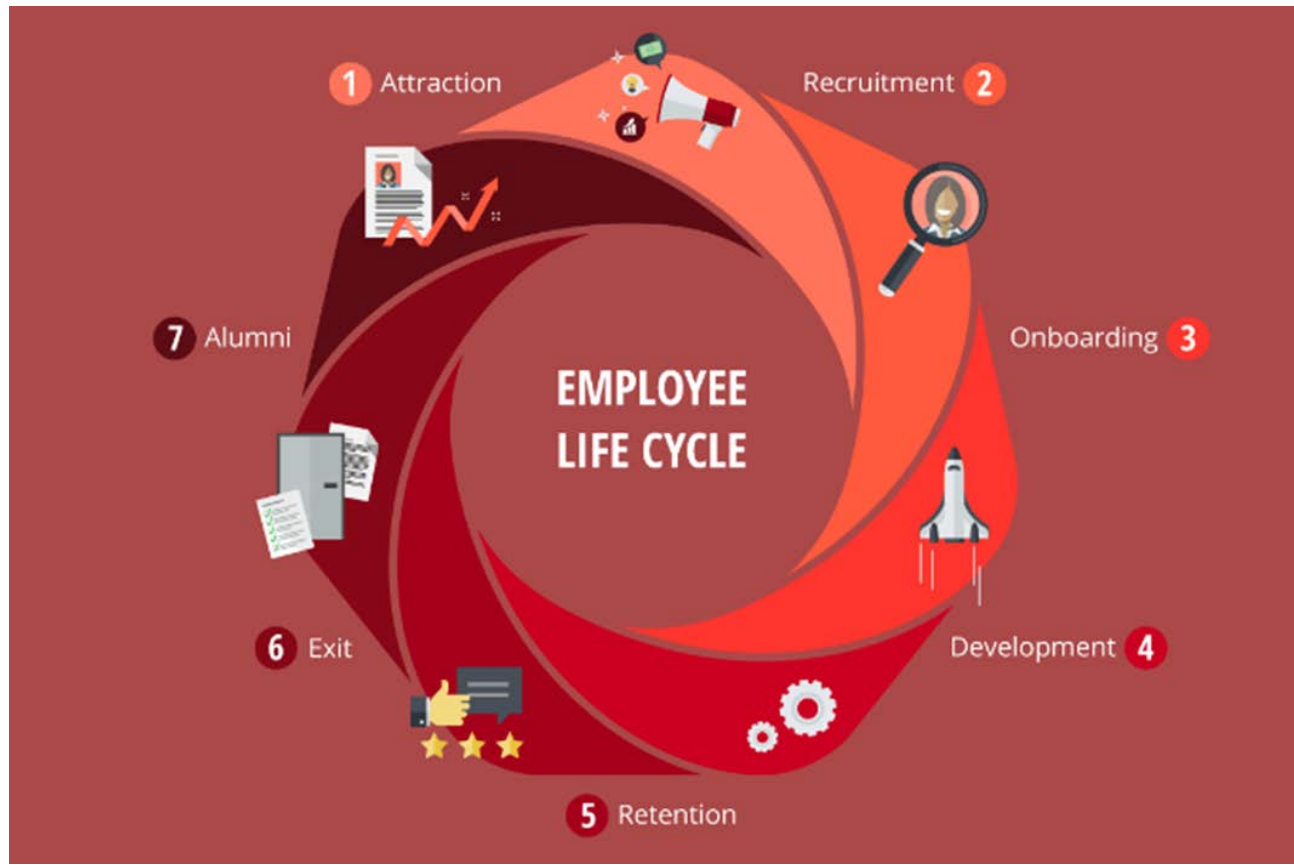
Purpose: To create a workforce and workplace culture that is welcoming, safe and inclusive where everyone feels they can thrive



Employee Experience: Review and Refresh



Goal: Engage employees to examine aspects of the employee lifecycle in order to better understand what is working well, what may need a refresh, and what we can continue to build on.



Immediate Action:

- Increase engagement opportunities and communications, celebrate successes, forge strengthened relationships with union partners, collective bargaining, and complete compensation review.



Ongoing Initiatives to Further Support Our People:

- Policy updates, retention initiatives, career progression and mobility within TTC, while also focusing on leadership development.



New Initiatives:

- Employee engagement framework including an employee survey, succession planning, and other special initiatives.



Intended Benefits

These enhancements to the employee experience impact various groups, both inside and outside of our organization. The intended benefits for each of these groups are outlined below.



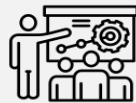
Leadership

- Empowered
- Equipped



Employees

- Informed
- Sense of belonging
- Set up for success



Customers

- Informed
- Satisfied
- Safe



Stakeholders

- Informed
- Supported
- Partners



Public

- Informed
- Trust and confidence in TTC







Diversity and Culture at the TTC

Keisha Campbell

Chief Diversity and Culture Officer

April 2nd, 2024



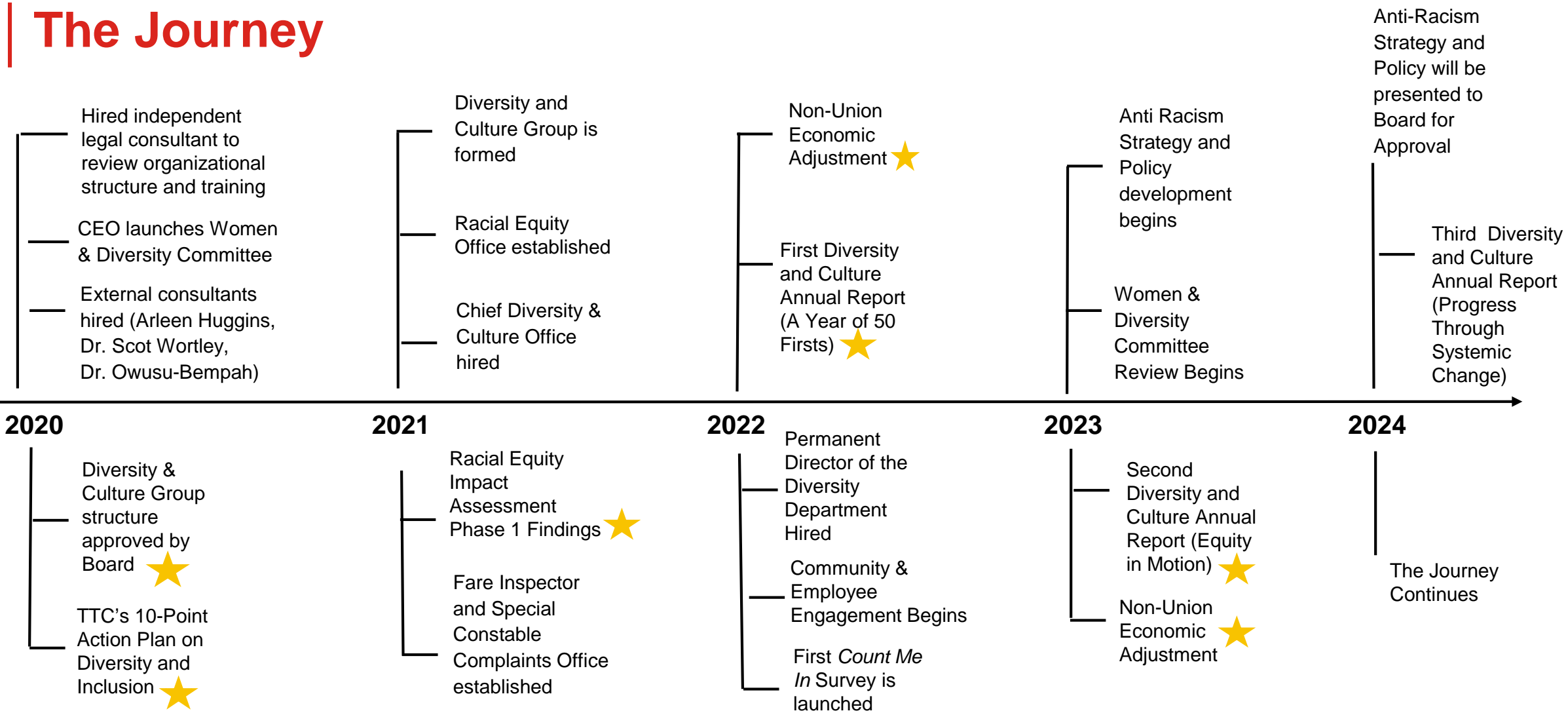
Agenda



- The Journey
- Key Accomplishments aligned to the **10 Point Action Plan**
 1. Structure for success
 2. Appoint a third party advisor
 3. Third party review of data in several key areas
 4. Recruit women and increase diversity in Transit Operators
 5. Refocus Recruitment and Outreach Strategies
 6. Review Communications with a Diversity and Inclusion Lens
 7. Greater Organizational training
 8. Establish a procurement policy grounded in equity and diversity
 9. Revenue Protection and Special Constable Culture Change
 10. Learning from International Best Practice and develop strategic partnerships
- The Road Ahead



The Journey

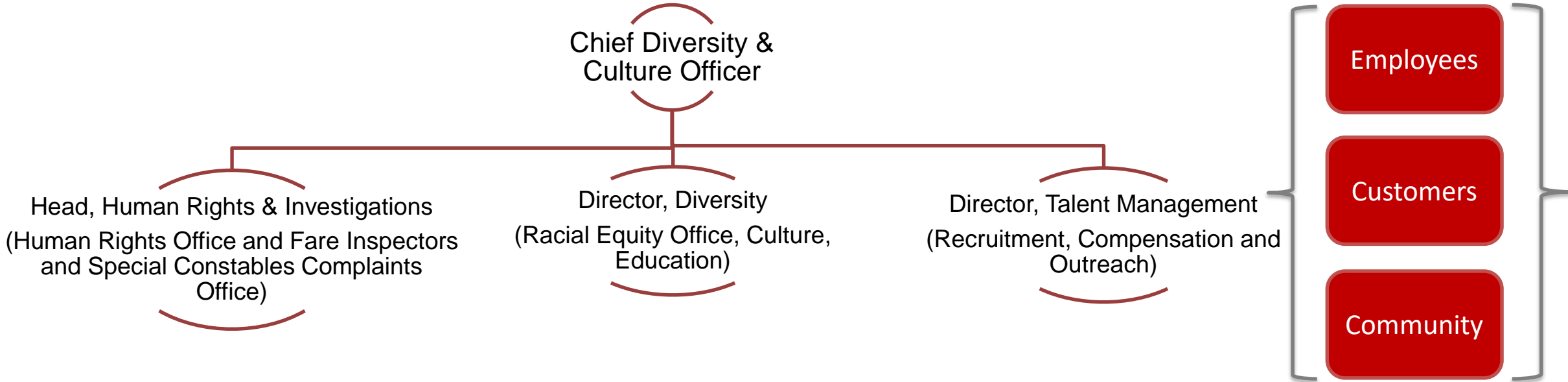


★ Board Report

Partner and consult on Revenue Protection and Special Constables Policy development as part of their Culture Change Program



Diversity & Culture Group Structure (Action #1, #2)

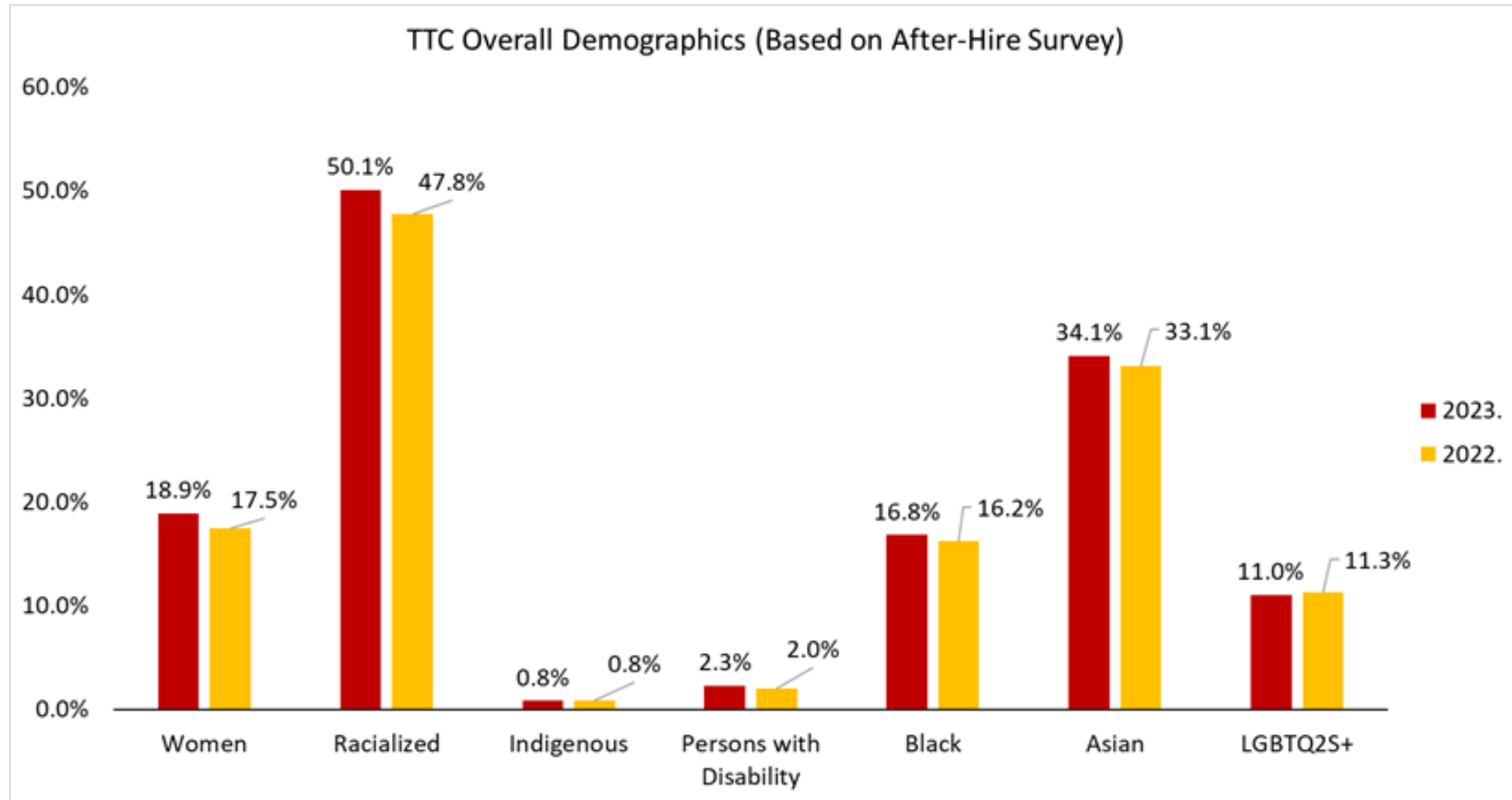


External Partners
<ul style="list-style-type: none"> • Third Party Advisor and University of Toronto Professors • City of Toronto (SDFA, Indigenous Affairs Office, Gender Equity, etc.) • Regional Partners, including Toronto Police Service • Community Partners • Educators: Universities, Colleges, TDSB • Industry: COMTO, CUTA, OPTA, APTA, CCDI, Pride @ Work, etc

Key Internal Partners for Success	
People	Shakira Naraine
Customer Strategy	Wendy Reuter (Acting)
Communications	Natalie Poole-Moffatt
Finance, Procurement, IT & Data	Josie La Vita
Legal	Michael Atlas

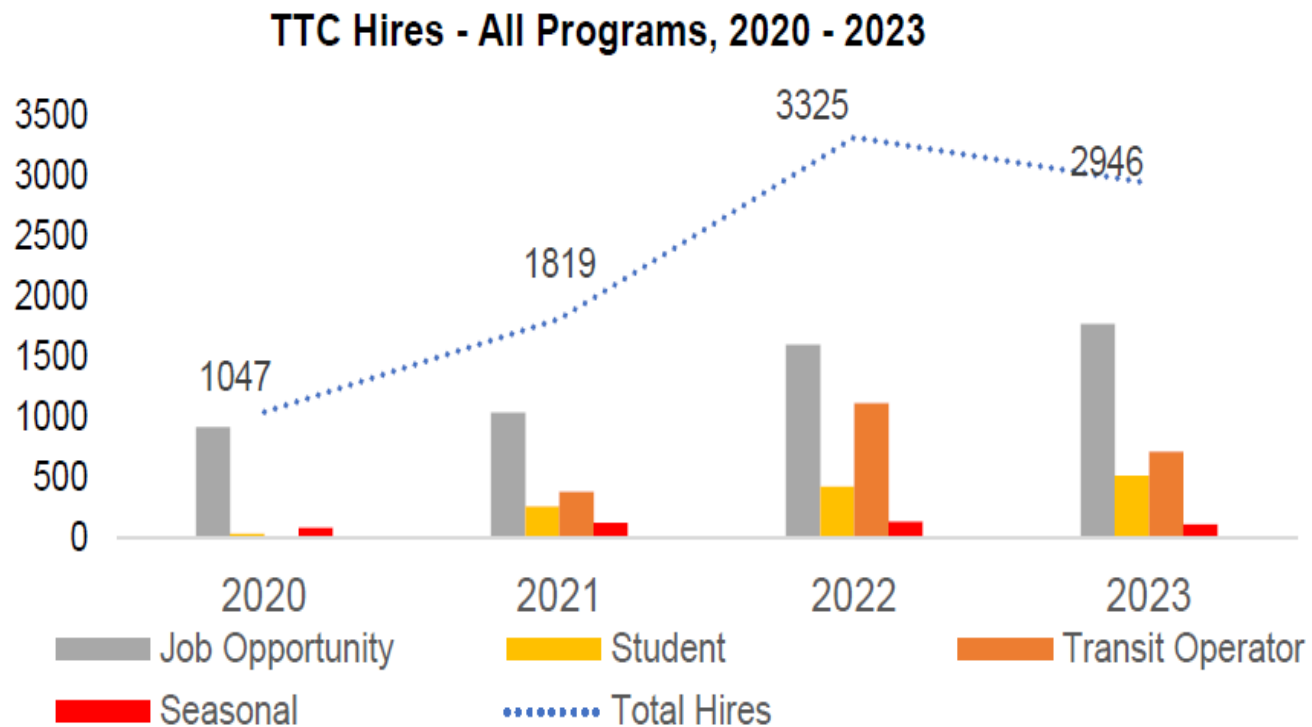


Third party review of data (Action #3)



Highest representation of women ever; the TTC continues to diversify

Recruit women into Transit Operations (Action #4)



Women represented over 40% of transit operator new hires in 2021, 2022 and 2023

Refocus Recruitment and Outreach Strategies (Action #5)

31

Neighborhood
Improvement Areas

200

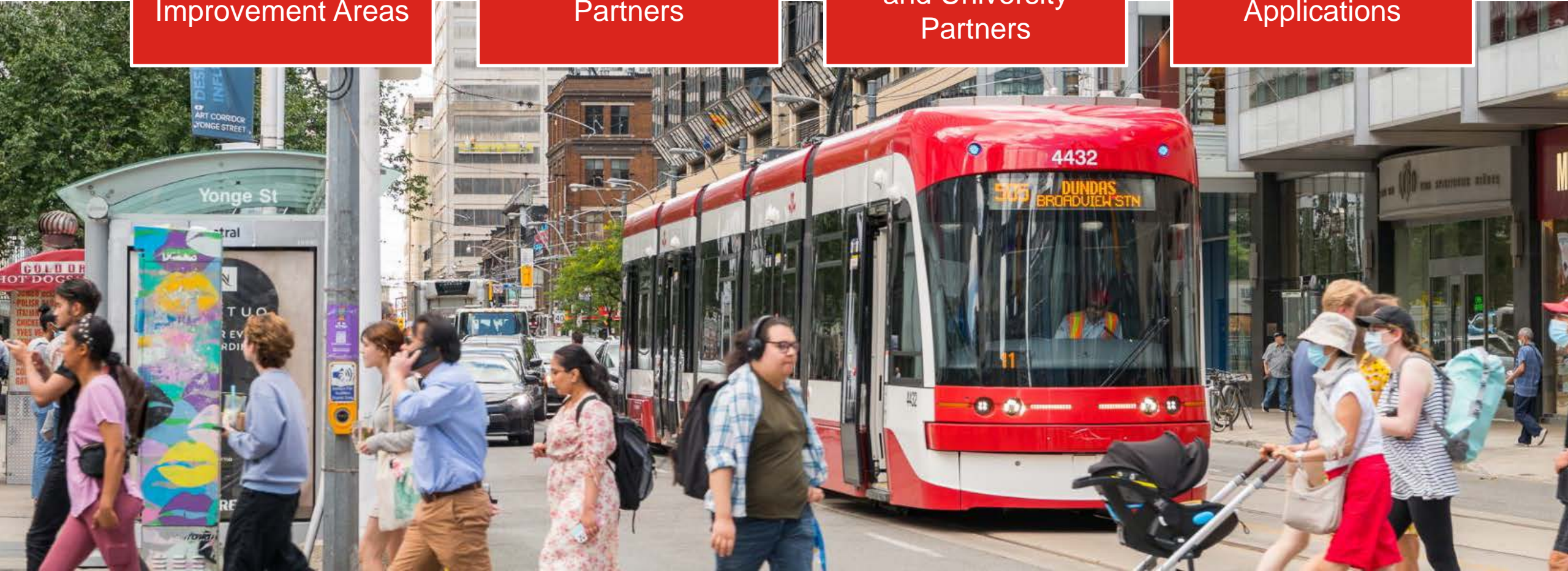
Employment
Partners

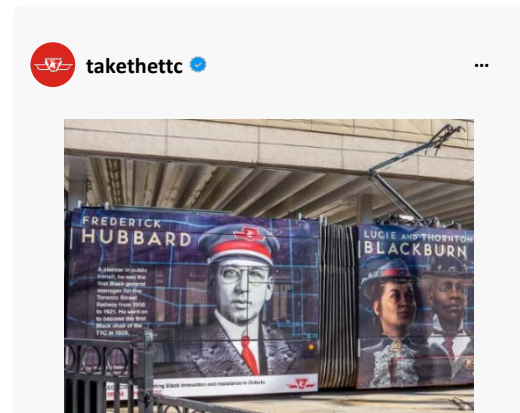
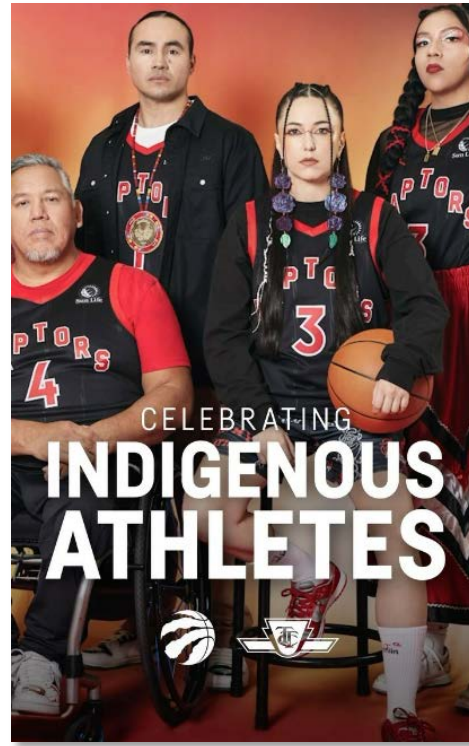
12+

College, High School
and University
Partners

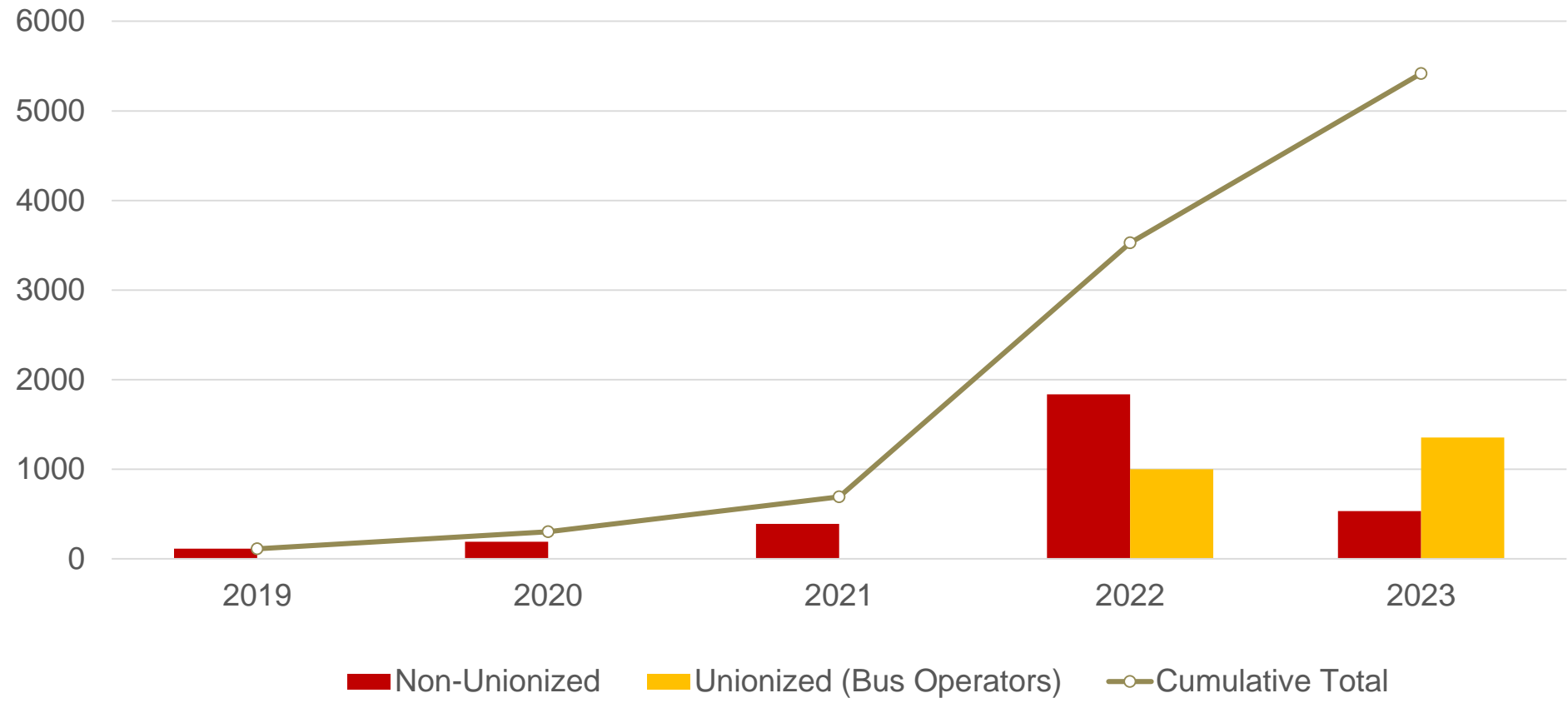
12000+

Transit Operator
Applications





Greater Organizational Training (Action #7)



Over 5,000 employees have completed the Confronting Anti-Black Racism (CABR) training. In 2023, we saw the highest completion rates for operators in the CABR training program



Procurement Equity (Action #8)

1

Build a
Future-Ready
Workforce

- ❑ Corporate EDIA and green procurement goals embedded into procurement policy.
- ❑ Evaluation of vehicle bids for hybrid and electric buses include environmental “green” components along with procurement equity factors to gauge and score bidders' commitment to EDI and sustainability.
- ❑ Procurements in development will include strategies to increase equity and diversity in the contractors' workforce on specific TTC projects; contractor required to collect demographic data while maintaining diverse workforce targets.



DCG continues to work with Procurement and Category Management (PCM) Group towards a procurement equity strategy, to support the changes to the existing Procurement policy.

Revenue Protection and Special Constable Culture Change (Action #9)

1
Build a Future-Ready Workforce



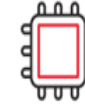
Structure for Success



Modernize policy, procedures, standards and programs



Overhaul Training and Monitoring Systems



Update Technologies

Department Reorganized

Body-Worn Camera and In-Car Camera Policy development and consultation

Hiring Practices that Promote Diversity, Equity and Inclusion

Use of Discretion Policy development and consultation

Mobile By-Law Ticketing

Use of Force Policy development and consultation

Hand-Held Point of Sale Device Refresh in 2023

Anti-Racism, Mental Health, and Confronting Anti-Black Racism Training



International Best Practices and Partnerships (Action #10)

Interview: How the TTC's first-ever chief diversity, culture officer is driving change



Human Resources Management Institute Canada **Invitee** for Insights from Thought Leaders, Initiatives Launched, Best Practices Employed, and Lessons Learned



MBTA Virtual Peer-to-Peer Exchange: New Hire Recruitment, Hiring, On-Boarding

51st National Meeting and Training Conference

Presenter: Creating a Culture of Inclusivity



TTC received the Marketing and Communications **Award** for the *Be Essential*. The Employer Brand campaign contributed to enhancing gender diversity within the organization, and highlighted roles in IT, HR, finance, and management positions.



COMTO A View From the Whitehouse: **Briefing and presentation** that was shared by Ryan Berni, Senior Advisor to the President of the United States for Infrastructure Implementation and Jobs Act (IIJA)..



APTA Transformation Conference & EXPO 2023 **Presenter:** Workforce Success Stories: Learn from Today, Prepare for Tomorrow



2021



COMTO Lessons Learned **session:** Introducing a 10-Point Plan for Diversity and Inclusion at the TTC

2022



First Canadian transit agency invited to join the Board as a **Board Member At-Large Member**

2023



Forbes - Canada's Best Employers for Diversity 2023

TTC received the Equity, Diversity and Inclusion **Award** at the launched partnership with Special Olympics Ontario, promoting inclusion for people with intellectual disabilities through sports



52nd Annual National Meeting and Training Conference
COMTO National Board of Directors Meeting
COMTO 2023 Celebrating Women Who Move The Nation!

CUTA's 2023 Annual Conference and Transit Show **Presenter:** Reshaping and Diversifying the TTC: *Recruiting in a Post-COVID World*



The Road Ahead – Key Initiatives for 2024 and Beyond

Action	Focus	Initiatives
1	Structure for Success	<ul style="list-style-type: none"> Launch new Women and Diversity Committee structure
2	Appoint a third party advisor to review and assess existing practices	<ul style="list-style-type: none"> Anti-Racism Strategy and Policy Implementation Inclusion Charter
4	Recruit women and increase diversity in Transit Operations	<ul style="list-style-type: none"> 40% representation of women commitment expanded to include non-unionized roles Implement women and gender-diverse safety audit
5	Refocus Recruitment and Outreach Strategies	<ul style="list-style-type: none"> Truth & Reconciliation Action Plan Outreach Employee Accessibility Strategy & Plan Outreach Neurodiversity in TTC Initiative pilot program Outreach Racial Equity Advisory Committees (REACs) for Staff and for customers
7	Greater Organizational training	<ul style="list-style-type: none"> Develop mentorship program for Black and racialized staff Review EDIA offerings in the Management Essentials Program Partner with Upskill to launch Inclusive Leadership Program
8	Establish a procurement policy grounded in equity and diversity	<ul style="list-style-type: none"> Launch RFP for advisor and procurement equity to develop TTC's fulsome procurement equity program
10	Learning from International Best Practice and develop strategic partnerships	<ul style="list-style-type: none"> Employee Resource Groups (ERGs)







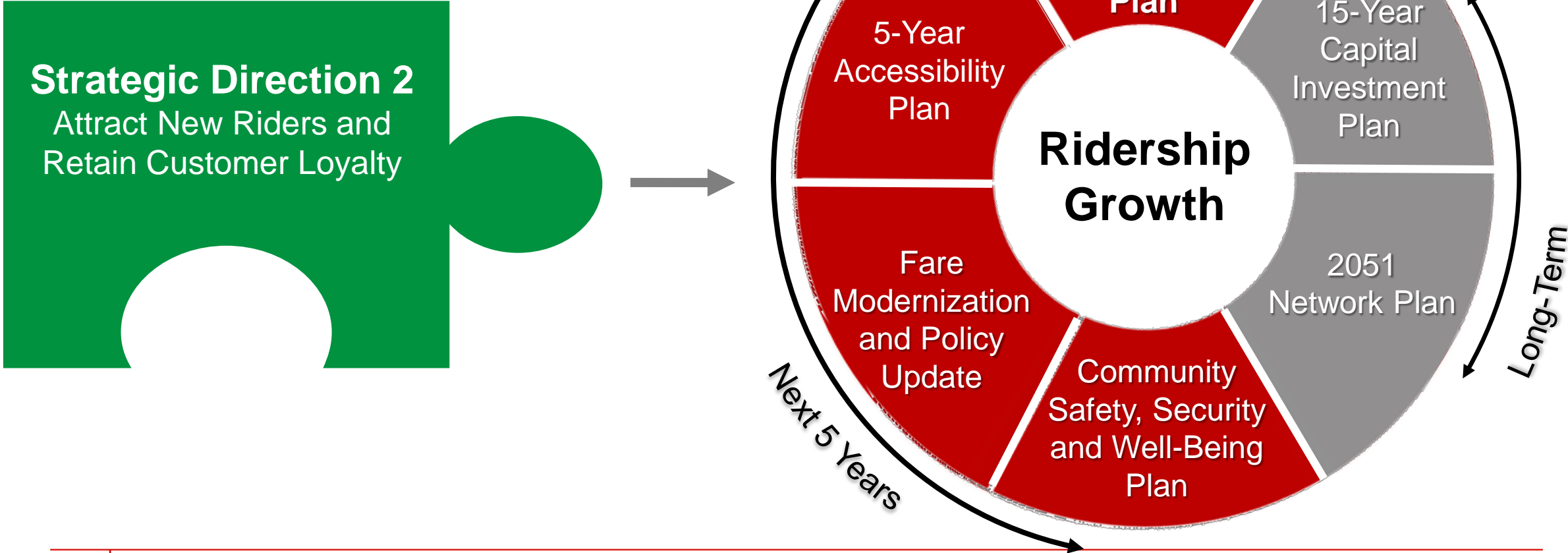
5-Year Service & Customer Experience Action Plan

Wendy Reuter
Acting Chief Strategy and Customer Officer

April 2, 2024



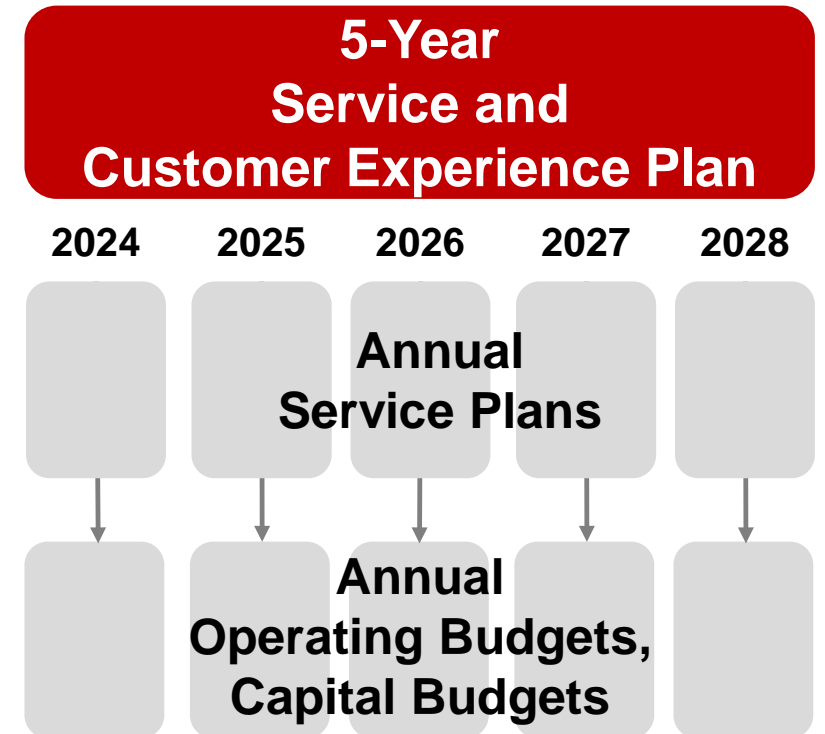
TTC Corporate Plan drives Strategic Directions



5-Year Service & Customer Experience Action Plan

Is a 5-year business plan

- Blueprint to attract new and retain existing riders
- Identifies resource and funding requirements based on service needs and customer experience opportunities
- Guides annual service plans and future operating budgets and capital budgets



Factors Considered when Preparing the Action Plan



Strategic Documents

- Province
- City
- TTC
- Peer transit agencies
- Industry trends and best practices



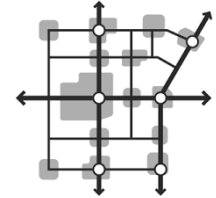
City Indicators

- Population growth
- Employment growth
- Development applications
- Economic indicators



Demographic Insights

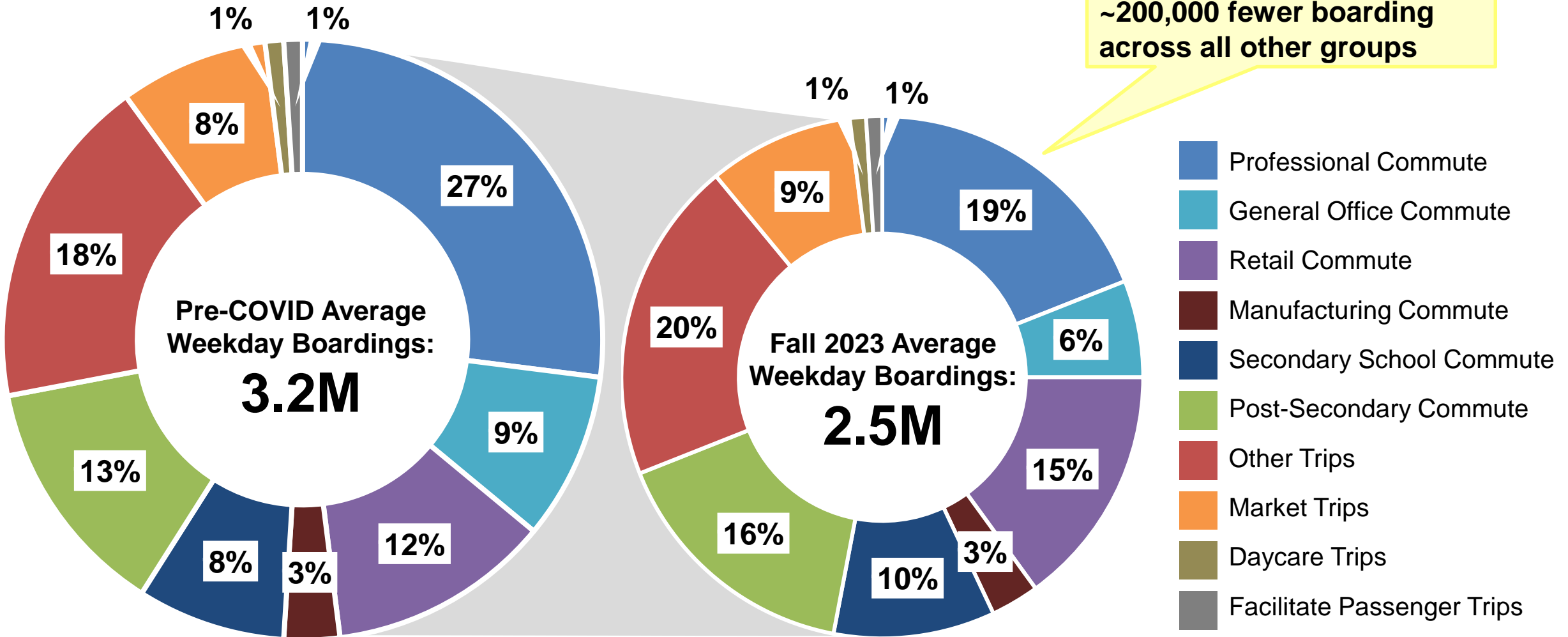
- Age
- Income
- Housing
- Diversity
- Equity



Ridership, Operational, Customer Trends

- Travel trends
 - **Hybrid work**
- Route + network analysis
 - **Fare integration**
 - **Congestion**
- Operational performance
 - **Congestion**
- Customer feedback

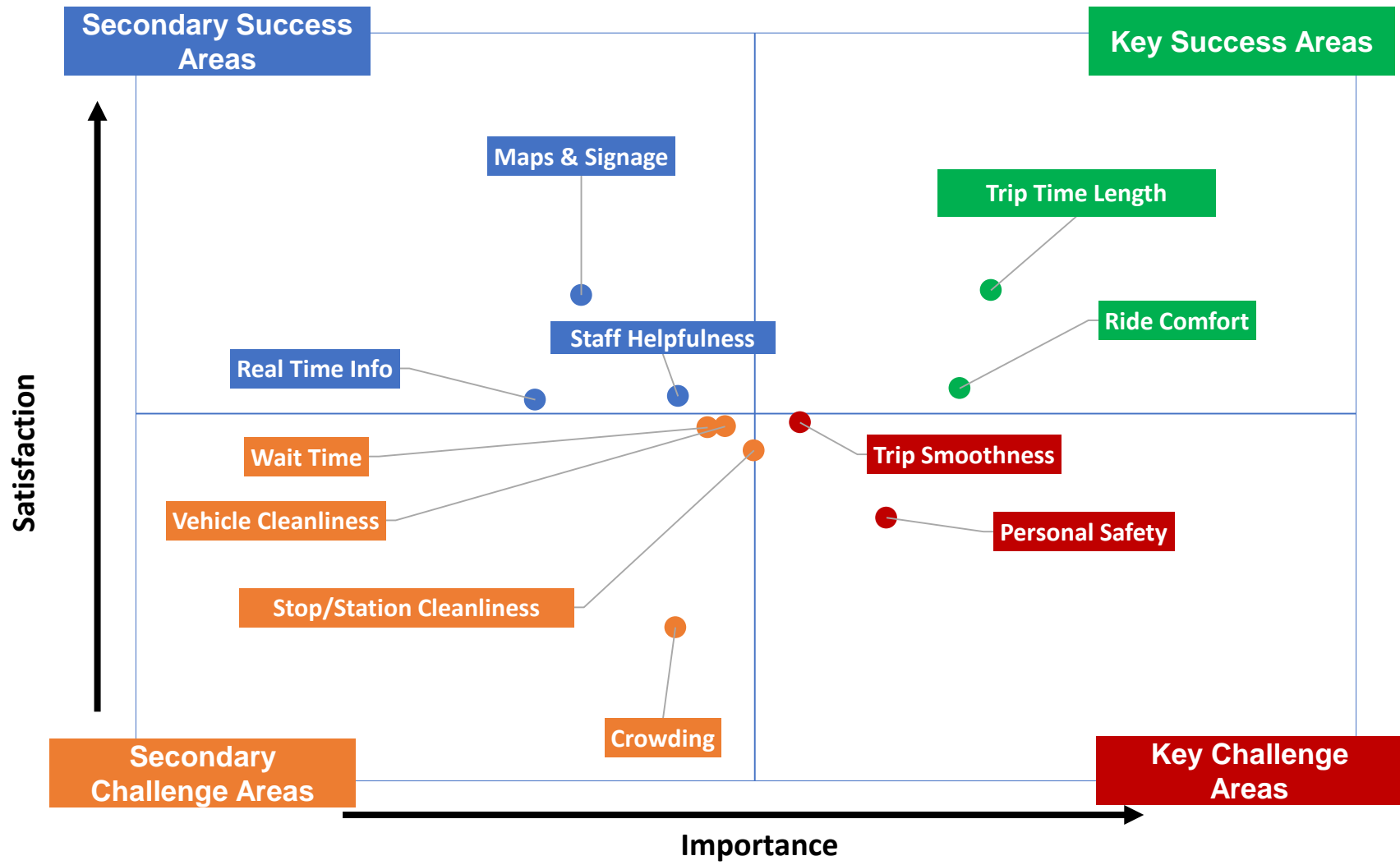
Why our Customers use the TTC



Approximately to scale; By Trip Purpose, 2016 TTS & Estimated Trip Purposes, Winter 2024



What our Customers Want - Macro View



Customers strongly value the basics – Fast, Reliable, Safe and comfortable service



What our Customers Want - Plan View



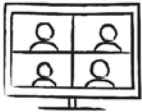
2,913

Survey participants



300+

Pop-up participants



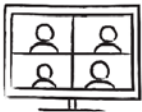
23

Community partner meeting participants



19

TTC employee focus group participants



20

Customer focus group participants



540

People engaged by Youth Ambassadors

"Improving service reliability is the single greatest improvement that will impact my experience with the TTC."

"Improving service should not just be about increasing frequency (albeit this is important) but also about speed improvements and reliability. "

"We just want transit that's frequent and reliable."

| Improvements to Surface Transit are Critical



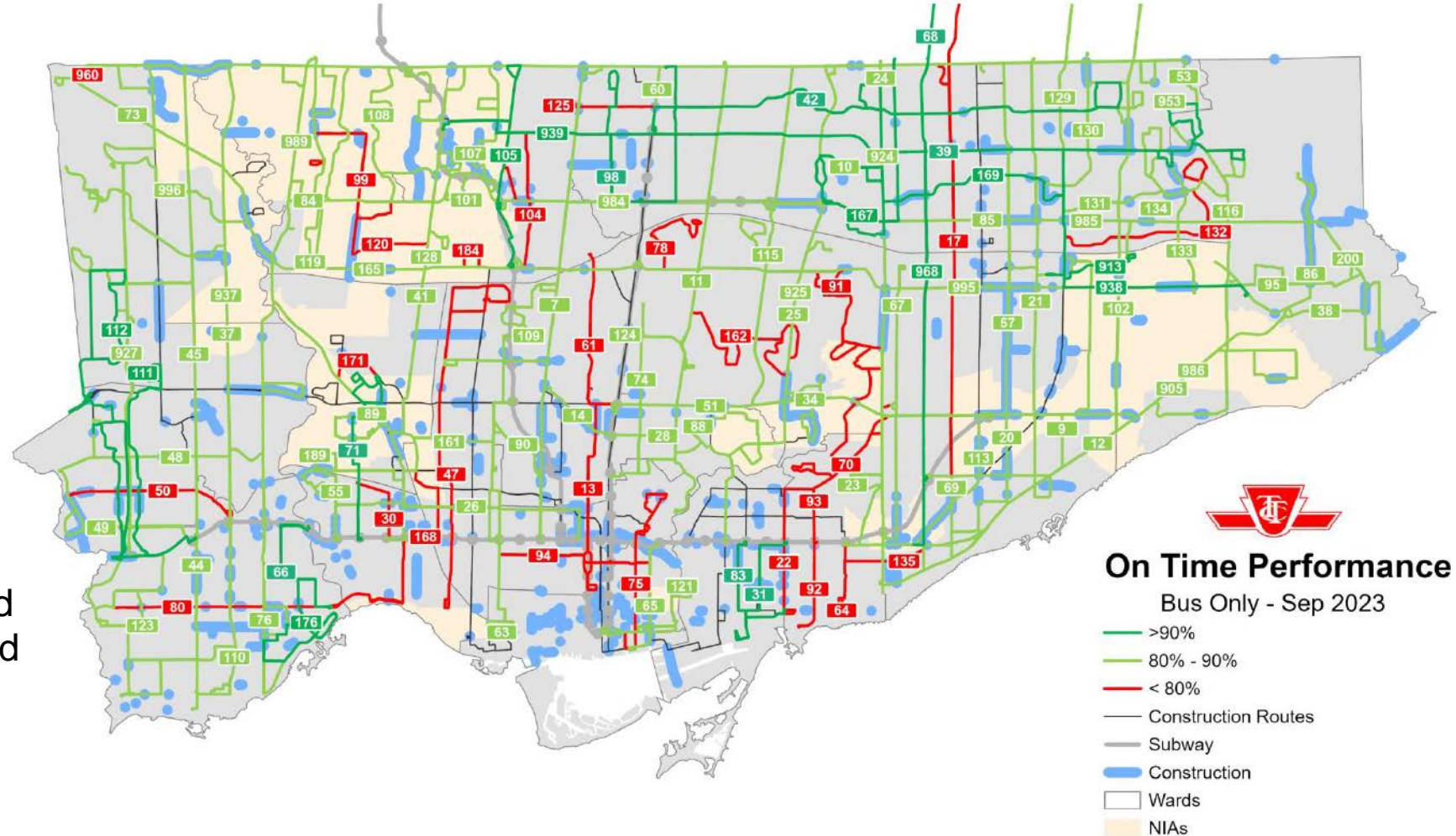
Customers value Fast, Frequent, and Reliable Service

Nearly all routes
operate in mixed traffic

Increases in traffic congestion
result in slower and more
unreliable service

Many routes require schedule
improvements to ensure
service is being delivered
as advertised

Must continue the work started
in first 5-Year Service Plan and
implement transit priority on
Jane, Finch East, Dufferin,
Steeles West



TTC R&A 06-11-2023 DRG. No. 12604b



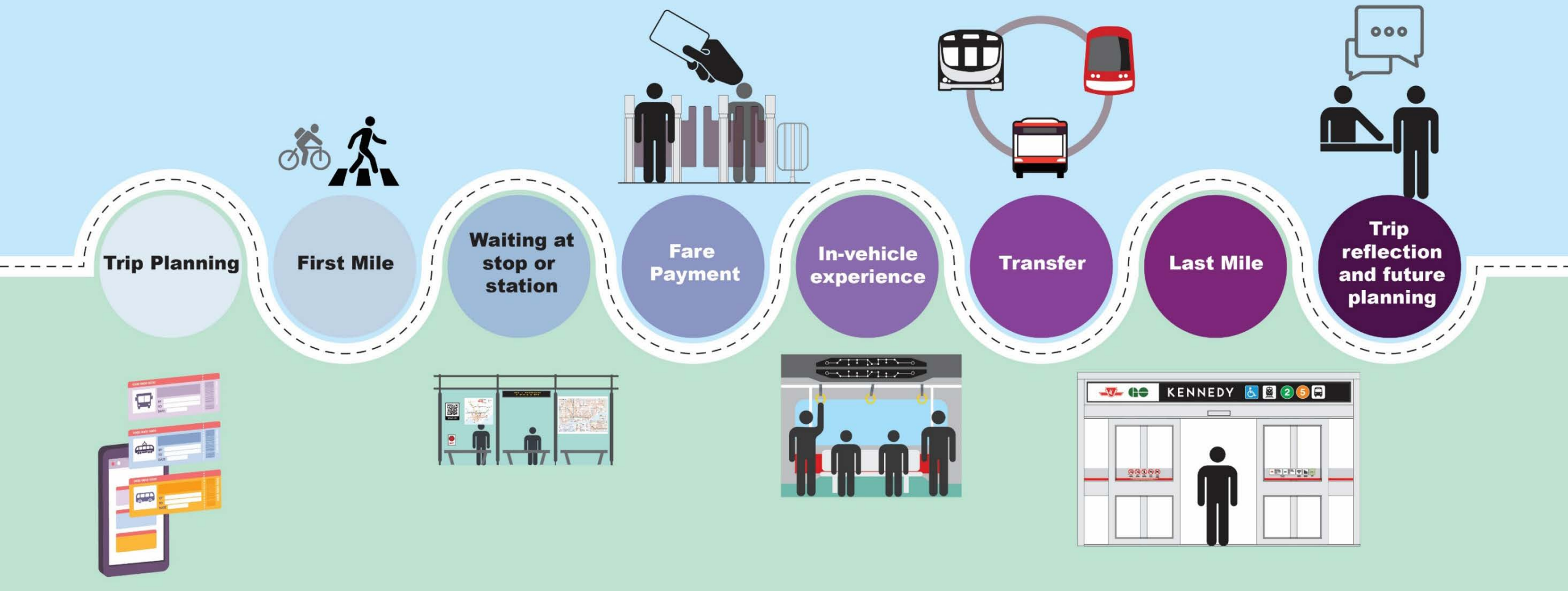
Plan's Vision

Focus on improvements that enhance

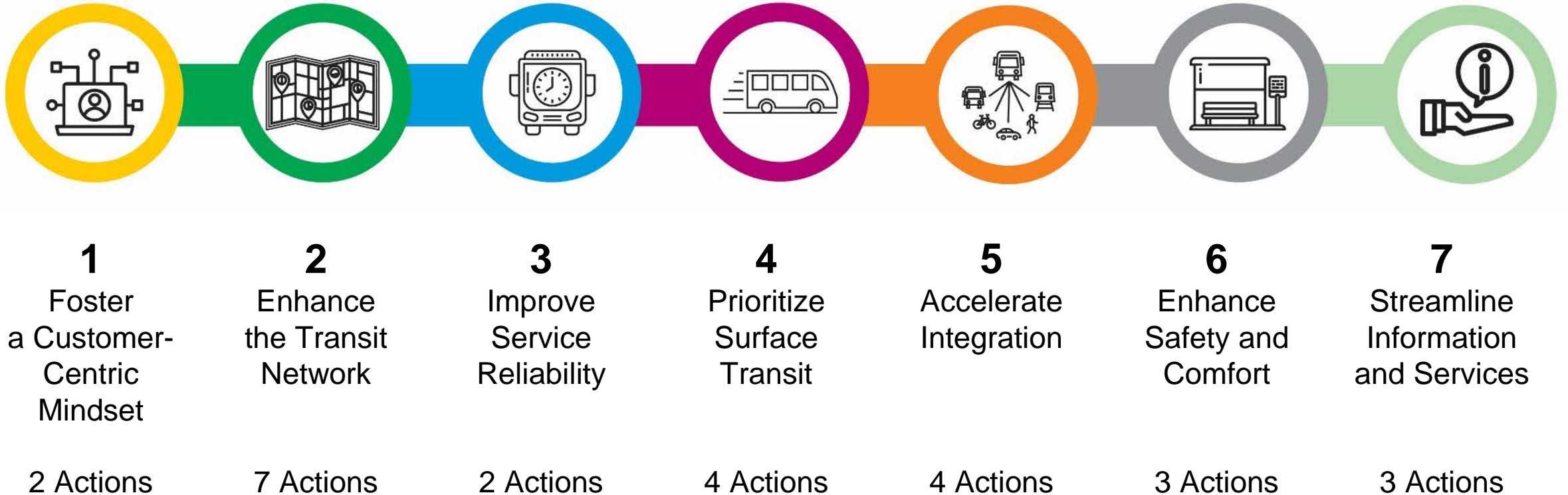
TTC's core competency:

Mass transit – Moving large volumes of customers
safely, reliably, and swiftly across Toronto
and improving how customers experience the system

Improve the End-to-End Customer Journey



Plan Framework – 7 Opportunities and 25 Actions



Pillar 1: Foster a Customer-Centric Mindset



1.1 Reinforce the organizational commitment to customer service



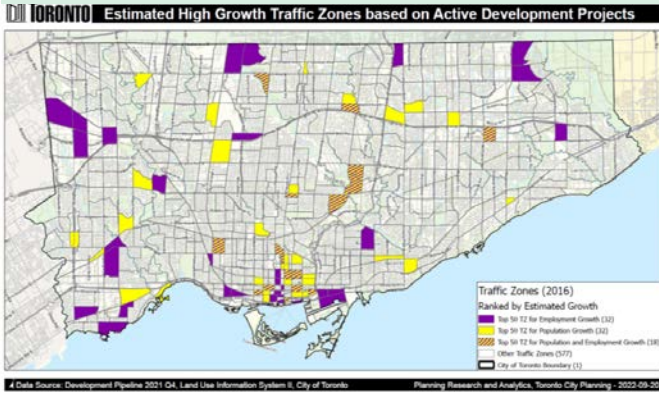
1.2 Elevate the importance of on-going public engagement



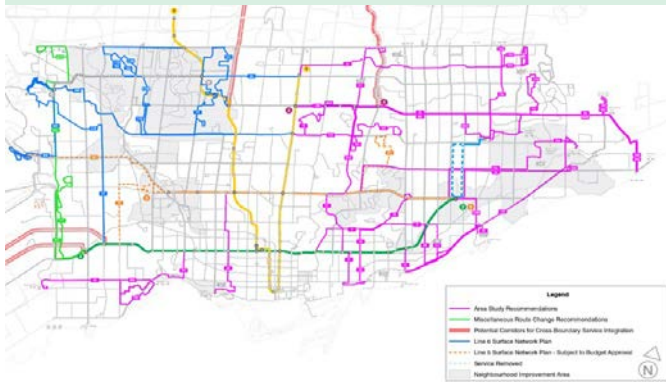
Pillar 2: Enhance the Transit Network



2.1 Accommodate population and employment growth



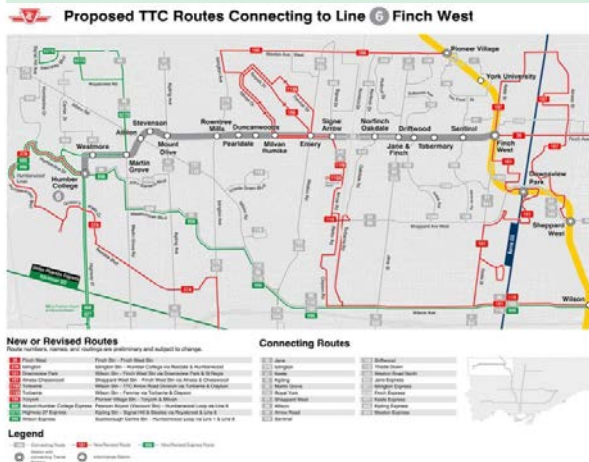
2.2 Implement new services to address travel patterns



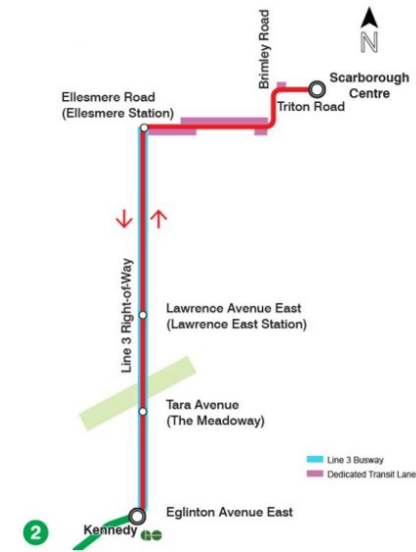
2.3 Open Line 5 – Eglinton



2.4 Open Line 6 – Finch West



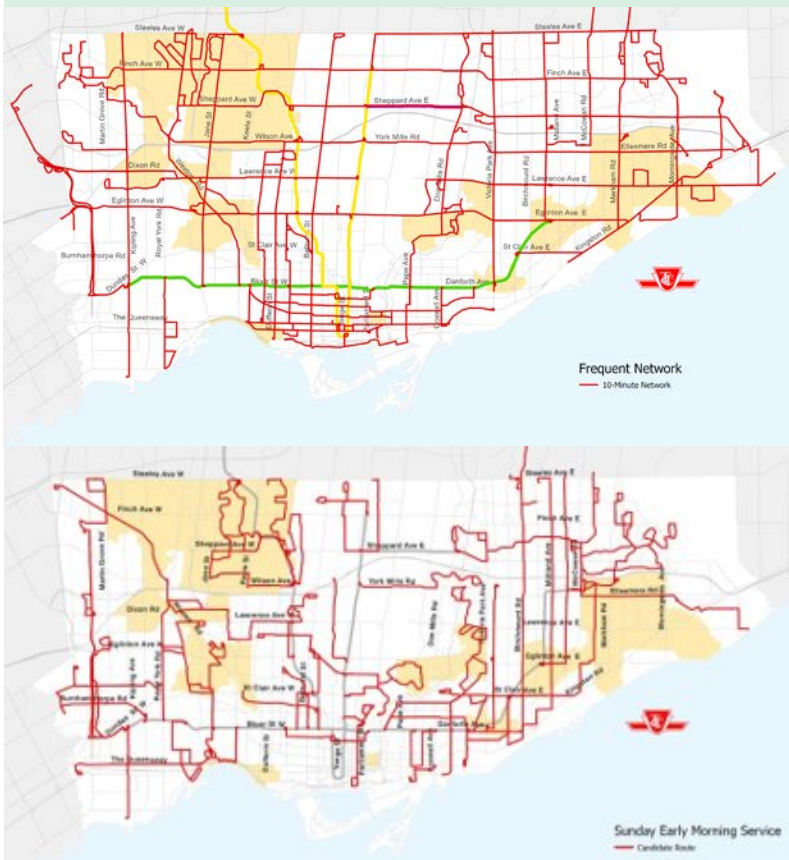
2.5 Implement Line 3 future busway



Pillar 2: Enhance the Transit Network



2.6 Restore and enhance service standards



2.7 Enhance service planning equity lens



Pillar 3: Improve Service Reliability



3.1 Improve service reliability



Continuously review transit schedules
Review service reliability metrics



Improve weekend and overnight schedules to
reflect operating conditions



Deploy automated monitoring and operator training
and counselling to improve on-time departures
Evaluate the success of the active and passive
route supervision pilot



Review infrastructure needs at the end-of-line
points to ensure they meet operational needs

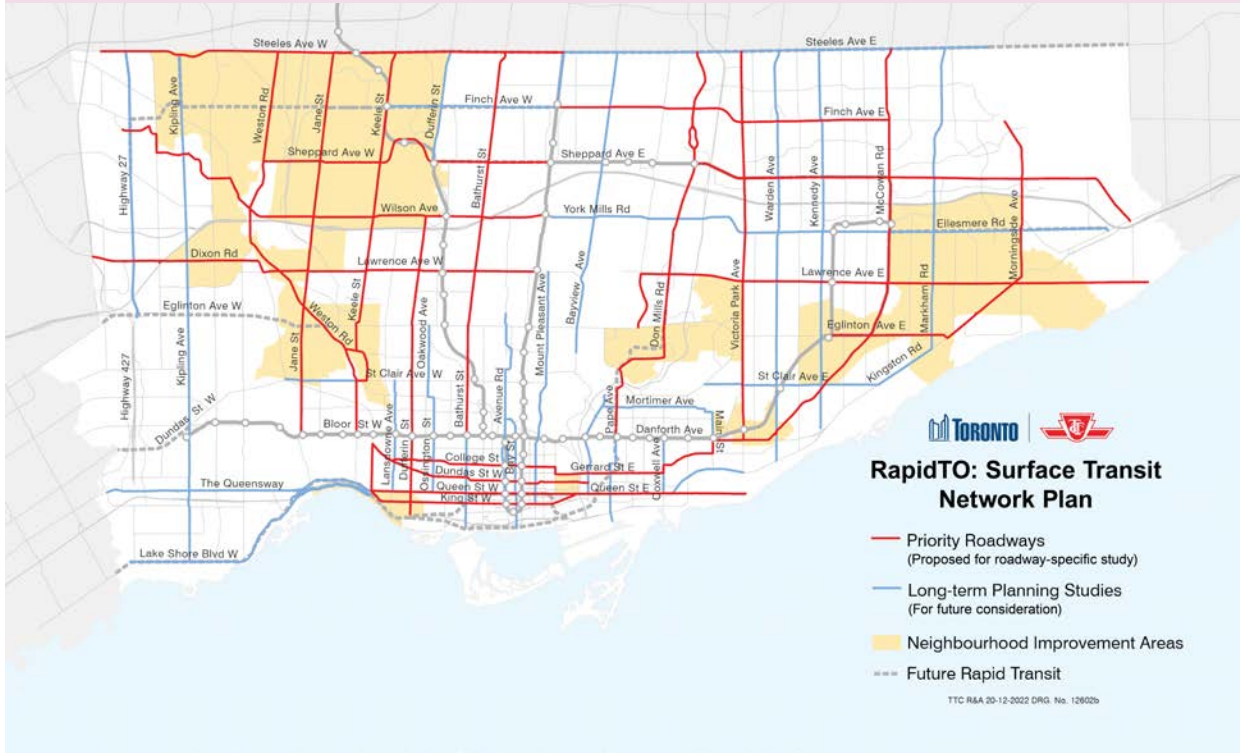
3.2 Doing disruptions differently



Pillar 4: Prioritize Surface Transit



4.1 Implement RapidTO



4.2 Implement targeted regulatory transit priority measures



4.3 Implement more transit signal priority



4.4 Implement more queue jump lanes



Pillar 5: Accelerate Integration with Regional Transit Partners and Complementary Codes of Transport



5.1 Implement fare and service integration



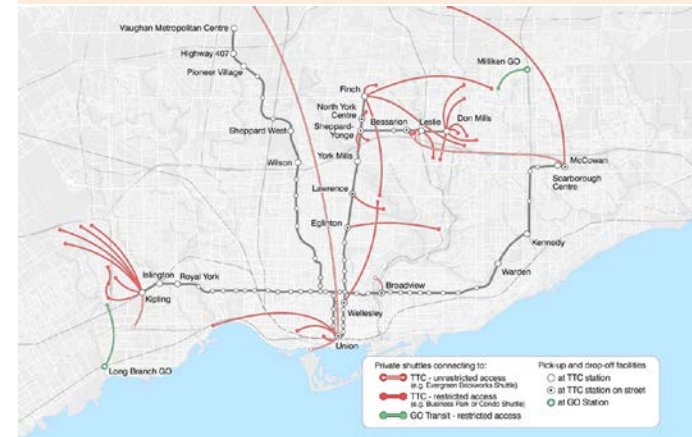
5.2 Enhance integration with cycling



5.3 Enhance pedestrian pathways to TTC



5.4 Improve microtransit and review micromobility connection opportunities



Pillar 6: Enhance Safety and Comfort at Stops, Stations, and in Vehicles



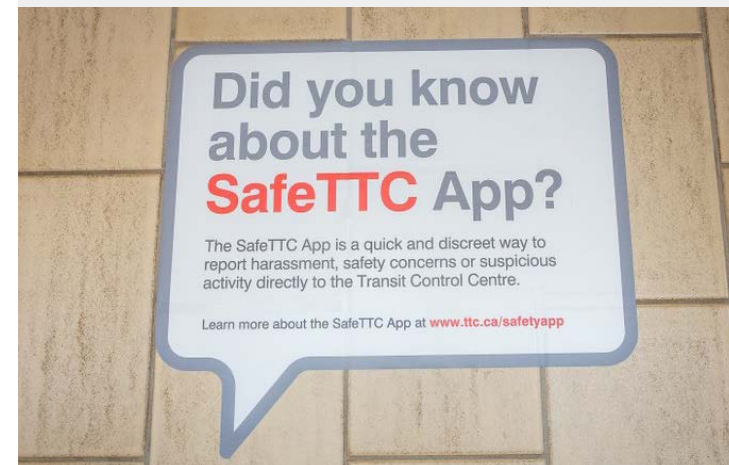
6.1 Improve the comfort and convenience of stop areas



6.2 Improve the comfort and convenience of stations and vehicles



6.3 Prioritize safety and security



Pillar 7: Streamline Information and Services



7.1 Improve customer service and loyalty



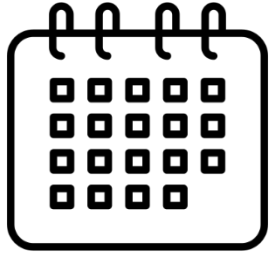
7.2 Improve customer education and awareness



7.3 Provide customers with accurate, accessible, and timely information



Benefits and Investment Requirements



5-Year Plan

- Investment packages for every year of plan
- Needs based
- Enhancements to accelerate growth



Benefits

- Ridership growth
- Economic
- Social
- Environmental



Fleet and Facilities

- Bus
- Streetcar
- Subway



Financial Summary

- Capital costs
- Operating costs



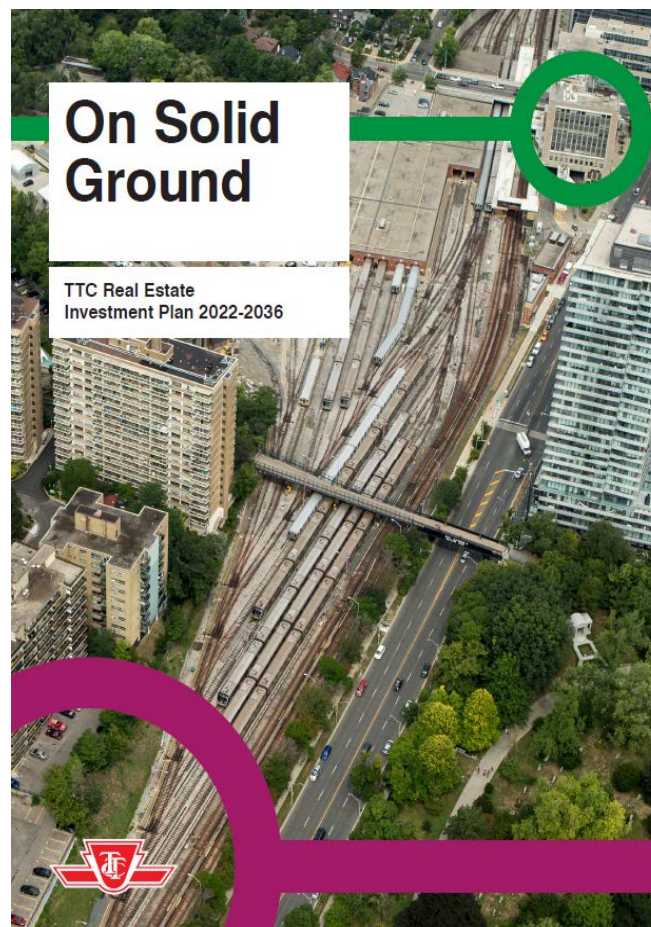
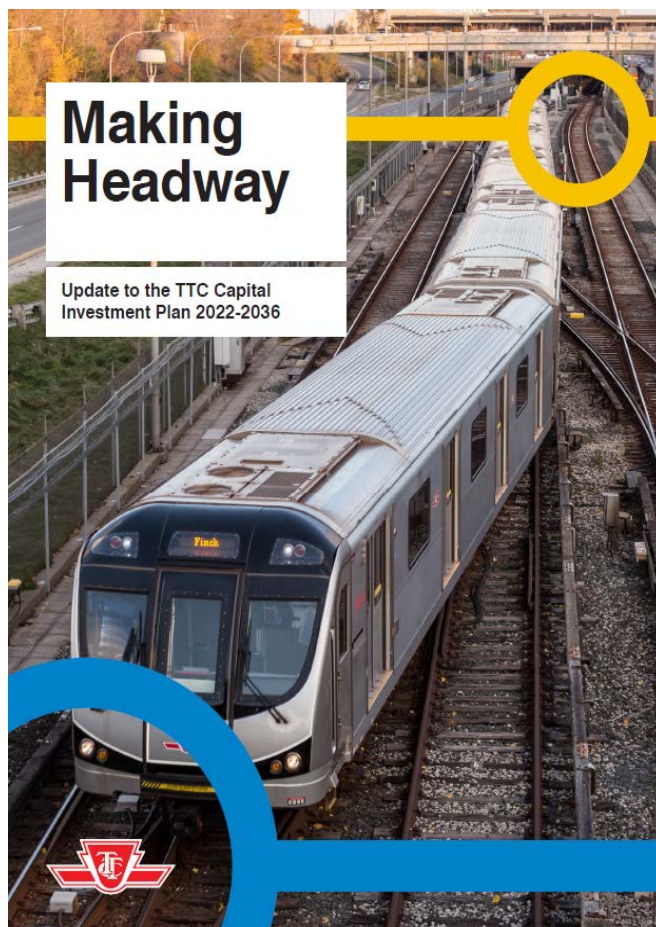


Capital Funding Pressures

Josie La Vita, Chief Financial Officer

April 2nd, 2024

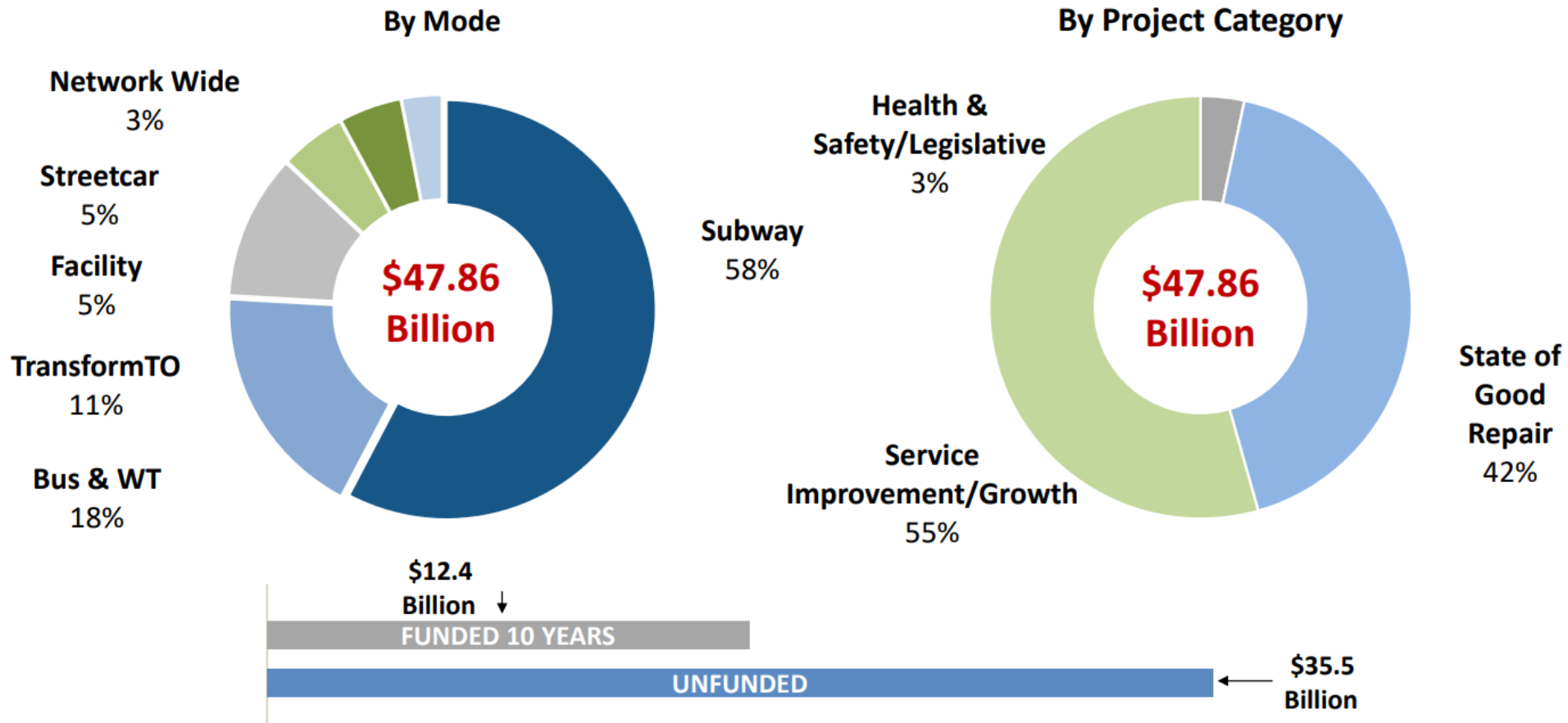
Benefits of Integrated Capital Investment Planning



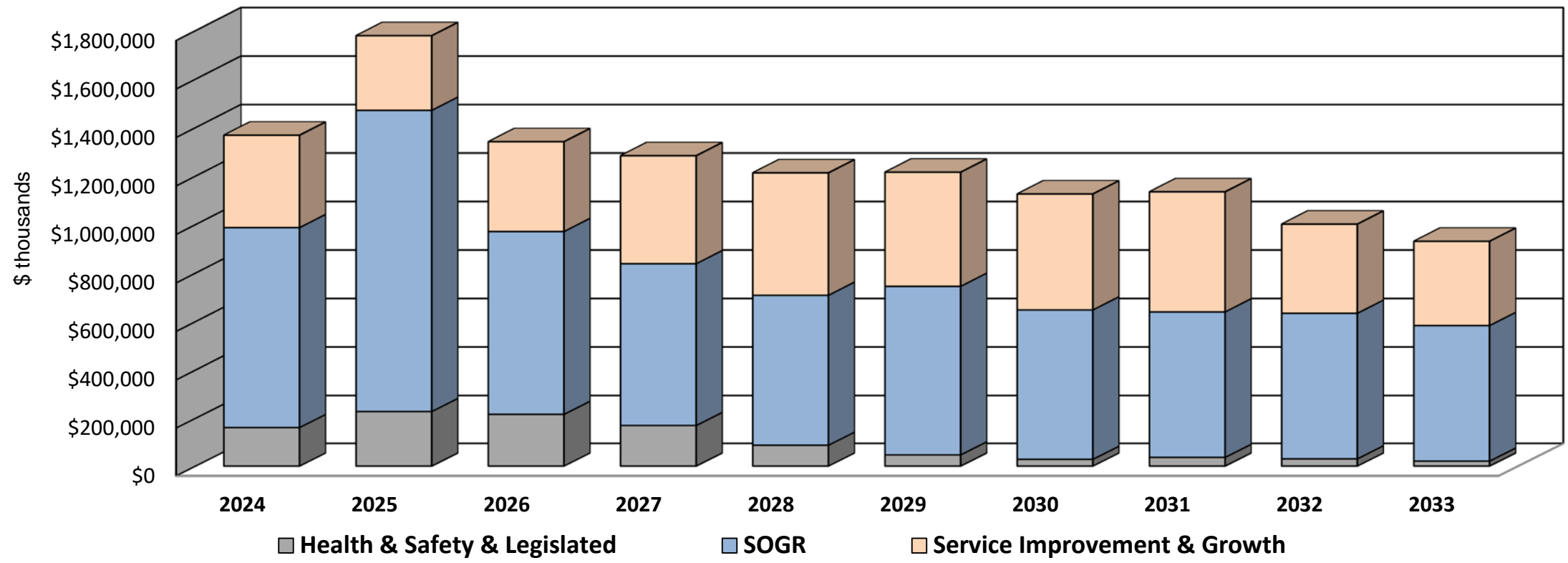
\$10.6 billion incremental funding commitments since 2019:

- **\$1.3B** Provincial / Federal matching funding for:
 - Bloor-Yonge
 - Streetcar Program
- **\$349M** matching Federal funding for ebuses and charging systems
- **\$8.95B** City funding mostly due to increase in the City Building Fund

\$35.5B of the \$47.9B Capital Investment Plan is Unfunded



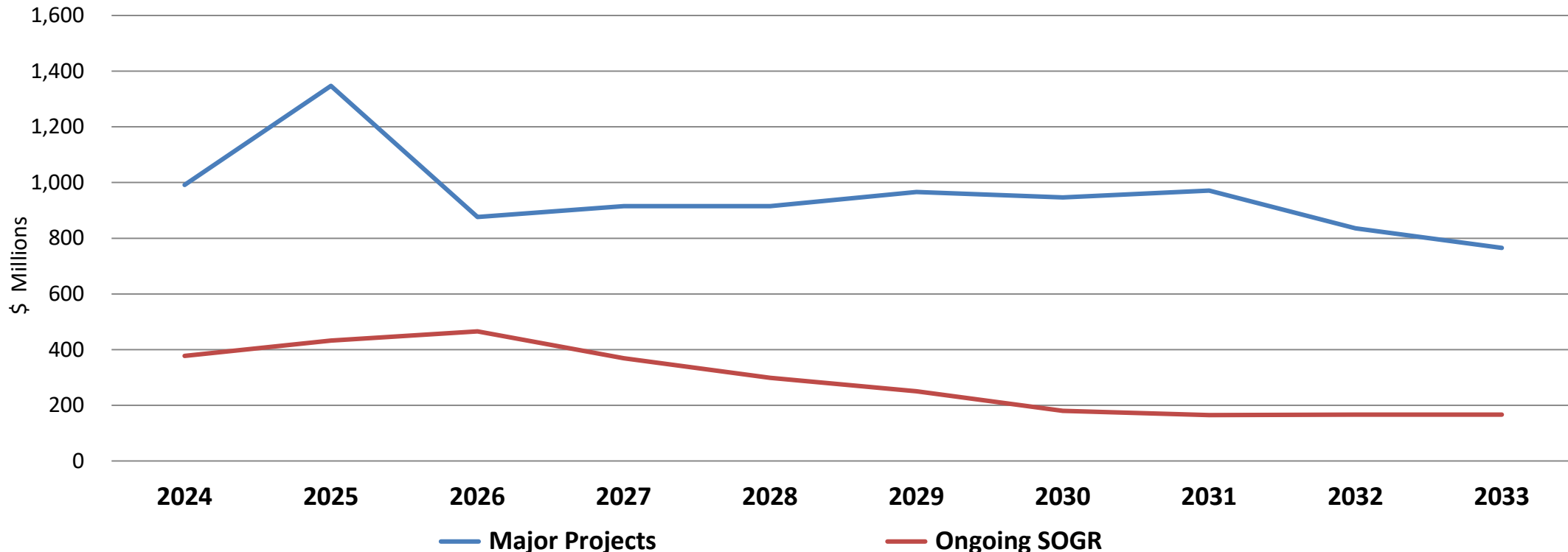
10-Year Capital Budget & Plan By Project Category



2024 - 2033 Recommended Capital Budget and Plan by Category												
\$ thousands	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total	% Share
Health & Safety & Legislated	161,327	228,289	216,551	169,913	87,228	46,871	28,284	36,441	30,269	20,886	1,026,059	8%
SOGR	826,235	1,242,964	754,876	668,687	621,074	698,457	619,681	603,380	603,794	562,603	7,201,750	58%
Service Improvement & Growth	381,107	307,940	370,415	445,455	505,097	470,764	478,304	495,353	367,839	347,637	4,169,912	34%
Total	1,368,669	1,779,193	1,341,842	1,284,055	1,213,399	1,216,091	1,126,270	1,135,175	1,001,901	931,126	12,397,721	



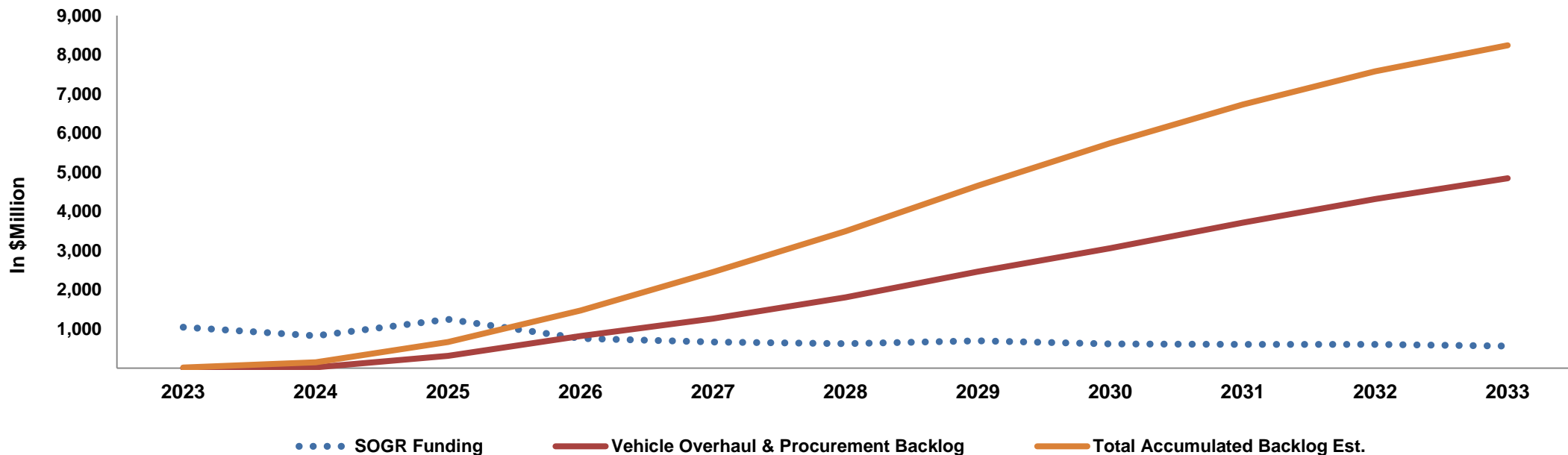
62% Decline in Ongoing SOGR Funding Beginning in 2026



2024 - 2033 Capital Budget and Plan												
(\$ thousands)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-Year Total	% of Total
Major Projects	991,132	1,346,730	876,380	915,411	914,890	965,606	946,574	970,739	835,680	765,026	9,528,166	77%
Ongoing SOGR	377,537	432,463	465,462	368,644	298,510	250,486	179,697	164,436	166,221	166,100	2,869,555	23%
Total 2024-2033 Budget	1,368,669	1,779,193	1,341,842	1,284,055	1,213,399	1,216,091	1,126,270	1,135,175	1,001,901	931,126	12,397,721	100%



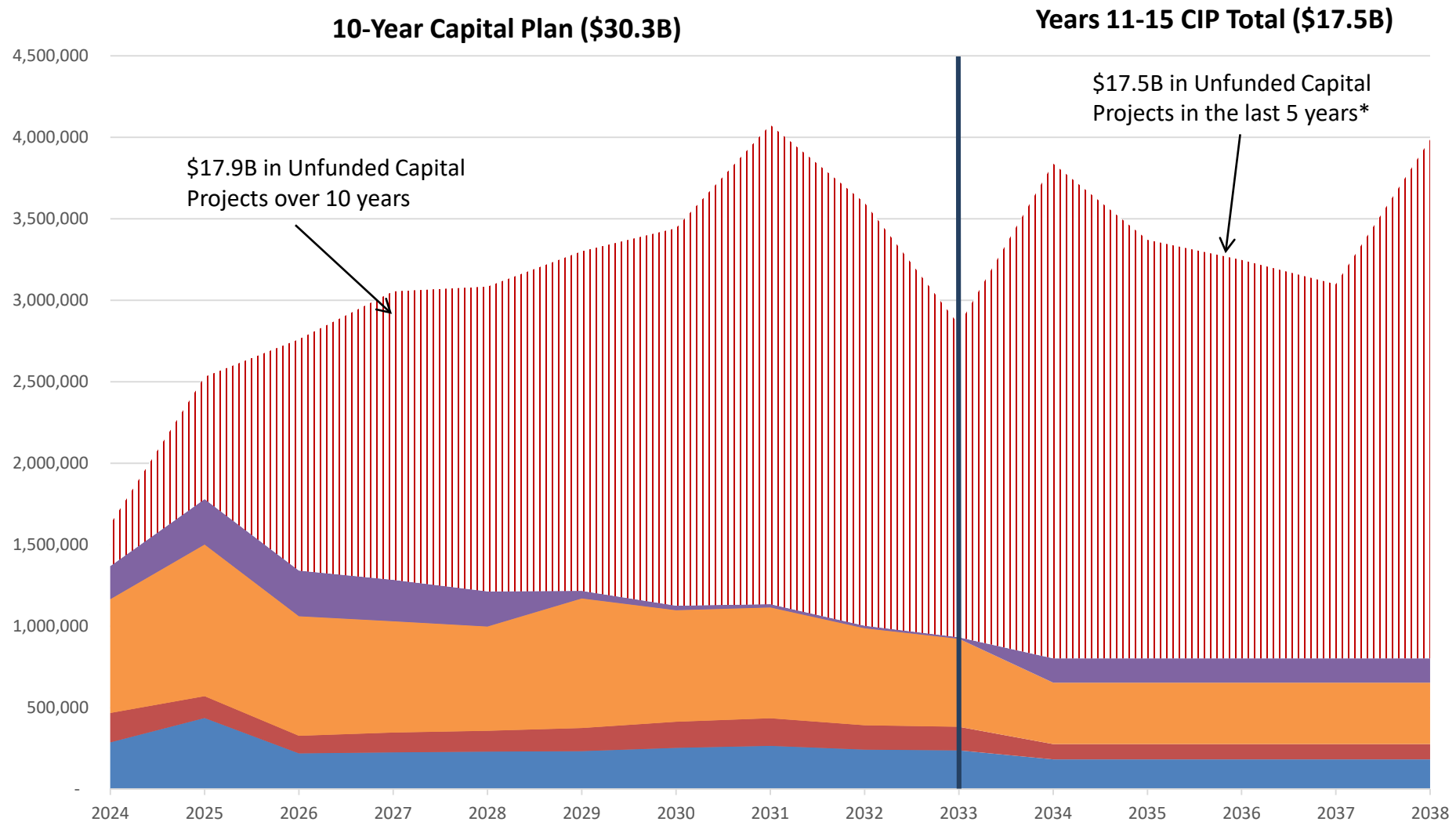
State of Good Repair (SOGR) Funding and Backlog



\$ Million	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
SOGR Funding	1,043.7	826.2	1,243.0	754.9	668.7	621.1	698.5	619.7	603.4	603.8	562.6
Vehicle Overhaul & Procurement Backlog	0.0	19.7	313.9	818.1	1,260.9	1,805.6	2,463.2	3,061.7	3,713.9	4,316.5	4,846.7
Accumulated Backlog (Excluding Vehicle OH & Procurement)	16.8	129.5	349.7	651.0	1,192.2	1,687.7	2,195.1	2,681.0	3,013.4	3,259.5	3,396.7
Total Accumulated Backlog Est.	16.8	149.2	663.7	1,469.2	2,453.0	3,493.3	4,658.3	5,742.7	6,727.3	7,576.1	8,243.5
Backlog as % of Asset Value	0.1%	0.6%	2.4%	5.1%	8.1%	11.0%	14.0%	16.5%	18.5%	19.9%	20.7%
Total Asset Value	25,177.6	26,360.9	27,599.9	28,897.1	30,255.3	31,677.3	33,166.1	34,724.9	36,357.0	38,065.7	39,854.8



Capital Investment Plan: Funding Overview



Funding Unmet Capital Priorities

10-Year: \$7.0B
Annual: \$0.7B

	Eglinton East LRT \$4.5B 10-Year \$445 M Annually
	Waterfront LRT \$2.6B 10-Year \$255 M Annually

10-Year: \$3.3B
Annual: \$0.3B

Platform Edge Doors \$252 M 10-Year \$25 M Annually
TransformTO \$3.1 B 10-Year \$311 M Annually

Platform Edge Doors \$4.1 B 15-Year \$273 M Annually
TransformTO \$5.3 B 15-Year \$356 M Annually

15-Year: \$9.4B
Annual: \$0.6B

10-Year: \$14.5B
Annual: \$1.4B

Growth \$2.4 B 10-Year \$240 M Annually
Service Improvement \$3.5 B 10-Year \$347 M Annually
H&S, LEGIS, SOGR \$8.6 B 10-Year \$862 M Annually

Growth \$4.9 B 15-Year \$324 M Annually
Service Improvement \$7.6 B 15-Year \$504 M Annually
H&S, LEGIS, SOGR \$13.5 B 15-Year \$902 M Annually

15-Year: \$26.1B
Annual: \$1.7B

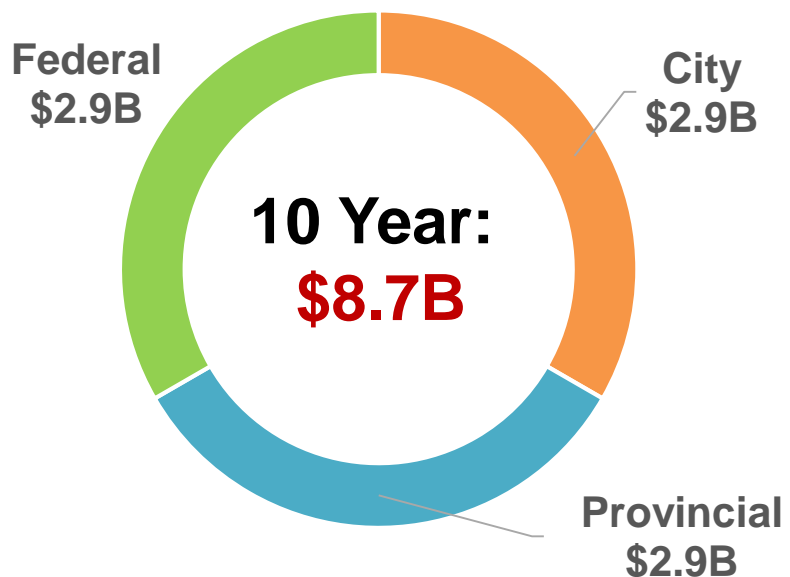
10 Year Unfunded Needs

15 Year Unfunded Needs

Funding Requirements: Health & Safety, Legislative, SOGR

10 Year Requirement: \$8.7B
(\$868M Annually)

Cost to Fully Fund



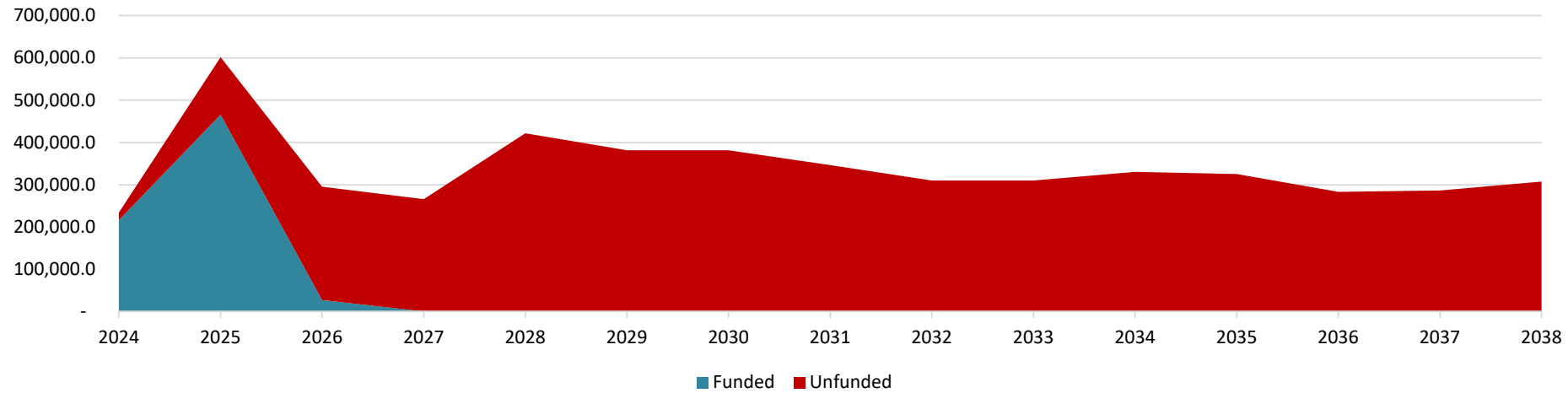
15 Year Requirement: \$13.6B
(\$906M Annually)

Projects (\$Millions)	10 Year Unfunded	15 Year Unfunded	
Purchase of Hybrid / Electric Buses	2,669.6	4,019.2	Bus
Bus Overhauls	252.5	655.2	
Purchase of Wheel-Trans Buses	168.2	351.5	
Purchase of Subway Cars - T1 Replacement	1,265.8	1,591.5	Subway
Line 2 ATC	-	273.5	
Subway Overhauls	115.7	252.8	
Streetcar Overhaul	374.9	493.0	Streetcar
Surface Track	37.4	276.3	
Facility Renewal	668.6	769.7	Facility
Major Control Center	458.8	458.8	
Roofing Rehabilitation	229.0	282.6	
Equipment (inc. Charging Infrastructure)	1,301.9	1,762.7	All modes
Signals / Electric / Communications	427.3	880.2	
Bridges and Tunnels	29.0	286.7	
Other H&S, LEGIS and SOGR Projects	630.5	1,183.9	
Total H&S, LEGIS and SOGR Unfunded	8,629.3	13,537.6	

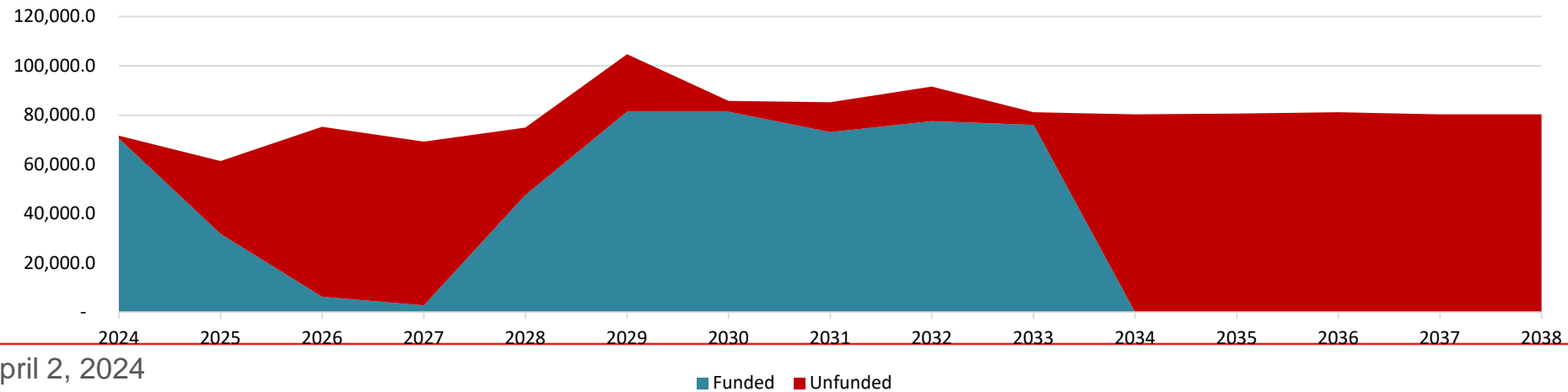


Funding Requirements: Bus Fleet

Conventional and WT Bus Procurements

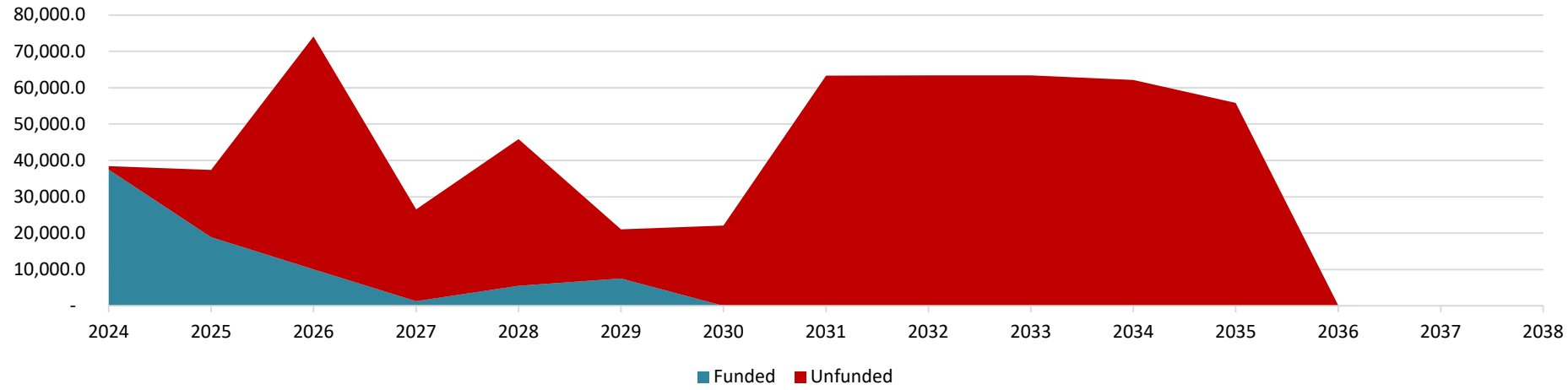


Bus Overhaul

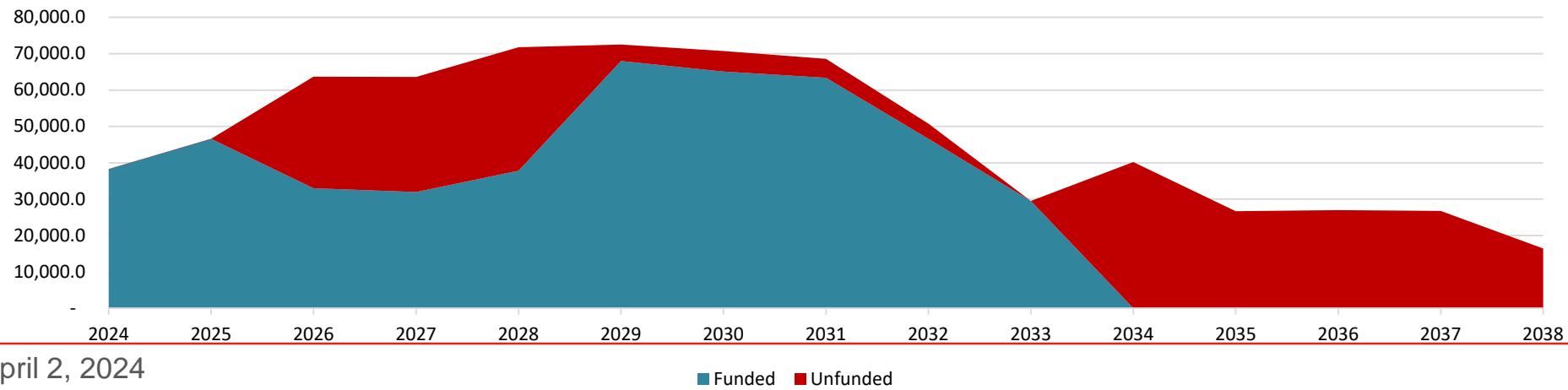


Funding Requirements: Subway and Streetcar Overhaul

Streetcar Overhaul



Subway Car Overhaul



2025 Outlook

- Need for incremental funding of \$1.4 billion annually to 2033, to cover base system needs
- Matching funding from City needed to leverage future intergovernmental funding opportunities (i.e. PTF, etc.)

Immediate Priorities:

- Final federal matching funds of \$750 million for Line 2 trains
- 33% to 50% matching funding for bus procurements/charging systems (\$1.2 - \$1.78 billion)
 - 1,510 conventional buses, 324 WT buses and associated charging infrastructure
- 100% funding for vehicle overhauls (\$743 million) and ongoing SOGR (\$3.1 billion)



