



## **TTC Corporate Plan 2024-2028 & Beyond: Moving Toronto, Connecting Communities**

**Date:** May 16, 2024

**To:** TTC Board

**From:** Chief Executive Officer

### **Summary**

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This report seeks approval of the TTC Corporate Plan 2024-2028 & Beyond subtitled, *Moving Toronto, Connecting Communities*. The Corporate Plan guides and creates strategic alignment amongst organizational initiatives, reflecting Board priorities and corporate requirements. The Plan focuses on key deliverables for the next five years, with a longer-term view of the organization's needs. The Plan will be reviewed on an ongoing basis, with annual reports provided to the Board on the Plan's progress and to allow for refinement to account for emerging issues, risks, and Board directives.

In December 2023, an interim update was provided to the Board highlighting the development of the Plan to date, including the consultation process, and outputs of an environmental scan. An initial draft framework was also presented. Since then, staff have further developed the plan based on consultation and finalized for Board consideration the final framework for the third iteration of the TTC's Corporate Plan.

This Corporate Plan introduces the TTC's new vision and mission statements. The new vision statement: *Moving Toronto towards a more equitable, sustainable and prosperous future*. The new mission statement: *To serve the needs of transit riders by providing a safe, reliable, efficient, and accessible mass public transit service through a seamless integrated network to create access to opportunity for everyone*.

The new Corporate Plan introduces five strategic directions:

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 for a Changing Environment.
5. Address the Structural Fiscal Imbalance.

Integrated in the TTC's approach is a commitment to plan, deliver, and evaluate our services through four key principles: safety and security as a cornerstone; equity, diversity, inclusion and accessibility, environmental sustainability and innovation.

To ensure the successful implementation of the plan, the TTC will link the Corporate Plan to the annual budget process, establishing five-year implementation plans that

include resourcing requirements and targets. These will help the organization establish annual priorities and costing as well as track progress and results.

Attachment 1 provides the full final draft of the Corporate Plan for consideration. A summary of the Plan is included as Appendix A of this report. Subject to Board approval, a final version of the Corporate Plan will be published and supported by communications products for internal and external audiences.

## **Recommendations**

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It is recommended that the TTC Board:

1. Approve Attachment 1, Moving Toronto, Connecting Communities, TTC Corporate Plan 2024-2028 & Beyond, as the guiding document for the TTC's multi-year planning activities.
2. Direct staff to report to the TTC Board annually with a progress update on implementation, performance, key issues and risks, and alignment to annual operating and capital budgets and plans.
3. Direct staff to forward the Corporate Plan to members of City Council, City of Toronto, and key partners for information.

## **Financial Summary**

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The recommendations of this report have no direct operating or capital financial impacts. However, Strategic Directions identified in the Corporate Plan will guide the TTC in establishing priorities for investment through the annual budget process and inform resource allocation requirements in future TTC Operating and Capital budget submissions. Strategic Directions identified in the [December 20, 2023 Interim Corporate Plan Update](#) informed priority actions in the 2024 Operating Budget and 2024-2033 Capital Budget and Plan as seen in Figure 1 below.

Figure 1: Priority Actions in the 2024 Operating Budget and 2024-2033 Capital Budget



The Corporate Plan attached, will inform the 2025 and future budget processes. The Corporate Plan, and its annual progress reports, will guide the establishment of priorities for investment and inform operating and capital budget submissions and recommendations to the TTC Board, identifying operating and capital funding requirements and support needed from external partners.

The Chief Financial Officer has reviewed this report and agrees with the financial impact information.

## Equity/Accessibility Matters

The TTC serves the city of Toronto, whose diverse population speaks more than 200 languages and dialects while employing a workforce that represents different backgrounds, cultures, identities, and abilities. Creating an inclusive and diverse organization is essential to ensure the TTC reflects the communities we serve. The TTC strives to provide a welcoming transit system for our riders, the public, and employees. The TTC is on a journey to strengthen equity, diversity, inclusion, and accessibility (EDIA) across our organization, by equipping the workforce with the proper training, knowledge, and tools. To further this commitment, the Corporate Plan identifies EDIA as a key principle along with specific objectives and actions associated with achieving EDIA across the organization.

The TTC's commitment to equity and accessibility is also reflected in the planning and delivery of our 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. Further, the TTC is committed to supporting individuals with accessibility needs by continually making our services and facilities accessible, to enable all individuals the freedom, independence, and flexibility to travel anywhere on the transit system, while being treated with respect and dignity.

## Decision History

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**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](#)

### **December 20, 2023, Update on the TTC’s Next 5-Year Corporate Plan**

The board received a report providing an update on the development and context of the 2024-2028 TTC Corporate Plan. The report provided details on the extensive consultation process that took place with a multitude of internal and external stakeholders. Consultations took place over the course of the year-long development process and included interviews, engagement sessions, and surveys. The report also introduced the draft framework of the plan to the board.

[Board Meeting - Special - December 20, 2023 \(ttc.ca\)](#)

### **April 2, 2024 – TTC Board Orientation, Education and Training Session**

As part of the TTC Board Orientation, Education, and Training session, the Board received a presentation on the framework for the proposed 5-Year Corporate Plan.

[Board Meeting- Special-April 2, 2024](#)

## Issue Background

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

To achieve the benefits of public transit investment, the TTC is updating its multi-year planning as part of the ongoing work to strengthen the position of the organization to achieve its mandate. The Corporate Plan serves to guide and create strategic alignment among organization initiatives, reflective of Board priorities and corporate requirements.

### The Plan Development Process

The interim update presented at the December 20, 2023 Board meeting provided background on the Corporate Plan development process, including the following:

- An overview of the four-phased development process, as well as the results of an internal and external consultation process, to support the development of the 2024-2028 Corporate Plan. Feedback collected through the consultations informed the updates to the vision, mission, objectives and key actions within the

Corporate Plan. For information on the consultation process and results please see Attachment 2 of the December 2023 report: [\(Link\)](#).

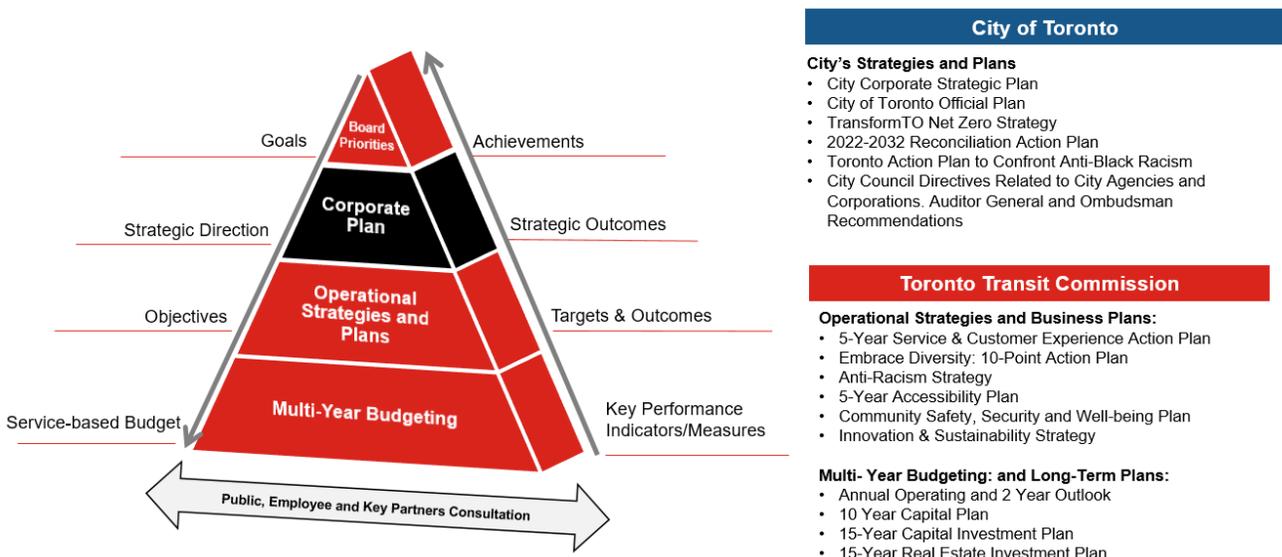
- A closeout of the 2018-2022 Corporate Plan, identifying actions that were completed and ongoing. Ongoing actions are incorporated in this new plan.
- Overview of environmental context, including considerations for the short term and in the medium to longer term.
- Description of the TTC’s Integrated Planning and Performance Framework. Since 2018, the TTC has introduced key operational strategies and business plans, which serve as supporting second-level plans to the Corporate Plan; further elaborating on how key strategic directions are to be achieved.

### Maturing the TTC’s Integrated Planning and Performance Framework

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 to the budget process, by identifying key priorities for the allocation of resources.

It is also recognized that the TTC’s current fiscal and governance framework, requires strong partnerships to achieve many key strategies and objectives of the organization. The Corporate Plan also serves to support ongoing engagement with partner City divisions, agencies and other orders of government by providing a clear framework of TTC activities and needs. Figure 2 below demonstrates the TTC’s integrated planning and performance framework, which continues to be matured and strengthened.

Figure 2: TTC Integrated Planning and Performance Framework



## Comments

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The following provides an outline of the TTC Corporate Plan 2024-2028 & Beyond – Moving Toronto, Connecting Communities. A summary of the Corporate Plan framework is included in Appendix A. The full final draft of the Plan is included as Attachment 1. The Plan reflects an extensive consultation process, and integrates the comprehensive requirements set out through TTC Board direction, City Council directives for City of Toronto agencies, legislative requirements, and best practices based on TTC management advice. The plan is not a static document, and will be reviewed annually for progress and to account for emerging issues, risks and directives.

This Corporate Plan introduces new vision and mission statements as a result of feedback received through the consultation process. Consultation feedback recognized a desire to modernize the vision and mission statements to make them more forward looking. Additionally, there was a desire to more clearly state the connection to the benefits of transit, and the role of the TTC network in the city of Toronto.

### **2024 – 2028 Corporate Plan Outline:**

#### **TTC Vision:**

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

#### **TTC 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.

#### **Key Principles:**

The Corporate Plan has four key principles that will be integrated throughout all aspects of TTC's business to improve outcomes for employees and customers.

- Safety and Security as a Cornerstone
- Equity, Diversity, Inclusion, and Accessibility
- Environmental Sustainability
- Innovation.

#### **Strategic Directions:**

- 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 for a Changing Environment
- 5) Address the Structural Fiscal Imbalance

See Appendix A for a more detailed summary. Attachment 1 for the full final draft plan

## Implementation and Governance:

Subject to Board approval, the Corporate Plan will be reviewed annually, as shown in Figure 3 below, to monitor and evaluate the ongoing implementation of actions, measured against key performance indicators, working to achieve identified outcomes.

The monitoring and evaluation process will inform and identify what resources and supports are required to be successful, and account for emerging issues and risks recognizing the dynamic environment in which the TTC operates. A refined internal governance structure will be created to support the TTC's integrated planning and performance framework, incorporating enterprise risk management practices to inform decision-making.

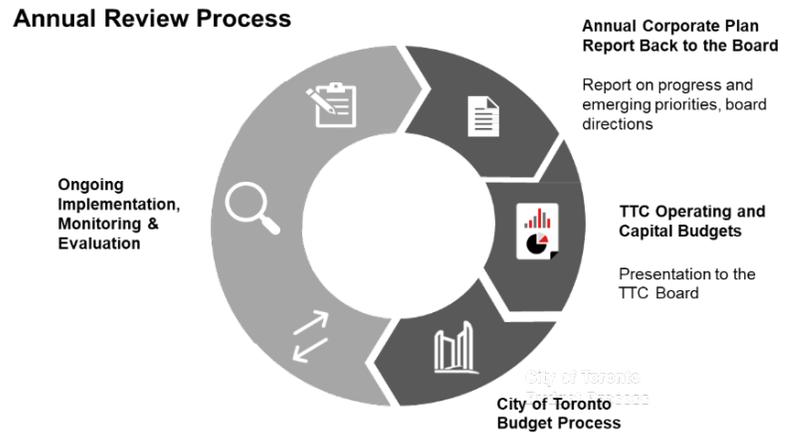


Figure 3: Annual Review Process

These accountability measures through implementation intend to build confidence with employees, stakeholders, customers, and the public. The successful implementation of the Corporate Plan relies on continuing to build strong partnerships, securing predictable funding streams to address the most pressing operating and capital needs, and communicating to government partners where support is needed to achieve mutual objectives.

## Next Steps

Subject to Board approval, and any final amendments, TTC staff will undertake the following next steps:

- A final full Corporate Plan document will be published and issued to the Board;
- Supporting communications products will be produced and tailored to specific audiences for easy reference in an executive summary form.
- The Corporate Plan will be used to inform the development of the 2025 TTC budget process, commencing in Q2 2024.
- The TTC will report back to the Board on an annual basis starting in Q4 2024 with a status update on the implementation of the Corporate Plan, including key issues, risks and specific KPIs associated with target outcomes.

## Contact

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## Signature

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Richard J. Leary  
Chief Executive Officer

## Attachments

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Appendix A – Summary Corporate Plan Framework  
Attachment 1 – Moving Toronto, Connecting Communities, Final Draft Corporate Plan  
2024-2028 & Beyond

## Appendix A: Summary Framework

### Moving Toronto, Connecting Communities: 2024-2028 & Beyond Corporate Plan

<p><b>Vision:</b> Moving Toronto towards a more equitable, sustainable and prosperous future.</p> <p><b>Mission:</b> 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.</p>			<p><b>Key Principles:</b></p> <ul style="list-style-type: none"> <li>• Safety and Security as a cornerstone</li> <li>• Equity, Diversity, Inclusion and Accessibility (EDIA)</li> <li>• Environmental Sustainability</li> <li>• Innovation</li> </ul>	
Strategic Directions:				
<p><b>1</b> Build a Future Ready Workforce</p>	<p><b>2</b> Attract New Riders, Retain Customer Loyalty</p>	<p><b>3</b> Place Transit at the Centre of Toronto's Future Mobility</p>	<p><b>4</b> Transform and Modernize for a Changing Environment</p>	<p><b>5</b> Address the Structural Fiscal Imbalance</p>
Objectives:				
<ol style="list-style-type: none"> <li>1. Invest in the Employee Experience</li> <li>2. Adapt to a Changing Labour Market</li> <li>3. Reinforce Employee Safety and Well-being</li> <li>4. Build an Inclusive Organization Reflective of the Diverse Communities We Serve</li> </ol>	<ol style="list-style-type: none"> <li>1. Better Serve Customer Demand in an Evolving Operating Environment</li> <li>2. Improve the Customer Experience by Providing a Safe, Accessible and Comfortable Journey</li> <li>3. Focus on the Basics of Service Reliability, Predictability and Speed</li> <li>4. Prioritize Asset State-of-Good- Repair to Keep the System Moving Reliably</li> </ol>	<ol style="list-style-type: none"> <li>1. Build Network Capacity to Support Long Term Growth to 2041</li> <li>2. Promote Sustainable Transportation Modes Through Seamless Connections</li> <li>3. Minimize Environmental Impacts and Build Resiliency for a Climate-Changed Future</li> <li>4. Develop the 2051 Long Term-Plan to Enhance Transit as a Competitive Mode</li> </ol>	<ol style="list-style-type: none"> <li>1. Build Resilience and Capacity to Manage Enterprise Risks and Threats</li> <li>2. Foster Innovation to Maximize Benefits to Customers and Employees</li> <li>3. Embrace Technology to Drive Efficiency and Improve Employee and Customer Experience</li> <li>4. Mature Data Analytics Capacity and Knowledge Management</li> </ol>	<ol style="list-style-type: none"> <li>1. Improve Value for Money, Focus on Efficiency</li> <li>2. Maximize Revenue, Protect Customer Affordability</li> <li>3. Forecast Capital Funding Needs for the Long-Term</li> <li>4. Build Intergovernmental and Industry Partnerships to Advance Public Transit</li> </ol>

**Appendix A: Summary Framework**  
**Moving Toronto, Connecting Communities: 2024-2028 & Beyond Corporate Plan**

<b>Strategic Direction #1: Build a Future Ready Workforce</b>		Pages 18-34
<b>Objectives and Priority Actions</b>		<b>Target Outcome</b>
<b>1.1 Invest in the Employee Experience</b>		
1.1.1	Revamp Employee Engagement and Communications	Improve Employee Engagement, and Retention
1.1.2	Complete Workplace Transformation ( <i>i.e. ModernTO, TTC Flexible Work Policy</i> )	
1.1.3	Launch an End-to-End Review of Employee Services to Enhance the Employee Experience ( <i>i.e. Employee Service Delivery Model; Employee Data Analytics; etc.</i> )	
<b>1.2 Adapt to a Changing Labour Market</b>		
1.2.1	Develop a Comprehensive Workforce Plan and Strategy	Improve Employee Engagement, Retention, and Progression
1.2.2	Review and Align the TTC's Learning and Development Program	
1.2.3	Prepare Future Leaders, Improve Succession Planning	
1.2.4	Undertake a Compensation Review and Evaluation of a Pay for Performance Structure	
<b>1.3 Reinforce Employee Safety and Well-being</b>		
1.3.1	Manage and Mitigate Occupational Health and Safety Risks ( <i>i.e., Safety, Health &amp; Environment (SH&amp;E) Management System, etc.</i> )	Prevention of Safety, Health and Environmental Incidents in the Workplace
1.3.2	Promote and Improve Programs to Ensure Employees Have Access to Mental Health and Well-Being Supports ( <i>i.e. Employee and Family Assistance Program, Trauma Assist, etc.</i> )	
1.3.3	Support Our Front-line Employees to Minimize Incidents of Worker Assault	
<b>1.4 Build an Inclusive Organization Reflective of the Diverse Communities We Serve</b>		
1.4.1	Progress and Complete Implementation of the Embracing Diversity 10-Point Action Plan ( <i>i.e., Training; procurement policy; third party policy and practice review; partnership development</i> )	Diverse and Inclusive Workforce
1.4.2	Launch the Next Phase of the TTC's Culture Change ( <i>i.e., TTC Anti-Racism Policy and Strategy; TTC commitment to Truth and Reconciliation, etc.</i> )	

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<b>Strategic Direction #2: Attract New Riders, Retain Customer Loyalty</b>		Pages 36-58
<b>Objectives and Priority Actions</b>		<b>Target Outcomes</b>
<b>2.1</b>	<b>Better Serve Customer Demand in an Evolving Operating Environment</b>	
2.1.1	Launch the TTC's next <b>5-Year Service Plan for 2024 to 2028</b> <i>(i.e., Annual Service Plans based on 5YSP framework, TTC Service Standards)</i>	Increase Ridership, Improve Customer Satisfaction
2.1.2	Enhance the TTC's Customer Research and Data Analytics Capacity	
<b>2.2</b>	<b>Improve the Customer Experience by Providing a Safe, Accessible and Comfortable Journey</b>	
2.2.1	Introduce the TTC's First <b>Customer Experience Action Plan</b>	Improve Customer Satisfaction - Safety, Well-Being, and Accessibility
2.2.2	Enhance <b>Community Safety, Security and Well-being</b> on the System	
2.2.3	Complete the Station Transformation Capital Program	
2.2.4	Expand Access to Cellular Service Across the TTC Network	
2.2.5	Streamline and Modernize TTC Customer Communications	
2.2.6	Provide Customers with a World-Class Fare Collection System <i>(i.e., PRESTO and future state requirements for next generation system)</i>	
2.2.7	Publish the TTC's Next <b>5-Year Accessibility Plan</b> <i>(Easier Access Program, Wheel-Trans Transformation Program, etc.)</i>	
<b>2.3</b>	<b>Focus on the Basics of Service Reliability, Predictability and Speed</b>	
2.3.1	Review Operating Performance to Improve Service Delivery	On-Time Performance, Number of Priority Transit Measures Implemented, Improved Travel Times.
2.3.2	Advance the RapidTO: Surface Transit Network Plan and Prioritize Surface Transit	
2.3.3	Build the Line 3 Busway	
<b>2.4</b>	<b>Prioritize Asset State-of-Good-Repair to Keep the System Moving Reliably</b>	
2.4.1	Mature TTC Enterprise Asset Management Capabilities <i>(i.e., prioritization of asset maintenance and state of good repair across all modes)</i>	Ensure Asset Availability, Improve Service Reliability
2.4.2	Advance Subway Fire Ventilation Upgrades and Station Second Exits Program	
2.4.3	Preserve Line 2 Subway Reliability by Modernizing with New Trains and Automatic Train Control <i>(i.e. 55 Replacement Trains, Automatic Train Control, Greenwood Yard, Shop, Carhouse)</i>	

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Strategic Direction #3: Place Transit at the Centre of Toronto's Future Mobility		Pages 60-82
Objectives and Priority Actions		Target Outcomes
<b>3.1</b>	<b>Build Network Capacity to Support Long-Term Growth to 2041</b>	
3.1.1	Advance the Line 1 Capacity Enhancement Program <i>(i.e., Line 1 Capacity Enhancement, Line 1 Growth Trains, Train Maintenance and Storage Facility)</i>	Deliver capacity to meet 2041 forecasted demand
3.1.2	Construct Capacity Improvements at Bloor-Yonge Station	
3.1.3	Leverage Line 2 Modernization to Enhance Line 2 Capacity Long Term <i>(i.e., Line 2 Capacity Enhancement Program)</i>	
3.1.4	Evaluate Opportunity to Integrate Platform Edge Doors into Subway Improvements	
3.1.5	Grow Streetcar Capacity with 60 New Accessible Streetcars and Upgraded Facilities	
<b>3.2</b>	<b>Promote Sustainable Transportation Modes Through Seamless Connections</b>	
3.2.1	Open Line 5 Eglinton Crosstown and Line 6 Finch West	Improve seamless connections across modes; Successful transition of new expansion projects to revenue operations.
3.2.2	Ensure Seamless Integration of Transit Expansion Projects with the TTC Network <i>(Provincial Projects: Line 1 YNSE, Line 2 SSE, Eglinton West Extension, Ontario Line; City Projects: Waterfront East LRT, Eglinton East LRT)</i>	
3.2.3	Advance Fare and Service Integration with our Partners <i>(i.e. OneFare Program Implementation and Review and Provincial Fare and Service Integration Initiative)</i>	
3.2.4	Integrate Transit and Active Transportation (Walking and Cycling)	
<b>3.3</b>	<b>Minimize Environmental Impacts and Build Resiliency for a Climate-Changed Future</b>	
3.3.1	Lead the Transition to Net Zero Through the Green Fleet Program <i>(battery-electric buses and charging infrastructure, and ongoing fleet plan to replace buses at end-of-life, accommodate growth and meet TransformTO net zero target before 2040)</i>	Improve resiliency of assets; reduction in GHG emissions; Zero Emissions by 2040
3.3.2	Assess the Resiliency of TTC Assets	
3.3.3	Integrate the Toronto Green Standard into New Asset Planning and Design	
<b>3.4</b>	<b>Develop the 2051 Long-Term Plan to Enhance Transit as a Competitive Mode</b>	
3.4.1	Assess 2051 Demand Growth Scenarios with Key Partners	Identify 2051 service and capital needs to accommodate growth
3.4.2	Undertake a Long Range 2051 Planning Exercise on Future TTC Services	

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<b>Strategic Direction #4: Transform and Modernize for a Changing Environment</b>		Pages 84-96
<b>Objectives and Priority Actions</b>		<b>Target Outcomes</b>
<b>4.1</b>	<b>Build Resilience and Capacity to Manage Enterprise Risks and Threats</b>	
4.1.1	Mature the TTC's Enterprise Risk Management Program	Improve preparedness and mitigate known and emerging risks
4.1.2	Implement and Adapt the TTC's Cybersecurity Strategy	
4.1.3	Build on the Emergency Management Program	
4.1.4	Strengthen Business Continuity Planning and Practice	
<b>4.2</b>	<b>Foster Innovation to Maximize Benefits to Customers and Employees</b>	
4.2.1	Launch the <b>TTC's Innovation and Sustainability Strategy (ISS)</b>	Build culture of innovation, minimize risks, maximize benefits of transit, drive environmental performance
<b>4.3</b>	<b>Embrace Technology to Drive Efficiency and Improve Employee and Customer Experience</b>	
4.3.1	Align Corporate Information Technology (IT) Strategy to Enable Transformation	Improve Employee and Customer Experience, Improve productivity and efficiency
4.3.2	Complete the Upgrade of Back Office Processes with Enterprise SAP	
<b>4.4</b>	<b>Mature Data Analytics Capacity and Knowledge Management</b>	
4.4.1	Harness TTC Data to Improve Outcomes	Improve data analytics to enhance decision-making, improve employee, customer and organizational outcomes
4.4.2	Strengthen Knowledge Sharing Networks and Partnership with Peers	

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<b>Strategic Direction #5: Address the Structural Fiscal Imbalance</b>		<b>Pages 98-116</b>
<b>Target Outcome</b>		
<b>5.1</b>	<b>Improve Value for Money, Focus on Efficiency</b>	
5.1.1	Transform Business Processes	Expenditure management; Effective Capacity to Spend Rate with target over 90%
5.1.2	Improve Supplier Relationships, Focus on Performance	
5.1.3	Drive Continuous Improvement in Capital Delivery	
<b>5.2</b>	<b>Maximize Revenue, Protect Customer Affordability</b>	
5.2.1	Advance Fare Policy Innovation	Maximize fare and non-fare revenue opportunities
5.2.2	Protect Revenue by Building a Culture of Fare Payment Compliance	
5.2.3	Maximize Non-Fare Revenue Streams	
<b>5.3</b>	<b>Forecast Capital Funding Needs for the Long-Term</b>	
5.3.1	Extend the Planning Horizon to 2051 and Refine the Long-Term Capital Investment Plan	Inform long-term capital project planning and decision-making
<b>5.4</b>	<b>Strengthen Partnerships to Advance Toward a Sustainable Funding Model</b>	
5.4.1	Focus on Financial Stewardship through Finance Transformation	Close the Revenue to Expenditure Gap; Strengthen partnership to advance improved outcomes for customers and communities served
5.4.2	Build Intergovernmental and Industry Partnerships to Advance Public Transit	



# Moving Toronto, Connecting Communities

2024-2028 & Beyond  
Corporate Plan

Draft Final for Approval



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# Land Acknowledgement

The Toronto Transit Commission (TTC) acknowledges that we are on the traditional territory of many nations, including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat Peoples, and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit, and the Williams Treaties signed with multiple Mississaugas and Chippewa bands.

The TTC commits to continued learning, work and partnership with Indigenous Peoples and communities. The TTC will increase our own knowledge, improve internal and external relations and implement collaborative solutions as we seek to play our part in reconciliation and building a better community for all Torontonians.



# Acknowledging and Honouring Black Communities

The TTC acknowledges all Treaty peoples – including those who came here as settlers – as migrants either in this generation or in generations past – and those of us who came here involuntarily, particularly those brought to these lands as a result of the transatlantic trade of enslaved persons. We pay tribute to those ancestors of African origin and descent.

African Ancestral Acknowledgements, such as this one, offer an opportunity to reflect on the past, provide context for current challenges facing Black communities, and support a desire for a hopeful future for people of African descent. This Acknowledgement honours the past and recognizes the continued journey of people of African descent towards freedom, justice, and the enjoyment of collective community well-being.



# Introduction

The TTC is Canada's largest public transit system, connecting communities across Toronto for more than 100 years. With a comprehensive network of bus, Wheel-Trans, streetcar, and subway services, spanning the city's 630 square kilometres, the TTC is critical infrastructure moving more than 396 million customers trips in 2023.

The TTC is foundational to the mobility network, with 1 in 4 trips in Toronto being taken by public transit. The network reaches all corners of the city, enabling access to employment, education, services and entertainment for residents and visitors. By enabling these connections, the TTC contributes to the health and prosperity of Toronto and the region, the economic engine of Canada. Investment in transit supports local, provincial and national jobs and economic development, collective efforts to mitigate the impacts of climate change, and creating access to opportunity for everyone.

By taking the TTC, customers help to:

- Lower emissions, improving health outcomes and sustainability of our city;
- Reduce congestion by supporting more efficient movement of people and goods on already constrained road space;
- Increase economic output, by taking advantage of transit connectivity and driving investment into transit services and the local economy;
- Reduce personal costs by minimizing reliance on owning and operating a personal vehicle; and
- Support sustainable growth, urban livability, and the success of new transit-oriented development accommodating new housing density.

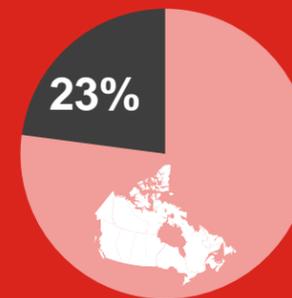
The scale and importance of the transit network to the success of Toronto and the region, provides the context for the TTC's strategic planning. Together with our many partners, the TTC is setting out a plan that builds on the foundation of progress to date, with a focus on advancing the contributions the TTC makes to the social, environmental and economic prosperity of Toronto. This plan outlines the TTC's guiding direction for the next five years, with a view to the long term.



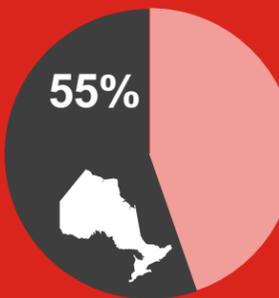
## TTC Ridership at a Glance

525

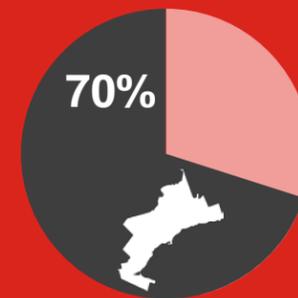
Million Rides  
2019



~23% of Canada's  
transit ridership<sup>2</sup>



~55% of Ontario's  
transit ridership<sup>2</sup>



~70% of the  
transit ridership in  
the **Greater  
Toronto and  
Hamilton Area**<sup>2</sup>

396

Million Rides  
2023

Up to 480

Million Rides  
2028 (forecast)



100+ transit connections with GO Transit, MiWay, Brampton Transit, York Region Transit, Durham Region Transit.

City of Toronto



>50%

of residents born  
outside of Canada

3.02

million residents  
in 2023

3.65

million residents  
forecasted in  
2051

53%

Toronto CMA as  
percentage of  
Ontario's GDP<sup>1</sup>

21%

of Canada's  
GDP<sup>1</sup>

1 in 4

Trips in Toronto  
are on transit

90%

of people within  
400m (5 min walk  
of TTC network

Figure 1. Integrated Planning & Performance Framework



## The Role of the Corporate Plan

Under the City of Toronto Act, the TTC is responsible for establishing, operating and maintaining the local public transit system in the City of Toronto. As an agency of the City, the TTC has established an integrated planning and performance framework, with the Corporate Plan (“Plan”) serving as the guiding document to support the achievement of the TTC’s mandate.

Informed by the TTC Board, the Corporate Plan sets strategic direction for the organization, and creates alignment within the broader governance framework the TTC operates in. The Plan:

- Establishes strategic directions and key priorities for the next five years, with a long-term view;
- Builds on the foundation of previous plans, and long-term capital investments;
- Integrates legislative requirements, City directives to agencies, and recommendations from City’s Accountability Officers (Auditor General, Ombudsman, etc.); and
- Is refined to considered emerging priorities, opportunities and challenges.

The Corporate Plan is complemented by second level operational strategies and business plans that elaborate and identify more specific actions to support the achievement of our vision and mission. This includes important planning documents such as the 5-Year Service and Customer Experience Action Plan, 5-Year Accessibility Plan, Embracing Diversity: 10 Point Action Plan, and the TTC’s 15-Year Capital Investment Plan (see Figure 1.). The Plan is not a static document and will be reviewed annually, to assess progress, respond to emerging Board directions, and to align recommendations for allocation of resources through the budget process.

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. In collaboration with employees, customers, government and community partners, the TTC is committed to advancing public transit with a vision to move Toronto towards a more equitable, sustainable and prosperous future.



**Operational Strategies and Business Plans:**

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

- City Corporate Strategic Plan
- City of Toronto Official Plan
- TransformTO Net Zero Strategy
- Reconciliation Action Plan
- Toronto Action Plan to Confront Anti-Black Racism

**Multi- Year Budgeting: and Long-Term Plans:**

- Annual Operating and 2 Year Outlook
- 10 Year Capital Plan
- 15-Year Capital Investment Plan
- 15-Year Real Estate Investment Plan

City Council Directives related to City Agencies and Corporations. Auditor General and Ombudsman Recommendations

# Benefits of Transit

## Economic Benefits

$\$1 = \$1.08$  +  $\$1 = \$6.06$  =  $\$1 = \$7.14$   
 \$1 invested creates \$1.08 in Economic and Regional Development Benefits + \$1 invested creates \$6.06 in Quality-of-Life Benefits = \$1 = \$7.14 in benefits

15 jobs created for every \$1 million invested



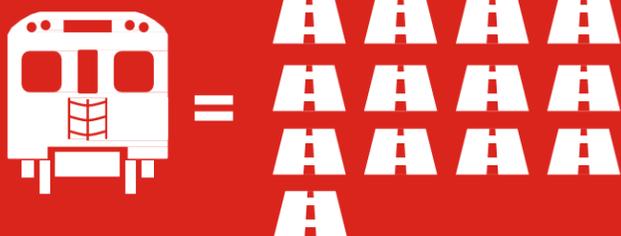
## Affordability Benefits

\$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, while Line 2 carries the equivalent of 3 Gardiner Expressways.

# What Guides Us

## Our Vision

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

## Our Mission

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



## Our Values

*Safety, Service and Courtesy*

The TTC is an agency of the City of Toronto and is guided by the public service values codified in the Toronto Public Service By-Law, Chapter 192 of Toronto's Municipal Code:

- Serve the public well.
- Serve the TTC Board well.
- Act with integrity.
- Maintain political neutrality.
- Uphold Toronto's motto- *Diversity Our Strength*.
- Use TTC property, services and resources responsibly.
- Apply judgement and discretion.
- Serve the Public Service well.

These values align with the TTC's long-standing motto Safety, Service and Courtesy. This is a reflection of the commitment and contributions of generations of TTC employees in delivering high quality transit service to the city of Toronto.

# Key Challenges and Opportunities

As we look to the future, there are key challenges and opportunities in both the immediate and long-term which shape our path forward.



**Changing travel patterns and evolving customer needs are a factor in service planning.** Hybrid work arrangements continue. April 2024 office occupancy in Toronto is approximately 64-per-cent on average of pre-pandemic levels. An increase from 42-per-cent at the start of 2023. Occupancy continues to vary across the week peaking at 74-per-cent on Wednesdays.<sup>3</sup>



- Customer demand also continues to vary across weekdays. Compared to pre-pandemic levels, average weekday boardings in March 2024 were 89-per-cent for bus, 70-per-cent for streetcar, and 72-per-cent for subway.
- Customer experience and satisfaction are important to attracting and retaining riders. Customer satisfaction is driven by many factors, but notably community safety concerns have had an adverse impact on customer satisfaction scores over the past year. Sustained focus on the safety and well-being of customers on the system is key.



**Traffic congestion and construction impacts surface transit reliability.** The City's Travel Time Index (TTI) data shows traffic congestion in Toronto is near pre-pandemic levels despite fewer office worker trips taking place. Major construction is also planned and underway over the next seven-to-eight years with further potential impacts on surface transit reliability.



**Toronto is a growing and dynamic City.** In the next five years, Toronto's population is expected to increase by 150,000 people, and 53,000 new jobs are expected to be added.<sup>4</sup>



- Toronto's population is expected to grow to 3.65 million people by 2051, adding more than 625,000 new residents.<sup>5,6</sup>
- 1.98 million jobs are expected to be in Toronto in 2051. That equates to 450,000 more jobs than the current 1.53 million jobs today.



**Heavy reliance on the fare box needs a sustainable solution.** The impact of the pandemic demonstrated the vulnerability of the operating funding model. The TTC's own revenue sources cover 45% of operating costs in 2024, compared to 66-per-cent in 2019 requiring an increase in government subsidies. A sustainable operating funding model is required, including strategies to maximize all own source revenues.



**New transit expansion delivered by Metrolinx will add to the TTC network.** The opening of Line 5 and Line 6 will add 29 kms of new rapid transit with 43 new stations/stops contributing to wider access opportunities for customers. The new lines will introduce new operating cost pressures. The New Deal agreement<sup>7</sup> between the City of Toronto and Government of Ontario will help mitigate operating financial pressures (2024 -26).



Toronto is one of the most diverse cities in the world with over 50% of the population born outside of Canada. TTC customers are also diverse. For example, of the 3.2 million average weekday boardings pre-COVID:

- 27% were youth (15-24)
- 23% make more than \$100K
- 53% live in apartments
- 32% do not own a car
- 34% are not employed
- 58% identify as female
- 24% make less than \$40K
- 55% may be visible minorities

The TTC is on a journey to build a workforce that is representative of the city we serve.



**The City of Toronto declared a climate emergency in 2019<sup>8</sup>,** noting the increasing frequency of severe weather events. Severe weather events such as extreme heat, precipitation and wildfires. This requires ensuring asset resiliency. Public transit is key to achieving the City's GHG emissions reduction targets.



**\$8.7B in the next 10 years** in new capital funding is required to address health, safety, and state-of-good-repair requirements of the system. As early as 2025, there is insufficient funding in the plan for critical capital state-of-good-repair programs such as fleet overhauls, and new buses and charging infrastructure procurement post 2025 to replace buses at end of life and transition to net zero. Combined with critical Line 2 modernization work that needs full funding, maintaining state of good repair is necessary to sustain system reliability.



**In total more than \$35 billion in unfunded capital requirements identified over next 15 years.** Beyond investing in state-of-good-repair, there are capital investments to enhance system capacity to meet forecast customer demand to 2041, and to achieve targets established by the City's TransformTO strategy to meet zero emissions by 2040. Long-term demand forecasts need to be updated to a 2051 horizon, and account for changes in land use, housing policies and forecasted growth.

# Key Principles

The **key principles** underpin our work. Integrated in the TTC's approach, is a commitment to plan, deliver, and evaluate our services by applying the following perspectives to everything we do:

**Safety and Security as a Cornerstone:** Promoting and protecting the safety, security and well-being of our employees, our customers, and the communities we operate in is a key underlying principle. The TTC is guided by our Safety, Health, and Environment (SH&E) Management System to manage and mitigate SH&E risks and continually improve SH&E performance by integrating our processes into a cycle of Plan, Do, Check and Act. The SH&E Management System delivers on the commitments made in the SH&E Policy to minimize injuries and occupational illnesses and to limit our impact on the environment. Trust in the system starts with the TTC's fulfillment of its obligations to provide a safe and secure system for customers and employees.

**Equity, Diversity, Inclusion, and Accessibility (EDIA):** Creating an equitable, diverse and inclusive organization is essential to providing services representative of the different backgrounds, cultures, identities and abilities, in one of the most diverse cities in the world. The TTC continues to strengthen equity, diversity, inclusion, and accessibility (EDIA) across our organization by equipping and enabling the organization with the proper training, knowledge, and tools to embed these principles in the day-to-day work of the TTC. The TTC continues to support individuals with accessibility needs by working towards making our services and facilities barrier-free accessible, enabling all individuals the freedom, independence and flexibility to travel anywhere on the transit system, while being treated with respect and dignity.

**Environmental Sustainability:** The TTC is dedicated to reducing our impact on the environment by implementing leading sustainability practices and embedding climate action into the TTC's culture, assets, and business practices. Further, the TTC plays a critical role in climate change mitigation through the delivery of low to zero-emissions mass transit that serves to reduce community-wide emissions. To address the global climate emergency, the TTC will continue to work with the City of Toronto to support the City's TransformTO net-zero target by 2040.

**Innovation:** The TTC continually strives to improve our operations and service delivery, which includes the ability to anticipate shifts in the ever-changing landscape in which we operate and actively seek ideas from our internal and external partners to solve the problems of today and tomorrow. The science and practice of innovation must drive solutions that maximize the benefits of transit. Incremental and disruptive changes are required to improve the quality of transit services, employee satisfaction, and organizational efficiency.

# Strategic Directions

Together the following five strategic directions, underpinned by key principles, set the TTC on a path to be successful in moving Toronto, connecting communities, and achieving the benefits of public transit investment.





1

Strategic  
Direction 1

Build a Future  
Ready  
Workforce

## Strategic Direction 1

# Build a Future Ready Workforce

The TTC's more than 16,800 employees are the reason the system can move millions of customers every week. For over a century, generations of TTC workers have contributed their skills, knowledge and experience to deliver a vital service that has shaped Canada's largest city.

From every trip taken, to every vehicle serviced, to every customer interaction, the TTC's workforce is the key to our success. Ensuring our employees are supported and equipped with the necessary training, tools and support to meet Toronto's transit needs is critical as we prepare for the future. This means creating a workplace that is welcoming, safe and inclusive, where everyone feels they can thrive. Ultimately, the TTC strives to build on its legacy of leadership in the transit industry and to build future transit leaders.

From operators, station staff, and maintenance workers, to the technical, professional and administrative personnel who keep the TTC system operating day-in and day-out, the TTC workforce has many interactions with customers, connecting Toronto's diverse communities. The experience of our customers is directly tied to the satisfaction of our employees. Providing great service starts with our employees.

## Objectives

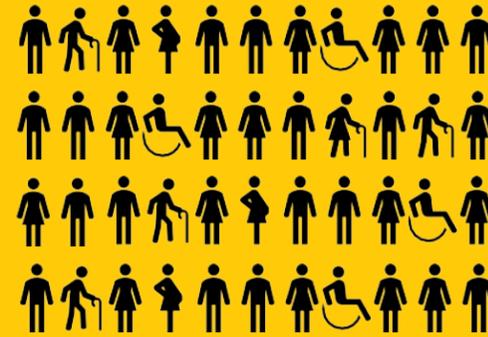
Through consultation with our employees, key stakeholders, evaluation of workforce data, and analysis of labour force trends, there are several key areas of focus for the TTC over the next five years. To meet the challenges ahead, the TTC is focused on the following objectives:

- 1 Invest in the employee experience
- 2 Adapt to a changing labour market
- 3 Reinforce employee safety and well-being
- 4 Build an inclusive organization reflective of the diverse communities we serve

# TTC Workforce

Approximately, December 2023

16,800  
active employees



76% unionized

7,200  
operators



3,300  
technical union employees



1,800  
skilled tradespeople

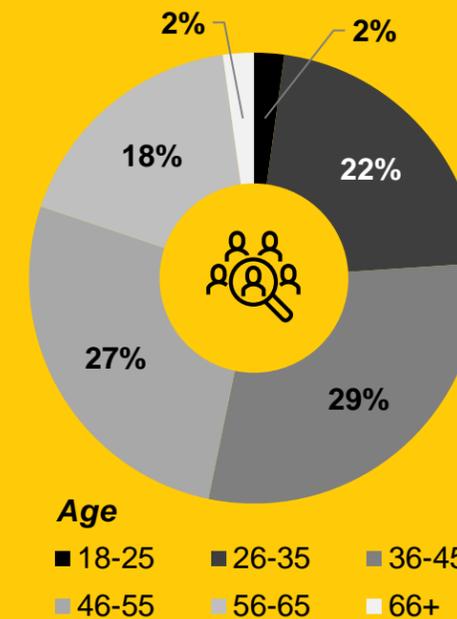


4,500  
non-union employees



## Age Breakdown

Union & Non-Union 2024



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

# 1

## 1.1 Invest in the Employee Experience

Improving our employee experience starts with understanding our employees' needs. The TTC employs individuals who are passionate about the work they do, believe strongly in the value of high-quality transit services and making contributions to their communities. Harnessing this enthusiasm and commitment is key to achieving success.

One of the things that sets the TTC apart from other workplaces is the 24/7 nature of our operations. With worksites all over Toronto and individuals who work in a variety of positions – making sure that all employees have the information they need when they need it is critical. This requires multiple channels of communication, bridging the gap between front-line and back-office functions, and recognizing that workplace collaboration may look different depending on the function, location and nature of work.

Enhancing communications and opportunities for engagement and feedback with all employees, including our labour union partners, is a high priority. Sustained investments are necessary to continuously improve the employee experience. The following priority actions will be implemented:

 **Target Outcomes:** Improve Employee Engagement and Retention



### Action 1.1.1 Revamp Employee Engagement and Communications

The TTC is developing a robust framework for employee engagement and communications, building on lessons learned from and changes in the work environment. With the broad reach of TTC services, our workforce is constantly on the move. Across a network of subway, streetcar and bus routes spanning 2600 kilometers and, 70 stations, supported by 19 maintenance facilities, yards and 14 office and project site locations, the TTC's footprint in Toronto is significant.

We want to enhance employee communications by increasing the frequency of engagement opportunities across the TTC's varied work locations. This requires leveraging existing channels for communications, and embracing new technologies and tools to better meet our employees where they are.



*New ModernTO Office Space Opening*

### Action 1.1.2 Complete Workplace Transformation

The TTC is transforming the workplace to provide modern workspaces to meet the needs of the TTC's diverse workforce, as well as meet operational and corporate service requirements. This includes, but is not limited to:

- Modernizing tools and technology available to employees.
- Upgrading and improving existing on-site work locations.
- Completing consolidation of TTC office work locations as a part of the City of Toronto's ModernTO program within the next five years to reduce the cost and environmental impact of office space.

This initiative will be supported by reviewing the **TTC's Flexible Work Policy** to reflect workplace trends and business requirements.

# 1

## Action 1.1.3 Launch an End-to-End Review of Employee Services to Enhance the Employee Experience

The TTC is seeking to improve the employee experience and ensure services are in place that are easy to access, navigate, and obtain supports when needed. The TTC is launching an end-to-end review of the employee experience in accessing information and receiving employee support services. From outreach and recruitment strategies, to onboarding, and development and retention, this includes:

- Refining human resource policies and procedures to remove systemic barriers and streamline processes and procedures to provide client-friendly services.
- Enabling employee self-serve opportunities through the investment in SAP (see 4.3.2) to provide a new employee experience platform.
- Evaluating the model for delivery of employee services, across various segments of the workforce and identify new opportunities for innovation.
- Establishing baseline metrics, cyclical review and reporting mechanisms to measure employee sentiment and engagement, employee progression and retention.
- Developing an **Employee Value Proposition**, demonstrating what the TTC has to offer employees.





## 1.2 Adapt to a Changing Labour Market

The TTC operates in an environment where shifting demographics, labour market competition and emerging technologies are rapidly evolving. As new transit service organizations expand and grow, the opportunities for transportation, engineering and construction, and related professions in the region are expanding. The TTC continues to pride itself on the deep operational, technical and professional knowledge of its workforce as Canada's largest transit agency. It is recognized that TTC employees are highly valued for their unique knowledge and skills in a competitive labour market.

With new technologies emerging in the delivery of transit service (i.e. electrification, increasing automation), the skills and competencies of our workforce must also keep pace. To remain attractive to current and prospective employees, the TTC must leverage a diverse workforce, while ensuring the necessary capacity to deliver on its core services.



**Target Outcomes:** Improve Employee Engagement, Retention and Progression



# 1

## Action 1.2.1 Develop a Comprehensive Workforce Plan and Strategy

The TTC is developing a comprehensive workforce plan and strategy to address short-medium- and long-term skills gaps that the organization will face. The strategy needs to account for shifting workforce demographics, labour market competition, and emerging technologies requiring new skills and training for employees. This work will be informed by enhanced data management capabilities (see 4.4.1) and building on our successes to date in partnering with academic institutions and labour partners by further strengthening apprenticeship programs, and internship opportunities.

## Action 1.2.2 Review and Align the TTC's Learning and Development Program

The TTC provides learning and development programs, and on-site training for roles across the organization. In coordination with the Workforce Plan and Strategy, and day-to-day operational needs, the TTC will be undertaking a review and refresh of learning and development programs. To enable the success of our employees at all levels of the organization, core competencies related to safety, customer service, inclusion, diversity, accessibility, ethics and anti-racism will also be emphasized (see 1.4.2).



## Action 1.2.3 Prepare Future Leaders, Improve Succession Planning

Complementing a renewed Workforce Plan and Strategy, the TTC is preparing the next generation of transit leaders. To capitalize on our talented workforce, we will continue to focus on building effective leaders through creating more formalized opportunities for cross-departmental movement and learning, promoting front-line mobility, and formalized development and learning opportunities.

## Action 1.2.4 Undertake a Compensation Review and Evaluation of a Pay for Performance Structure

A compensation review is underway to ensure the TTC continues to provide a fair and competitive pay structure. A review of market comparators will inform recommendations for non-union positions, with consideration for the principles set out by the City of Toronto in 2023. The work plan includes making recommendations for a portion of pay to be merit-based or pay-for-performance. The completion of these priority actions is essential to support employee retention, attract top talent, reflect a changing and competitive labour market, and to promote alignment to achieve organizational objectives.

# 1

## 1.3 Reinforce Employee Safety and Well-being

Our employees consistently demonstrate agility in responding to new challenges in the environment in which the TTC operates. Whether responding to a global public health crisis, or to complex socioeconomic challenges in the communities we serve. During the pandemic, our employees were on the front-line ensuring customers and essential workers could connect to necessary services. Over the last several years, an increase in community safety incidents, and concerns of safety and well-being on the system, have added new pressures to our workforce.

The TTC has many unique workplaces with unique safety risks. The TTC proactively monitors key metrics to develop necessary responses to protect employees. This includes preventing incidents related to lost-time injuries and offences against employees. The TTC must and will continue to focus on reducing all types of workplace safety risks. Ensuring the physical and mental health and safety of our employees is not just a requirement, it is also helps us perform at our best.



**Target Outcomes:** Prevention of Safety, Health and Environmental Incidents in the Workplace.

### Action 1.3.1 Manage and Mitigate Occupational Health and Safety Risks

Guided by the implementation, maintenance, and continuous improvement of the TTC's Safety, Health & Environment (SH&E) Management System, the TTC strives to mitigate and prevent health and safety workplace incidents. The TTC continues to improve health and safety awareness through policies and training, supported by employee engagement and communication. Partnership with labour representatives, through Joint Health and Safety Committees (JHSCs), is also key to identifying opportunities to improve employee safety and well-being.



### Action 1.3.2 Promote and Improve Programs to Ensure Employees Have Access to Mental Health and Well-Being Supports

The mental health and overall well-being of employees is a priority. The TTC currently offers a variety of services aimed at supporting employees. The TTC will continue to improve its well-being supports in part through existing programs such as TTC Employee and Family Assistance Program (EFAP) and Trauma Assist. Active monitoring of these programs will inform continuous improvement opportunities to improve the success of these programs and better meet the needs of employees.

### Action 1.3.3 Support Our Front-line Employees to Minimize Incidents of Worker Assault

The TTC is committed to supporting our front-line employees to minimize incidents of worker assault. This includes continued rollout of front-line employee de-escalation training, support programs for employees who experience traumatic incidents on the job (see 1.3.2) and continuing high-visibility presence of community safety supports (see 2.2.2). Supporting our front-line employees also involves continuously communicating to the public our expectations for how transit workers must be treated.

# 1

## 1.4 Build an Inclusive Organization Reflective of the Diverse Communities We Serve

Toronto is one of the most diverse cities in the world, and yet work is still required to open opportunities and remove barriers to participation. For example, data shows that Black and Indigenous people continue to face lower rates of employment and wages in the Canadian labour market compared to the overall population.

The TTC as a public agency strives to remove barriers for equity-deserving groups, and to establish the conditions that ensure the TTC has a workforce reflective of the communities we serve. The TTC continues to integrate guidance from equity-deserving communities, including the Truth and Reconciliation Commission recommendations.

The TTC workforce historically has also been underrepresented by women and people with disabilities. In 2019, 15-per-cent of all TTC employees identified as women. This number increased to 18% in 2023. A reflection of efforts over the last couple of years to change the approach to recruitment efforts. But more still needs to be done. The TTC is on a journey towards creating a culture of belonging, and becoming an organization where every action, is guided and informed by the principles of equity, diversity, inclusion, accessibility (EDIA) and anti-racism. This change in culture will result in better outcomes for staff, customers, and the wider community.



**Target Outcomes:** Diverse and Inclusive Workforce

January 2024, Canadian employment rates<sup>9</sup>:

**84.3%**  
employment rate for the overall core working age population

**77.4%**  
for Black Canadians

**57.3%**  
for Indigenous people

## Embracing Diversity

### TTC continues its journey

In our 2023 hiring:



**27.6%**  
Women

**20.7%**  
Black

**3.8%**  
Live with a disability

**0.2%**  
Indigenous

### Refocus Recruitment and Outreach Strategies



**31**  
Neighbourhood Improvement Areas

**200**  
Employment Partners

**12+**  
College, High School and University Partners

### Representation in Leadership

While we are making progress in making the workplace and executive ranks more diverse, as the data indicates, the TTC will need to continue to focus on this action.

	2021	2022	2023
Women in Executive Roles	50%	50%	50%
Women in Senior Management Roles	25%	20%	24%
Racialized Senior Management	50%	40%	37%

### TTC Relative to the Communities We Serve

	Toronto Transit Commission			Toronto Census
	2021	2022	2023	2021
Women	16.6%	17.5%	17.7%	52%
Racialized	43.8%	47.8%	46.7%	55.7%
Indigenous	0.8%	0.8%	0.8%	0.8%
LGBTQ2SIA+	4.1%	7.8%	5.3%	4%

# 1

## Action 1.4.1 Progress and Complete Implementation of the Embracing Diversity 10-Point Action Plan

First introduced in 2020, the 10-Point Action Plan sets the foundation for initiating a culture change within the TTC. Progress against seven of the ten actions have met their initial goal, with sustainment activities ongoing, including;

- Structure for success by aligning workplace relationships to reflect diversity and inclusion as top priorities, which resulted in the established of the Diversity and Culture Group
- Third-party review of data in several key areas
- Ongoing recruitment of women and diversity into transit operations, with a target goal of having women represent at least four in every 10 new hires commencing in 2021
- Refocus outreach and recruitment strategies.
- Review communications with a diversity and inclusion lens
- Organizational training, including front-line training
- The Revenue Protection and Special Constable Service were re-organized to report to the Chief Strategy and Customer Experience Officer

The focus in 2024 is dedicated to making progress on three specific actions:

- Appointing a Third-Party Advisor to review and assess existing practices
- Establish a procurement policy grounded in equity and diversity
- Learn from International best practice and develop strategic partnerships



## Action 1.4.2 Launch the Next Phase of the TTC's Culture Change

Building on the **Embracing Diversity 10- Point Action Plan**, the next phase will continue the process of embedding culture change throughout the organization. This will be done by focusing on governance, recruitment, training and procurement. This will include but is not limited to introduction of the following key elements:

- Formalizing the **TTC's Anti-Racism Policy and Strategy**, and implementation plan.
- Formalize a TTC Truth and Reconciliation Action Plan affirming the TTC's commitments towards the City of Toronto's 2022- 2032 **Reconciliation Action Plan**<sup>10</sup>. This includes continuous learning and awareness building to increase capacity for land-based Indigenous engagement.
- Enhance and promote a common understanding of the principles of EDIA and its interconnection to TTC objectives.



# 2

## Strategic Direction 2

Attract New  
Riders,  
Retain  
Customer  
Loyalty

## Strategic Direction 2

# Attract New Riders, Retain Customer Loyalty

The experience of our customers must be at the centre of our decision-making. The TTC strives to improve the customer experience and understand the varied needs of diverse transit riders to retain customers and attract new ones.

For many, taking transit is a necessity to access employment, school, essential services and to participate in our community. For others, the decision to take transit versus a private vehicle is a question of convenience, comfort and speed. With numerous mobility options now accessible through a smartphone and throughout the city, the TTC is focused on how to best meet the individual trip needs of customers to remain competitive. This requires maintaining our core strengths as a system with high levels of frequent service and broad geographical coverage to serve communities across Toronto's 630 square kilometres.

In 2023, the TTC provided 396 million rides, an increase of 100-per-cent from the lowest period of the pandemic, when ridership dropped to 198 million rides in 2021. While still below the 525 million trips in 2019, the TTC has seen growth in off-peak periods of travel, weekends and an increase in discretionary trips. Hybrid work arrangements that emerged over the pandemic, however, may be here to stay in some form. The TTC is actively monitoring trends in downtown office occupancy and factoring these considerations into service plans and revenue forecasts. As customer demand patterns change, and customer expectations evolve, so must our service.

In the next five years, Toronto's population is expected to increase by 150,000 people, and 53,000 new jobs are expected to be added. This plan outlines measures to put the TTC on a path to approaching 2019 levels of ridership again in the next five years. Growing transit ridership long term requires focused effort and investment in the immediate term to build a culture where taking public transit is ingrained in how people choose to move and connect across Toronto.

### TTC's diverse customer base includes:



**57%**  
identify as female



**55%**  
visible minorities



**1 in 3**  
do not own a personal vehicle



## Objectives

To grow transit ridership over the next five years, we need to be the better way to travel. This will require the TTC to:

- 1** Better serve customer demand in an evolving operating environment.
- 2** Improve the customer experience by providing a safe, accessible and comfortable journey.
- 3** Focus on the basics of service reliability, predictability and speed.
- 4** Prioritize asset State-of-Good-Repair to keep the system moving reliably.

## 2.1 Better Serve Customer Demand in an Evolving Operating Environment

In the next five years, changes in population and employment will demand higher frequency of service and new services to meet changing travel patterns. Construction and congestion will continue to negatively impact surface transit and must be factored into how we plan. Further, changing technologies and customer expectations requires the TTC to rethink how we engage with customers.



**Target Outcomes:** Increase Ridership, Improve Customer Satisfaction



# TTC Services



**5** minute walk

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



**Half-hour standard**

Minimum frequency promised for all bus and streetcar routes



**10 Minute Network**

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



**160** Bus routes



**18** Streetcar routes (incl. day and night routes)



**113** Subway and rapid transit stations  
With the opening of Lines 5 & 6



**60** Zero-emission buses on the road and 360 on order  
Largest active fleet in North America



**590** Hybrid buses on the road  
No pure diesel purchases after 2018.



**All day, every day**

Most TTC services operate from approximately 6:00am–1:00am, Monday to Saturday, and from 8am on Sundays



**6** minutes or better

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



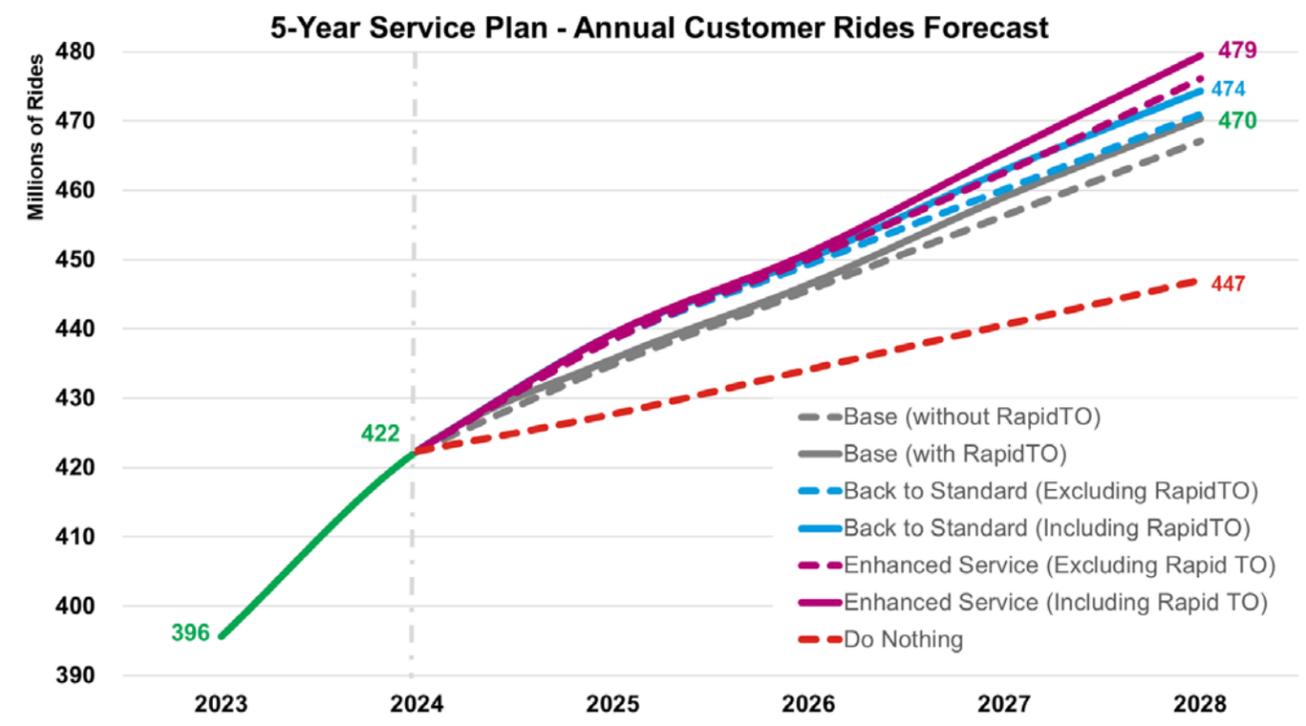
**Blue Night Service**

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

**Action 2.1.1** Launch the TTC’s Next 5-Year Service Plan for 2024 to 2028

In 2019, the TTC introduced the first 5-Year Service Plan & 10-Year Outlook. This companion document to the Corporate Plan, sets a clear vision for how we deliver service to our customers. The next 5 Year Service Plan will launch in 2024 to ensure we continue to serve customers’ evolving transit needs. The plan provides the framework for the development of the Annual Service Plan and outlines a range of service initiatives that respond to increases in ridership due to population and employment growth, and options to enhance service to incentivize new riders to take transit. The planning process will continue to be informed by the latest information in customer demand patterns, operational environment changes, and customer research and engagement. The TTC is also developing a Customer Experience Action Plan (see 2.2.1) to integrate opportunities to improve the end-to-end customer journey.

The 5-Year Service Plan, anchored on the **TTC Service Standards**, provides the foundation for further exploration of ridership reacquisition and long-term growth. Depending on the level of service investment and key policy changes, such as implementation of the RapidTO: Surface Transit Network Plan, there is an opportunity to reach up to 480 million rides annually by 2028.



**Action 2.1.2** Enhance the TTC’s Customer Research and Data Analytics Capacity

The TTC knows more today about its customer base than it did five years ago. With focused efforts on customer research and data analytics capacity, the TTC is making advancements to understand our customers’ priorities and evaluating our performance from the customer’s point of view.

In addition to traditional consultation and research methods, the TTC employs a monthly Customer Satisfaction Survey, and is developing new approaches through an enterprise data system. The TTC is leveraging PRESTO ridership and revenue data and recent technology investments, including the Automated Passenger Counting (APC) system on the surface transit fleet, CAD/AVL system (VISION) for vehicle location information, customer relationship management (CRM) system, and the development of an in-house Access by Transit model.

These investments allow for improved data analysis, helping us to better understand the TTC’s diverse customer base and market segments as well as inform opportunities for customer development. A stronger understanding of TTC’s existing customers will help integrate strategies to support mobility, equity, and city-building.



## 2.2 Improve the Customer Experience by Providing a Safe, Accessible and Comfortable Journey

Safety, accessibility and comfort are important considerations when deciding to take transit over other modes of transportation. The TTC monitors multiple dimensions of the rider experience to assess customer satisfaction and is focused on meeting expectations.

★ **2 out of 3 Customer's Satisfied in 2023.**  
 Core drivers to improve satisfaction include:

1. Safety
2. Trip Smoothness
3. Crowding

Amongst the many elements of the customer experience, addressing community safety and well-being on public transit has emerged as a primary concern for our customers, employees and community partners. In addition, enhancing comfort and accessibility, streamlining information and improving trip smoothness are key elements to improving the end-to-end customer journey.



**Target Outcomes:** Improve Customer Satisfaction, Safety and Well-being and Accessibility

### Action 2.2.1 Introduce the TTC's First Customer Experience Action Plan

Integrated with the TTC's updated 5-Year Service Plan for 2024-2028 (see 2.1.1), the TTC is refocusing on improvements to the end-to-end customer journey. Through extensive consultation with our diverse customer base, the plan will identify opportunities to improve trip planning, access to real-time information, and improvements to stop and station amenities. The Plan will integrate other key efforts to improve the customer experience with the goals of improving customer satisfaction, attracting new riders and retaining customer loyalty. The Customer Experience Action Plan is complemented by the other key actions outlined here.



### Action 2.2.2 Enhance Community Safety, Security and Well-being on the System

Public transit systems reflect the communities they serve. Issues, such as homelessness, substance use, and mental health, can have spillover effects onto transit systems. The TTC, and transit systems more broadly, have been evaluating how to approach complex social issues, which go beyond the traditional scope of public transit service. In response, the TTC has sought out new partnerships to support individuals in need and is creating supports that focus on providing a positive customer experience for all transit riders.

The TTC is maturing its Community Safety, Security and Well-being Plan. A multidisciplinary approach, implemented in partnership with the City of Toronto and community partners to manage community safety, security and well-being issues on the system, focuses on:

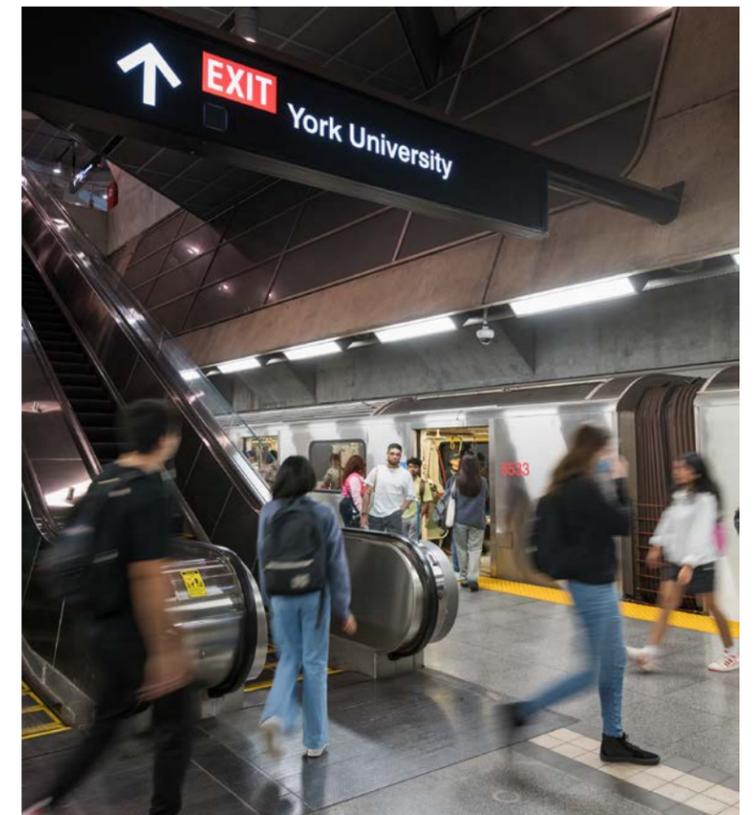
- Enhancing high-visibility presence and improving incident management.
- Supporting persons experiencing homelessness and individuals with complex needs.
- Ensuring community safety program support.

Leveraging data analytics capacity, the TTC is assessing the impact of investments being made to employees' and customers' safety and security. With City partners, the TTC is also evaluating on an ongoing basis the impact of support programs for individuals with complex needs on the system. The operating model for safety and security and well-being resources will continue to be refined as we build on lessons learned in Toronto, and across the broader transit industry.



#### Partnership in Action

As part of the New Deal<sup>7</sup> reached between the Province of Ontario and the City of Toronto in November 2023, the Province is providing \$300 million in funding, to be used over three years, to support the TTC's efforts to improve community safety, security and well-being in addition to service recovery to bring back ridership. This is an example of the importance of intergovernmental partnerships.

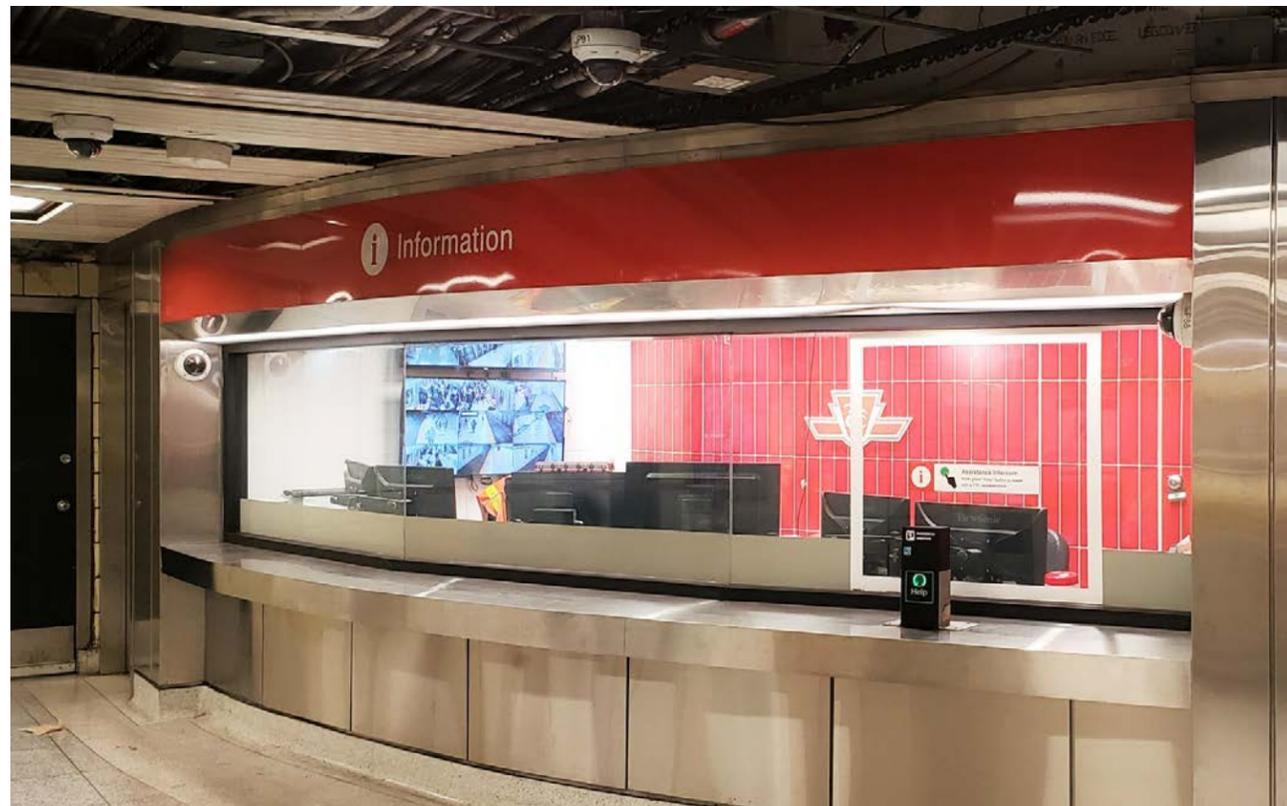


### Action 2.2.3 Complete the Station Transformation Capital Program

First initiated in 2017, the program has introduced capital improvements across the TTC's 70 subway stations to improve safety and security and enhance customer experience. This has included upgrading of Passenger Assistance Intercoms, the introduction of six station hubs at major system transfer points to serve as central command posts and introduction of the Customer Service Ambassador staffing model. The TTC has also been undertaking an upgrade of the Public Announcement system and will complete the final upgrades to station camera systems to achieve 90-per-cent camera coverage in all TTC stations. This program of capital work is forecasted to be complete in the next year.

### Action 2.2.4 Expand Access to Cellular Service Across the TTC Network

Expanded access to cellular service to the TTC network is underway. We will support third-party providers responsible for delivery of the rollout of cellular service infrastructure across the subway network. This will improve customer access and complement other safety and well-being measures. Implementation is expected to be complete by the end of 2026, per Federal timelines.



Bloor-Yonge Station Hub

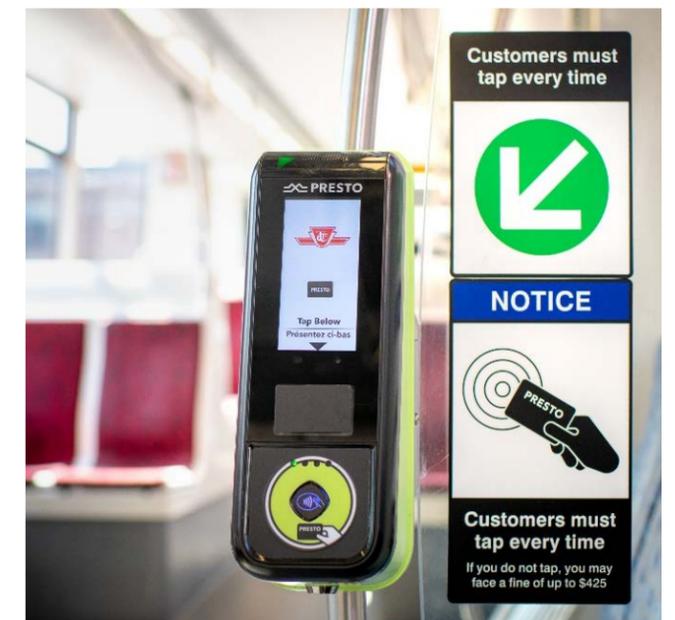


### Action 2.2.5 Streamline and Modernize TTC Customer Communications

This action is supported by the TTC's Customer Experience Action Plan (see 2.2.1), and focuses on streamlining information to give customers accessible, timely, and accurate information to plan their journey. This includes introducing an updated **TTC Wayfinding Strategy** in 2024, reviewing customer information needs and processes and evaluating new opportunities to improve real-time communications to customers.

### Action 2.2.6 Provide Customers with a World-Class Fare Collection System

In partnership with PRESTO, the TTC has launched improved automated fare payment options for customers, including the introduction of open payments, PRESTO in mobile wallet, and earlier in 2024 enabled access to the new provincially funded One Fare Program using a PRESTO card, credit or debit card (see 3.2.3). As we look to the future of fare collection, the TTC is developing future-state requirements for the next generation of the TTC's fare collection system. A report will be brought forward outlining our approach to fare modernization which meets the needs of our diverse customer base.



**Action 2.2.7 Publish the TTC's Next 5-Year Accessibility Plan**

Informed by engagement with customers, community partners, the Advisory Committee on Accessible Transit (ACAT), and guided by the Accessibility for Ontarians with Disabilities Act (AODA), 2005, the TTC will refresh the **5-Year Accessibility Plan**. The TTC is committed to improving system accessibility. This includes completing major capital investments and transformation initiatives to remove barriers to access:

- Finalizing construction of the **Easier Access Program**, by completing the installation of elevators and accessible features in the remaining 16 stations. This includes measures to provide accessible pathways in accordance with legislation. At present, 54 stations have been equipped with accessible paths to all subway platforms. The program of work is forecasted to be complete by 2027.
- **Continuing the Wheel-Trans Transformation Program**, through the 10-year strategy first launched in 2016. The program identified nine initiatives that include investments in technology and infrastructure, service delivery improvements and ensuring legislative compliance with AODA. The cornerstone of the program is the Family of Services business model providing Wheel-Trans customers the option of using accessible-conventional transit services when their disability conditions allow them to do so. The program is modernizing Wheel-Trans operations, improving the quality of service and customer experience, and minimizing costs due to a growing customer base. Family of Services provides customers with the flexibility to take trips on short notice and enjoy more options for barrier-free travel. Over the next three years, the TTC will:
  - Support registration of new customers and continue the re-registration of the remaining 5,000 legacy customers (i.e., those who registered for Wheel-Trans service prior to 2017), to ensure equity and compliance with provincial legislation, while also improving service by offering customers trip options that are suitable to their needs and abilities.
  - Support Wheel-Trans customers travelling on the accessible-conventional system by providing Travel Training to customers, and other tools. The TTC will double the number of travel trainers (from 2 to 4) by late-2024 to support this.
  - Initiate an evaluation of the program and next phases of transformation post-2026.

The TTC will continue to consult with customers through the annual TTC Public Forum on Accessible Transit, ACAT, and other consultation methods to make improvements that provide the greatest benefit to customers.

# Wheel-Trans



**38,400**  
active customers  
in 2024

**900,000+**  
Family of Service  
Trips (2023)

**31%**  
of customers  
indicated regular travel  
on Conventional  
Accessible Service  
(2023)



**91.1%**  
On-time delivery of  
service within 20  
minutes (2023)

## Family of Services (FOS) Network



**85%**  
of trips  
booked  
online



**81**  
routes



**508**  
transfer stops



**16**  
Access Hubs



## 2.3 Focus on the Basics of Service Reliability, Predictability and Speed

Nearly 60-per-cent of all TTC journeys include a surface transit trip, reflecting the reliance on 160 bus routes and 11 streetcar lines to move large numbers of riders, and provide geographic coverage across Toronto. The TTC’s busiest surface routes provide frequent service throughout the day in mixed traffic with very limited transit priority.

Customers value fast, frequent and reliable service. Improving the efficiency and effectiveness of surface transit is one of the greatest opportunities to make a real difference for customers in the immediate term. Irregular services have significant impacts on customers’ decision to use transit, as it increases wait times, crowding and trip duration, while adding uncertainty to their journeys.

Recent data shows traffic congestion in Toronto is near pre-pandemic levels despite a reduced number of office worker trips taking place. Significant construction is also underway, including exciting new transit expansion being built, which present new opportunities longer term. In the meantime, in the next five to 10 years there will be increasingly challenging conditions to deliver reliable, predictable and fast transit service across the TTC’s surface transit network.

To help mitigate the challenges of operating in a more congested city, we need to continue to work with partners at the City of Toronto, Metrolinx and the broader community to manage delays, disruptions, and the increasing cost of operating surface transit in mixed traffic. Investing in all-day priority will unlock thousands of hours of bus and streetcar service to make it more frequent, comfortable and attractive.

**Bus and Streetcar Network**

-  **60%** of all trips include surface transit
-  **30,000+** customers per weekday on 14 routes, most in Canada and the US
-  **4,500+** customers board stops at 15 locations across the city



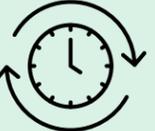
**Target Outcomes:** On-Time Performance, Number of Priority Transit Measures Implemented, Improved Travel Times.

### Action 2.3.1 Review Operating Performance to Improve Service Delivery

Many surface routes require schedule improvements to ensure service is being delivered as advertised. The TTC is building upon a foundation of improved schedules for surface operations by advancing continuous improvements and testing new approaches to measure service reliability, manage service, and build service resiliency.

In 2023, the TTC reviewed more than 100 schedules to cope with congestion and implemented a range of measures to improve reliability and transit quality on surface routes. Adjustments resulted in improved on-time performance, fewer missed trips, and schedules reflective of conditions.

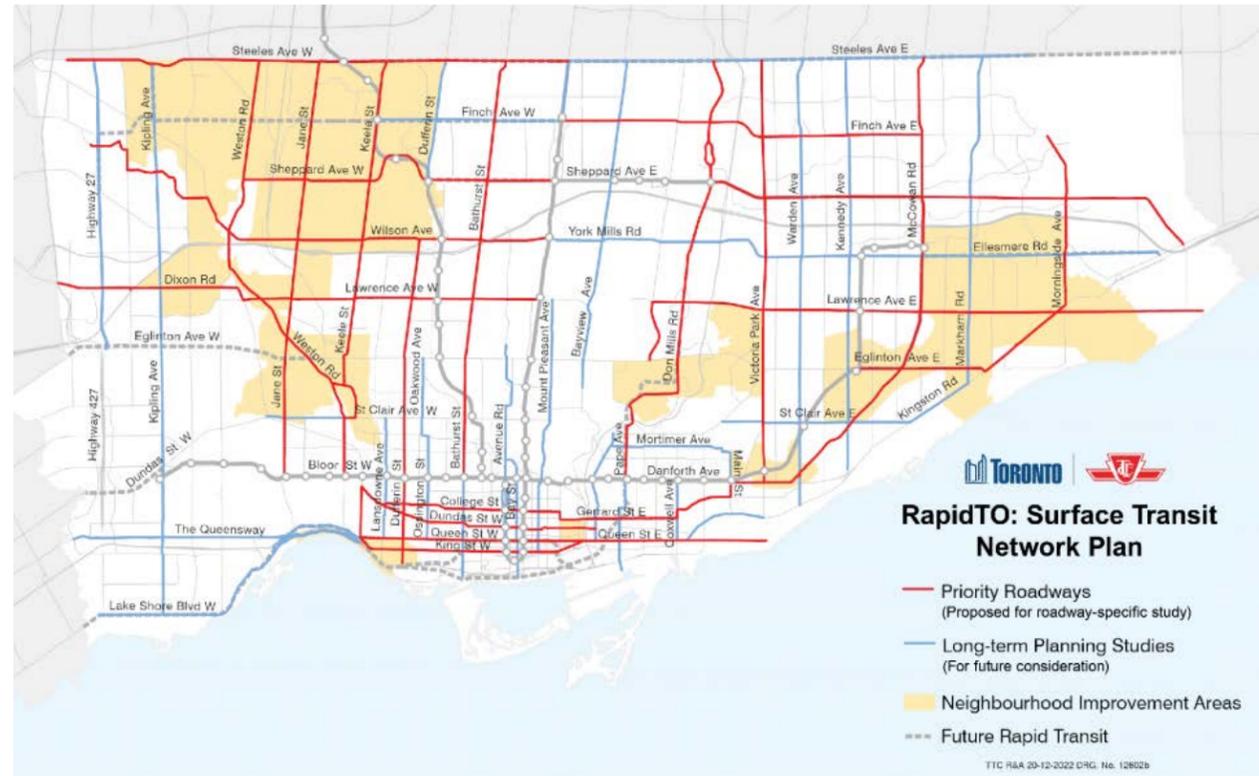
The TTC will continue a systematic approach to review operating performance and is investing in new technology solutions to modernize service planning and scheduling (see 4.3.1) that will bring more capacity to evaluate options for improvement. This includes identifying operational, service design, regulatory and physical measures to improve performance. Some physical measures, such as dedicated transit lanes, or regulatory measures (i.e. interim transit priority for special events and construction), require support from the community and the City of Toronto. The TTC will partner with the City of Toronto to assess ways to improve surface transit operations, with outputs informing the Annual Service Plan development process (see 2.1.1).

-  **Adjust** schedules to reflect observed conditions
-  **Run-as-directed buses** to fill gaps and for construction
-  Work with City to **improve signal timing** and implement signal priority
-  **More supervisors at stations and on street** to support operators and monitor routes
-  Monitoring and counselling for **early and late departures**
-  Ongoing review of **terminal and end-of-line constraints**

**Action 2.3.2 Advance the RapidTO: Surface Transit Network Plan and Prioritize Surface Transit**

Transit improvements are already underway to get surface transit moving faster. The TTC is partnering with the City of Toronto on specific initiatives, including:

- Advancing the **RapidTO: Surface Transit Network Plan**, to enhance bus and streetcar service across Toronto through transit priority measures on the City of Toronto’s Road Right of Way. The immediate priority is completing the study and implementation of transit priority measures on our busiest corridors. Eglinton Avenue East has been implemented, and the focus is to implement transit priority measures on the Jane Street, Dufferin Street, Steeles Avenue West, Lawrence Avenue East and Finch Avenue East corridors. These five corridors in 2023 had a combined customer demand of approximately 197,000 boardings per weekday.
- Improved signal infrastructure and enforcement measures have been put in place by the City of Toronto to support transit priority on the **King Street Transit Priority Corridor**. The long-term plan is to support our City partners in implementing permanent infrastructure improvements, which will improve customer experience, and reinforce the prioritization of transit in the road right of way.
- Through the 5-Year Service Plan (see 2.1.1), and the systematic review of operational performance (see 2.3.1), the TTC will continue to work with the City of Toronto to move forward on transit priority options, such as the continued rollout of **queue-jump lanes**, and implementation of **Transit Signal Priority (TSP)**.



**Action 2.3.3 Build the Line 3 Busway**

The TTC will focus on completing the full implementation of the Line 3 Bus Replacement Project by constructing the dedicated busway between Ellesmere and Kennedy stations. The expected benefits of constructing the Busway for customers include a faster, more reliable journey and providing customers with overall journey times that are comparable to previous Line 3 train service. Construction is planned to start in 2025 and will take approximately two years to complete. The TTC also continues to work in partnership with the City of Toronto’s Transportation Services Division to monitor the effectiveness of the recently completed transit priority measures along the corridor on Kennedy Road, Ellesmere Road, Midland Avenue and Eglinton Avenue East.



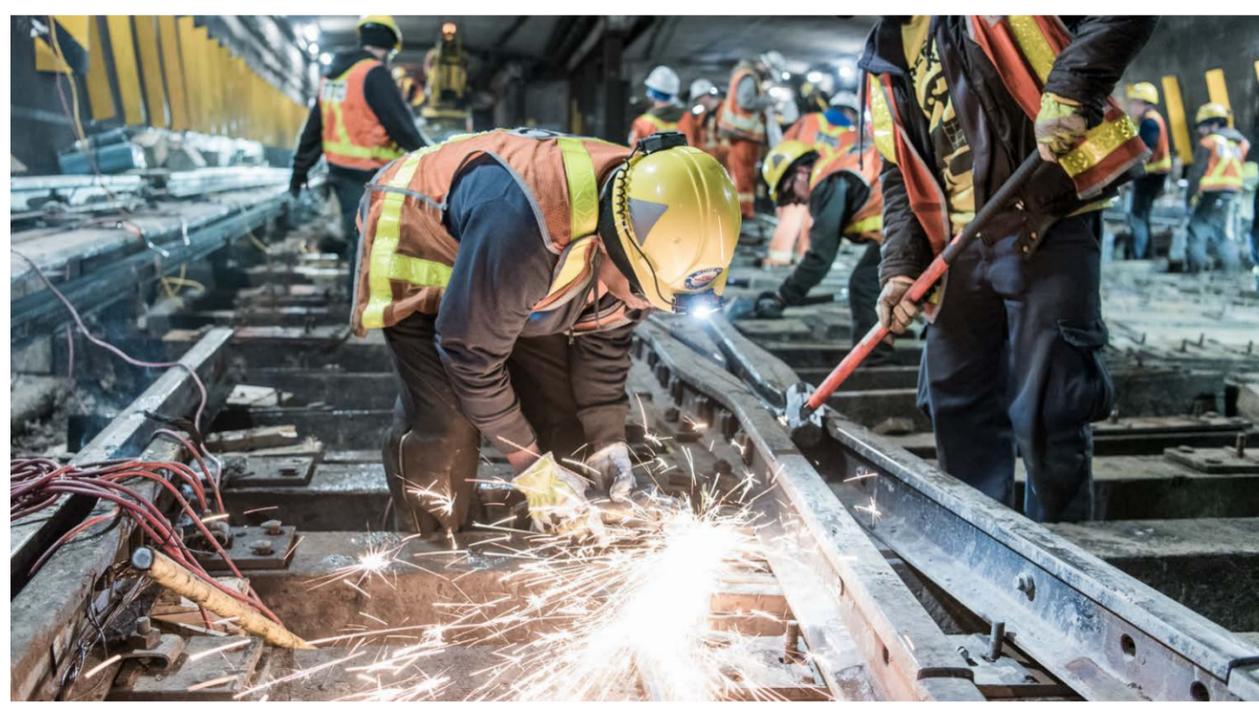
## 2.4 Prioritize Asset State-of-Good-Repair to Keep the System Moving Reliably

The TTC is an asset-intensive organization. This includes fleet, facilities, tunnels, structures, systems and equipment that must be kept in a state-of-good-repair to keep the system moving reliably.

With more than 100 years as a public transit system, the TTC has many aging assets in need of renewal and modernization. Subway trains operating on Line 2 are nearly 30 years old, and the signal system is aging and requires renewal (see 2.4.3). The TTC has a large bus fleet, requiring a steady-state maintenance and overhaul program (see 3.3.1). The streetcar network has its own set of asset maintenance requirements, from track and switches to overhead power. Streetcar facilities are undergoing renewal programs to accommodate a new fleet and upgraded to modern day needs (i.e., Hillcrest and Russell Carhouse) (see 3.1.5).

Managing the state-of-good-repair across all modes is a key priority for the TTC to ensure that current assets can support the delivery of safe and reliable transit services to customers. The following priority actions will be implemented:

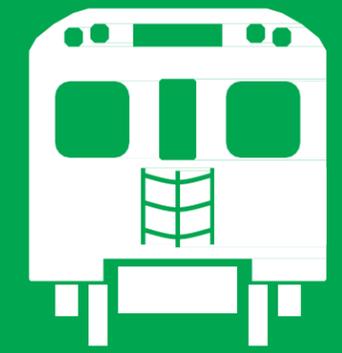
 **Target Outcomes:** Ensure Asset Availability, Improve Service Reliability



# TTC Assets

## Subway

70.1 Km of track	70 stations	329 escalators	157 elevators
143 subway trains	82 Toronto Rocket (TR) trains	61 T1 trains	5 subway yards



## Streetcar

	368 Km of track and overhead	204+ streetcars, with 60 more on-order	4 streetcar carhouses
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## Bus

2,322 conventional buses	152 articulated buses	931 hybrid buses	60 electric buses	8 bus garages
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 **Wheel-Trans**  
250  
small and medium buses serviced out of 1 dedicated garage

 **Non-Revenue**  
509  
non-revenue vehicles supporting all aspects of TTC operations

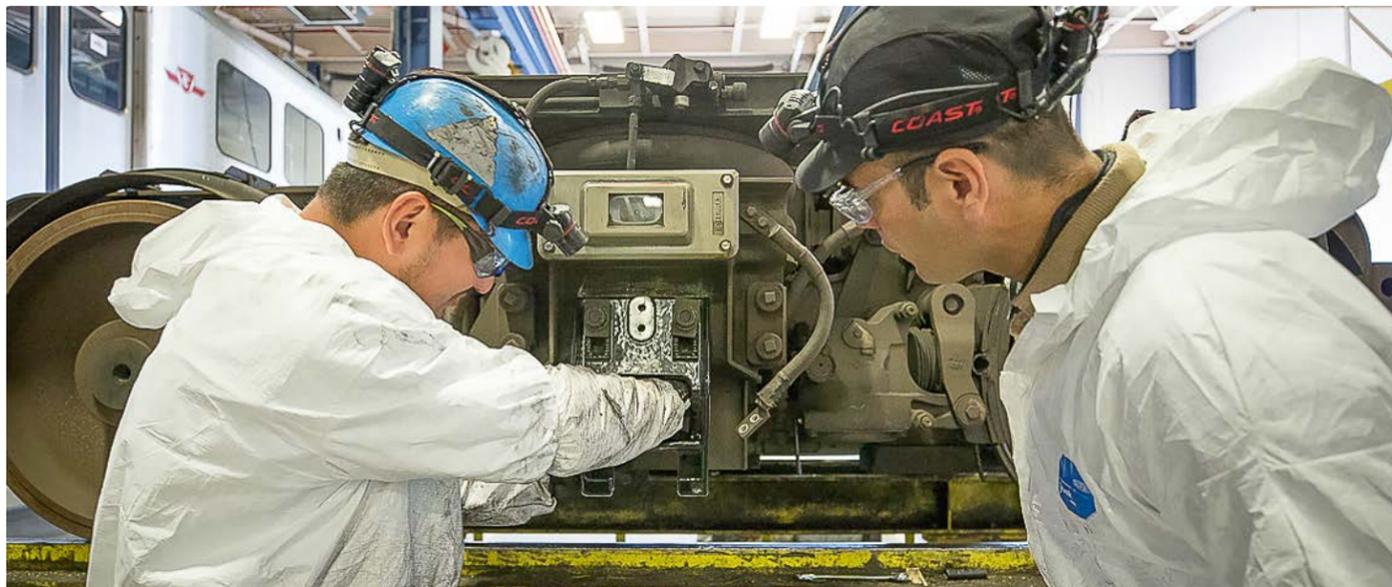
### Action 2.4.1 Mature TTC Enterprise Asset Management Capabilities

Prioritization of capital investments in the TTC's state-of-good-repair across all modes is informed through the Enterprise Asset Management (EAM) Program. EAM guides investment decisions in preventative and corrective maintenance and ensures long-term plans for asset replacement and renewal that reflect the most current asset conditions.

To ensure assets can deliver the best possible service, we are maturing our asset management capability by delivering an EAM Program that will meet the requirements of the Provincial Asset Management Planning for Municipal Infrastructure Regulation, O. Reg. 588/17, and align to international best practices. Asset management is not new to the TTC, but rather an ongoing journey. This includes:

- Producing an annual **Asset Management Plan (AMP)** that encompasses the full inventory of TTC assets, including age, condition, life cycle activities, etc.
- Strengthening existing **processes, procedures, recruiting resources and training** staff involved in asset inspection and maintenance activities.
- Continuing **technology investments** supporting the TTC's Asset Information Strategy and Data Governance, including tools that provide improved data on asset condition and maintenance requirements.

The TTC's asset management practices inform the basis for **lifecycle maintenance activities across all modes of the system** – from bus maintenance and overhaul programs to streetcar maintenance programs to subway maintenance and asset renewal. Our ongoing state-of-good-repair activities will be informed by EAM.



### Action 2.4.2 Advance Subway Fire Ventilation Upgrades and Station Second Exits Program

A significant element of the TTC's state-of-good-repair requirements are major asset renewal and upgrade programs associated with the subway. Examples are the upgrade of subway **fire ventilation** systems and the construction **second exits at key subway stations**. These capital upgrades to be completed over the next decade will maintain and improve subway safety, and provide increased customer convenience for exiting and entering stations.

Of the **14 second exits being implemented in high priority stations**; 50-per-cent of the program has been completed to date. The remaining stations are advancing through planning, design and construction, with second exits at Donlands, College, Museum, and Summerhill forecasted to be complete over the next five years. The TTC is also working with Metrolinx to implement an improved connection between Dundas West Station and the Bloor GO/UP Express.

A key component of the subway fire and life safety systems are fans and ventilation systems, installed in each station. High-capacity ventilation fans vertically pull air into or push air out of the tunnels and stations, should fire or smoke enter the subway system. Fire ventilation upgrades are required at key stations and emergency services buildings. The program will replace the existing infrastructure as it nears the end of its service life. The program, as scoped, is forecast to be complete by 2032.



Woodbine Station Second Exit

# 2

## Action 2.4.3 Preserve Line 2 Subway Reliability by Modernizing with New Trains and Automatic Train Control

Connecting communities from Etobicoke to Scarborough, Line 2 is critical infrastructure that keeps Toronto moving. This key transit corridor moves half a million trips on the average weekday, and demand is forecasted to grow by 18-per-cent by 2041.

Preserving Line 2 service reliability is essential, and this requires investments to be made now to ensure the future viability of the line. The Line 2 fleet is approaching the end of its 30-year design life requiring asset replacement. Facilities and signalling infrastructure that have been in place since the Line first opened in 1966 are due for major upgrades and renewal. By 2041, the existing signal system will range in age from 60 to 74 years old in various segments, and the time is now to make the shift to a modern signal system that can keep pace with an expanding network.

The TTC has a preferred plan to modernize Line 2, improve service reliability, and future-proof the line to achieve benefits from broader network expansion. The plan is anchored on the investment in **55 new subway trains** to replace the existing fleet, and the upgrade of the signalling system to **Automatic Train Control (ATC)**. This program is supported by investments in renewing **Greenwood Yard, Shop and Carhouse**. This plan cannot proceed without new subway trains being procured.

The program at present is not fully funded and is a key priority within the TTC's Capital Investment Plan (CIP) (see 5.3.1). The TTC CIP includes full funding for Greenwood Yard, Shop and Carhouse, and ATC. Full funding for the new trains is still required to enable modernization of Line 2 to proceed.

The TTC has outlined a range of capital investment scenarios for Line 2 modernization that depend on full funding for new subway trains being obtained. In all scenarios, new trains need to be purchased – the longer the delay, however, the higher the costs associated with keeping Line 2 operational.



**Line 2 by the numbers:**

<p>500,000 daily boardings, with 18% forecast growth by 2041.</p> 	<p>TTC would need ~600 bus trips per hour to replace capacity.</p> 	<p>Approximately 130 connections to TTC routes and 19 regional routes.</p>
<p>559,000 2019 daily boardings</p> 	<p>419,000 March 2024 daily boardings</p>	<p>661,000 2041 projected daily boardings</p>  <p>18% increase (2019 to 2041)</p>



# 3

## Strategic Direction 3

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

## Strategic Direction 3

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

By 2051, forecasts indicate more than 3.65 million people will call Toronto home. As Toronto grows, the number of people who choose and rely on public transit must increase. Roadway space dedicated to transportation in the city of Toronto is constrained, and reducing greenhouse gas emissions is critical. Currently, 1 in 4 of all trips in Toronto are taken on public transit. Growing the share of trips taken by transit, walking and cycling is necessary to enable the efficient and sustainable movement of people and goods in an already congested city and region.

Congestion comes at a cost. A recent Toronto Region Board of Trade report estimates congestion costs the region \$11 billion annually in lost productivity<sup>11</sup>. The Toronto region (Census Metropolitan Area) generates more than 50-per-cent of Ontario's GDP, and Toronto at the core of the region, contributes half - approximately 25-per-cent of Ontario's GDP<sup>1</sup>. A thriving Toronto is essential for a strong region, Ontario, and Canada. The TTC is critical to that success. More than 70-per-cent of transit trips taken in the GTHA in 2023 were on the TTC, making it one of the most relied upon sustainable transportation services in Toronto and the region. The TTC provides the foundation for placing transit at the centre of Toronto's future mobility.

To hold that position, the TTC needs to be prepared for growth, and the changes underway today that will reshape how people choose to move in the future. Whether it is a shift in travel patterns; changes to urban form; strengthening connections between transit and housing; or an expanded transit network now under construction, the TTC is focused on how our mass transit network can be leveraged to shape Toronto's future.

## Objectives

To sustain and enhance the contributions of the TTC's multi-modal network long term, the TTC is focused on the following objectives:

- 1 Build network capacity to support long-term growth forecasted to 2041
- 2 Promote sustainable transportation modes through seamless connections
- 3 Minimize environmental impacts and build resiliency for a climate-changed future
- 4 Develop the 2051 Long-Term Plan to enhance transit as a competitive mode



### 3.1 Build Network Capacity to Support Long-Term Growth to 2041

Building on a foundation of priority investment in system state-of-good-repair (see 2.4), the TTC is advancing planning and construction of major investments to position public transit as a mode of choice in a congested and growing city region. Given the lead time to plan, design, procure and/or construct new physical assets, the TTC must start major capital works now to prepare for the future.

To address increased future demand, the TTC’s Capital Investment Plan outlines several major growth projects. Some are funded, some are partially funded, and others are aspirational in the absence of a new financial framework for transit (see 5.4). More capacity means less crowding, fewer delays, improved reliability and enhanced customer experience.



**Target Outcomes:** Deliver capacity to meet 2041 forecasted demand

#### Action 3.1.1 Advance the Line 1 Capacity Enhancement Program

By 2041, daily boardings on Line 1 are currently forecasted to reach more than 1.3 million, a 55-per-cent increase above 2019 demand levels. To meet long-term demand generated by growth within Toronto and on the future Line 1 north extension to Richmond Hill, the future capacity of Line 1 will need to increase.

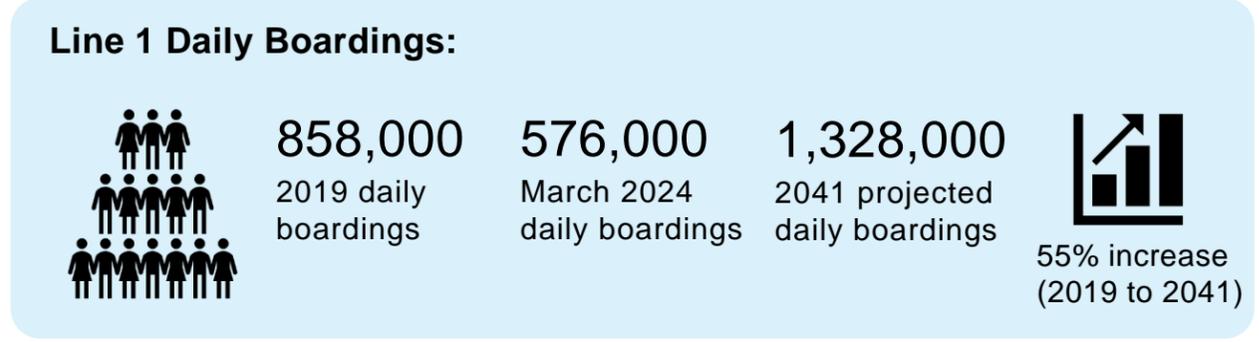
The TTC has a **Line 1 Capacity Enhancement Program** that began in 2019 to enable Line 1 to achieve more frequent levels of service. By 2041, the goal is to increase train frequency to every 100 seconds, enabling Line 1 to move 39,600 passengers per hour at peak times of day. This is the maximum capacity Line 1 can be expected to carry. To achieve this capacity, the following will need to advance:

- § Procuring additional **Line 1 subway trains** to increase the Line 1 fleet size from 76 trains to 122 trains by 2041 to provide more frequent service.
- § Establishing a new **Train Maintenance and Storage Facility** along Line 1 to operationalize an expanded fleet for the full Line.
- § Enhancing station capacities, fire ventilation, guideway and traction power, and other system upgrades to enable an increase of trains and people along the line.



*Yonge Subway opening in 1954 near Eglinton Station*

This comprehensive program has many interdependent projects that must come together to support anticipated growth along the line. The completed implementation in 2022 of Automatic Train Control (ATC) signalling system on Line 1, and the introduction of the Toronto Rocket trains is foundational to this next phase of capital improvements. The benefits of the Line 1 extension to York Region are also dependent on this program advancing (see 3.2.2). Key elements of this program are unfunded and are highlighted in the TTC’s Capital Investment Plan (see 5.3.1).



### Action 3.1.2 Construct Capacity Improvements at Bloor-Yonge Station

Bloor-Yonge Station is undergoing a major renovation and expansion to meet present day and future demands. In 2019, Bloor-Yonge had 220,000 customers per day passing through the station. This is forecasted to grow to 409,500 customers per day by 2041. As the primary transfer point between Line 1 and Line 2, the efficient movement of passengers through this interchange station is critical to prevent a bottleneck and overcrowding in the network. Station performance will increase in importance with the new rapid transit expansion feeding into the network. Station capacity is to be expanded before the Yonge North Subway Extension (Line 1) opens for service in the 2030s (see 3.2.2).

This mega-project is well underway, with design and early works progressing. Once completed, the station will have a new second platform on Line 2, extended Line 1 platforms, new accessibility features, fire ventilation upgrades, a new accessible entrance and exit, and improvements for passenger flow and customer experience. Platform Edge Doors on Line 1 platforms will be included as part of the station renewal and are enabled by completed investments in Automatic Train Control. The project is fully funded and benefits from federal and provincial funding contributions under the Investing in Canada Infrastructure Program.



*Cutaway Rendering of Bloor-Yonge Station*

### Action 3.1.3 Leverage Line 2 Modernization to Enhance Line 2 Capacity Long Term

Line 2 is currently forecasted to see demand increase by 18-per-cent by 2041, with the opening of the Scarborough Subway Extension in the 2030s (see 3.2.2). The immediate priority for Line 2 is the replacement of the Line 2 trains, implementing Automatic Train Control, and renewal of the Greenwood maintenance facility (see 2.4.3). Once Line 2 modernization is complete, the focus can shift to capacity enhancements to address longer-term growth. There is significant interest in creating transit-oriented development opportunities along the subway line. The TTC supports intensification and new housing near the transit corridor. Capacity enhancement supports this endeavour.

The **Line 2 Capacity Enhancement Program** is in the planning phase and is a longer-term program to enable a target capacity of 33,000 passengers per hour by 2041. To achieve this capacity, the program is designed to improve the frequency of trains to every 120 seconds. Building on Line 2 modernization, additional investments will be required over the longer term:

- Additional trains for growth and expansion (after replacing the existing Line 2 trains) to grow the fleet to 66 higher-capacity trains.
- Station capacity enhancements.
- Guideway and traction power upgrades.

The Line 2 Capacity Enhancement Program is not fully funded in the TTC's current 15-Year Capital Investment Plan (see 5.3.1). Key elements, such as Greenwood Yard maintenance facility improvements, are funded as a priority in the Line 2 modernization work (see 2.4.3). The TTC is also considering longer-term requirements for Line 2 as we update our planning horizon to 2051 (see 3.4), including the need for future maintenance, storage, and fleet requirements (i.e., Western Yard).

### Action 3.1.4 Evaluate Opportunity to Integrate Platform Edge Doors into Subway Improvements

Platform Edge Doors (PEDs) are a feature of many modern world-class transit systems and provide benefits, such as improved service reliability, safety, and opportunity to minimize customer-related delays. An updated business case is being developed to evaluate opportunities to integrate PEDs into subway renewal program activities. Potential phasing strategies will need to be explored, with consideration being given to higher-priority state-of-good-repair-projects, particularly on Line 2 where ATC and new trains must be implemented first (see 2.4.3). A pilot implementation of PEDs is included in the upgrade and renewal of Bloor-Yonge Station (see 3.1.2). PEDs are not funded in the TTC's current 15-Year Capital Investment Plan.



**Action 3.1.5** **Grow Streetcar Capacity with 60 New Accessible Streetcars and Upgraded Facilities**

Some of Toronto’s fastest growing neighbourhoods are served by the TTC’s streetcar network. The streetcar service provides access to many of Toronto’s cultural, sport, academic, health, and entertainment venues and services. This includes Toronto’s night economy of restaurants, bars, live music venues, and other activities that make Toronto a vibrant place to live and visit.

To support forecasted growth, the TTC is receiving **60 new accessible streetcars**, and adding capacity to store, maintain and operate a larger streetcar fleet through investments in the **Hillcrest Facility and Yard** and **Russell Carhouse**. This program of capital improvements is fully funded in the TTC’s Capital Investment Plan, with funding contributions being made by the Federal and Provincial governments to the 60 new streetcar order.

These capital projects are in addition to the ongoing state-of-good-repair activities on the streetcar network, and complementary to actions to improve the reliability and performance of the surface transit network (see 2.3.1). Combined, these efforts aim to move more people more reliably across the network.



### 3.2 Promote Sustainable Transportation Modes Through Seamless Connections

Our customers rely on the TTC for a variety of trip purposes, distances, origins, and destinations. A core feature of the TTC’s multi-modal network is the seamless integration between our surface transit, paratransit (Wheel-Trans), and subway services. The TTC has been working closely with our local municipal transit partners and Metrolinx to expand seamless connections beyond TTC boundaries to the broader regional transit network. This is to increase options for customers that are affordable, efficient, and encourage customers to take transit as part of their journey.

Over the next 10 years, various planned expansion lines are being delivered by Metrolinx and set to open in Toronto, which the TTC will operate as an integrated component of our existing network. Expanding the system will reduce travel times and create greater transit equity, contributing to wider access to opportunities for our customers. Ensuring seamless connections between all elements of the rapid transit network is to the benefit of our customers.

**Target Outcomes:** Improve seamless connections across modes; Successful transition of new expansion projects to revenue operations.



TTC, GO Transit and York Region Transit buses at Finch Station

#### Action 3.2.1 Open Line 5 Eglinton Crosstown and Line 6 Finch West

Metrolinx is planning, managing, and delivering the new Line 5 Eglinton (Eglinton Crosstown) and Line 6 Finch West Light Rail Transit lines (LRT). These new lines will open opportunities for rapid transit connections, improve access to equity-deserving communities, and provide customers with fast, frequent service. Through the 5-Year Service Plan and Annual Service Plans, the TTC will adjust for changes in travel patterns to seamlessly integrate the new service with the TTC’s existing base network, particularly connecting surface transit routes.

Line 5 and Line 6 will be the first new rapid transit lines to be delivered by Metrolinx in Toronto. The Province of Ontario will own assets, the TTC will be the operator, and Crosslinx Transit Solutions (for Line 5) and Mosaic Transit Group (for Line 6) will be responsible for maintenance activities. Testing and commissioning activities are underway, and the TTC is preparing to start operations once Metrolinx confirms the opening dates.

**5 Line 5 Eglinton**  
 19 km across Eglinton Ave.  
 25 new stations/stops  
 70 route connections

**6 Line 6 Finch West**  
 10 km across Finch Ave. W.  
 18 new stations/stops  
 28 bus route connections



**Action 3.2.2 Ensure Seamless Integration of Transit Expansion Projects with the TTC Network**

Over the next decade, an ambitious transit expansion program is being delivered by the Province of Ontario and its agencies, Metrolinx and Infrastructure Ontario. This includes the **Scarborough Subway Extension (Line 2), Yonge North Subway Extension (Line 1), Ontario Line,** and **Eglinton Crosstown West LRT extension (Line 5).** The Province recently initiated a study for a potential extension of the **Sheppard Subway (Line 4).**

The TTC has established a transit expansion assurance function to provide co-ordination with the City, and support Metrolinx in the planning, design, and construction of these major projects. As the future operator, the TTC is invested in ensuring new expansion projects are effectively integrated with the TTC’s base system to provide customers with a seamless experience when travelling across the network. Ensuring the design of line extensions is conducted to afford a smooth transition to operations and maintenance is also important.

Network expansion will provide new access opportunities, grow demand for transit, and build on the foundation of the TTC’s mass transit network. The benefits of new subway expansion are dependent on priority investments in Line 1 and Line 2 state-of-good-repair, modernization, and capacity enhancement long term (see 2.4 and 3.1).

<p><b>1 Line 1 YNSE</b>  <b>8 km extension</b> from Finch Station to Richmond Hill  <b>5 new stations</b> with connections to TTC Bus, York Region Viva Bus, GO Rail and Bus</p>	<p><b>2 Line 2 SSE</b>  <b>7.8 km extension</b> from Kennedy Station to Sheppard and McCowan  <b>3 new stations</b> with connections to TTC Bus, GO Rail and Bus, Durham Region Transit</p>
<p><b>5 Eglinton West Extension</b>  <b>9.2 km extension</b> from Mount Dennis to Renforth Drive  <b>7 new stations</b> with connections to TTC Bus, MiWay Bus, GO Rail and Bus</p>	<p><b>Ontario Line</b>  <b>15.6 km new line</b> from Exhibition Place, through downtown, to Eglinton Avenue East.  <b>15 stations</b> with connections to the TTC network, and GO Rail</p>

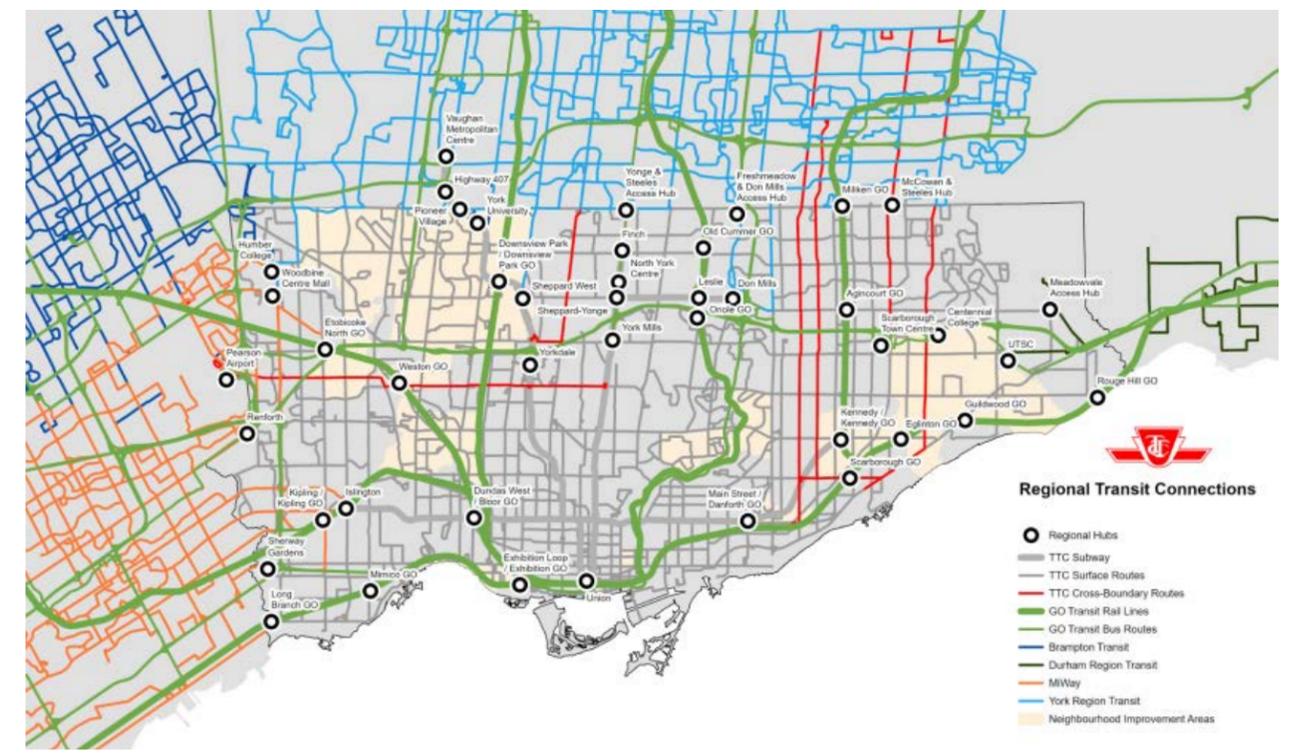
The City of Toronto is advancing planning and design work for the **Eglinton East LRT and Waterfront East LRT** projects. The TTC is providing technical expertise and support to our City partners who are currently leading these projects. The TTC will continue to support these design initiatives and is positioned to support project delivery as these projects advance, and relevant approvals are obtained. Third party transit expansion projects are not in scope of the TTC’s 15-Year Capital Investment Plan.

**Action 3.2.3 Advance Fare and Service Integration with our Partners**

The TTC makes more than 100 transit connections with five transit service providers in the region. This includes: MiWay, Brampton Transit, York Region Transit, Durham Region Transit and GO Transit (Rail and Bus). In 2023, approximately 13-per-cent of TTC customers travelled regionally and started or ended their trip outside Toronto. As the region grows, this is a customer market segment with potential for growth.

In February 2024, the TTC in partnership with the Province of Ontario, Metrolinx, and municipal transit partners, launched the rollout of the **One Fare Program**. Fully funded by the Province, this program improves affordability for customers by eliminating the double fare between the TTC and GO Transit services and TTC and 905 transit services. Over the next two years, the TTC will monitor program performance, and seek to secure ongoing provincial funding for the One Fare program post-2026, in accordance with Board direction. The TTC will continue to advance fare integration solutions that make transit more affordable, while preserving seamless integration across the TTC’s multi-modal network.

Complementary to fare integration, the TTC is evaluating opportunities to facilitate service integration and is co-ordinating with our neighbouring municipal public transit providers, and the Province to close implementation gaps, including developing a fare collection solution using PRESTO. In line with the City of Toronto’s commitment under the Ontario-Toronto New Deal Agreement<sup>7</sup>, the TTC will continue to work with the Province to implement regional fare and service integration.



**Action 3.2.4 Integrate Transit and Active Transportation (Walking and Cycling)**

Our customers start most of their transit trips as pedestrians. The TTC supports active transportation and integration with the TTC network, recognizing that transit, walking, and cycling complement each other to achieve the City of Toronto’s TransformTO strategy and goals.

TTC services are designed to be accessible and pedestrian friendly. At present, 90-per-cent of the city’s population and employment is within a five-minute walk of transit. The TTC will partner with the City to enhance pedestrian access to transit stations and stops through the construction of new sidewalks and enhancements to amenities at stops.

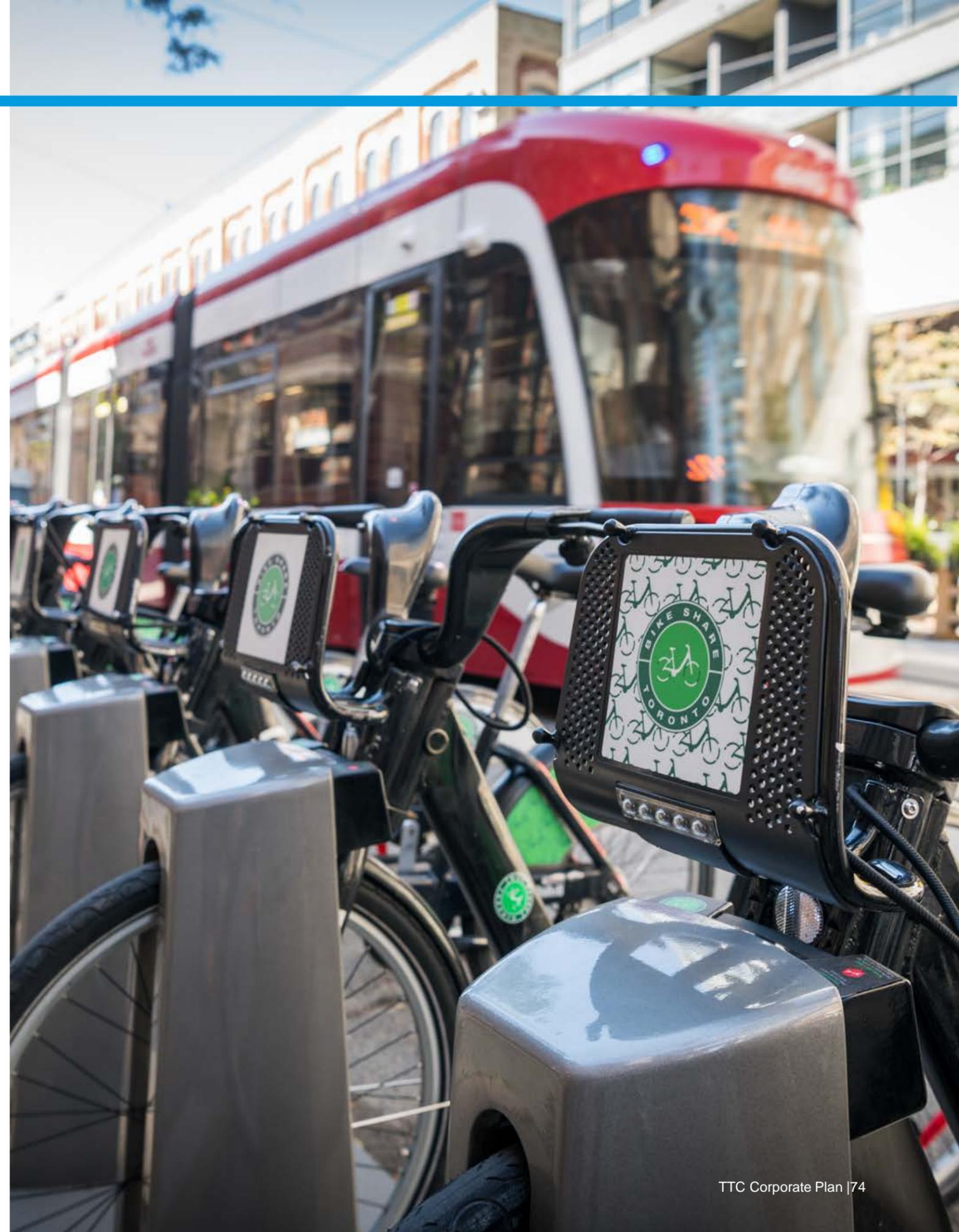
The TTC also collaborates with the City of Toronto to integrate cycling and transit infrastructure. We have installed bicycle parking, shelters and repair stands at many subway stations, and have developed integrated bus-bike platform design standards. The TTC will also continue to work with Bike Share Toronto on opportunities to locate bike share stations near TTC stations across the city to facilitate easy multi-modal trips. The 5-Year Service Plan, and Annual Service Plan, will identify initiatives that support and promote integration with active transportation (see 2.1.1).

**City of Toronto has set a target goal:**

**75%**  
of all school and work trips under

**<5 km**  
need to be walked, biked or travelled by transit by

**2030**



### 3.3 Minimize Environmental Impacts and Build Resiliency for a Climate-Changed Future

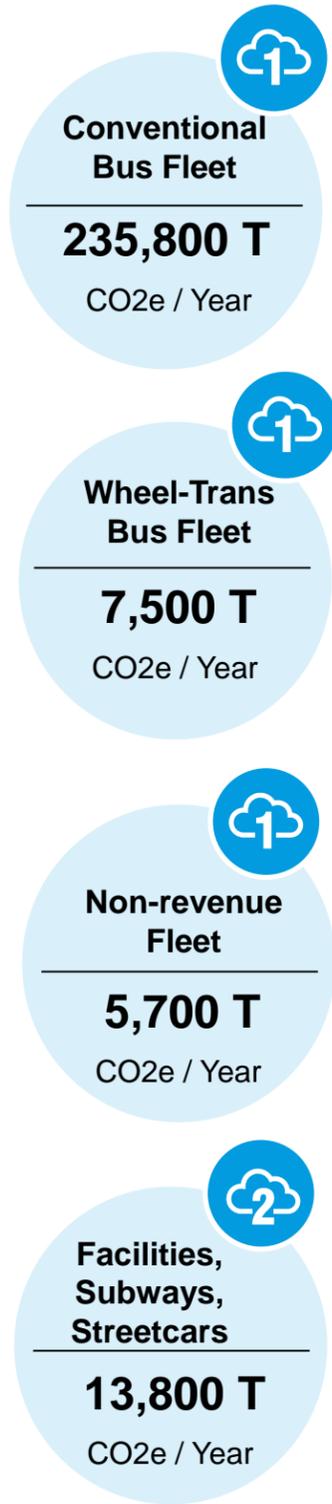
The transportation sector is responsible for one-third of all community-wide greenhouse gas emissions (GHG) in Toronto<sup>6</sup>. The TTC has a significant role to play in emissions reduction – first by helping our customers reduce their own emissions by providing quality transit service as a chosen alternative, and second by reducing the carbon footprint of our own organization. As an agency of the City of Toronto, the TTC has outlined a strategy to cut our GHG emissions by 2040, in line with City Council’s approved TransformTO Net Zero Strategy.

This requires the TTC to adopt modern technology and embed sustainable practices as we renew aging fleet and infrastructure. We will apply a climate lens to the design of new assets as we green our operations and enhance network capacity. The effects of climate change are already present, and more extreme weather events are in our future. Building resiliency to changing environmental conditions needs to be factored into how we plan and manage our assets long term. This is critical to provide effective operations and reliable service to meet customer needs.



**Target Outcomes:** Improve resiliency of assets; reduction of GHG emissions; Zero emissions by 2040

#### 2019 TTC Baseline Emissions



# 3

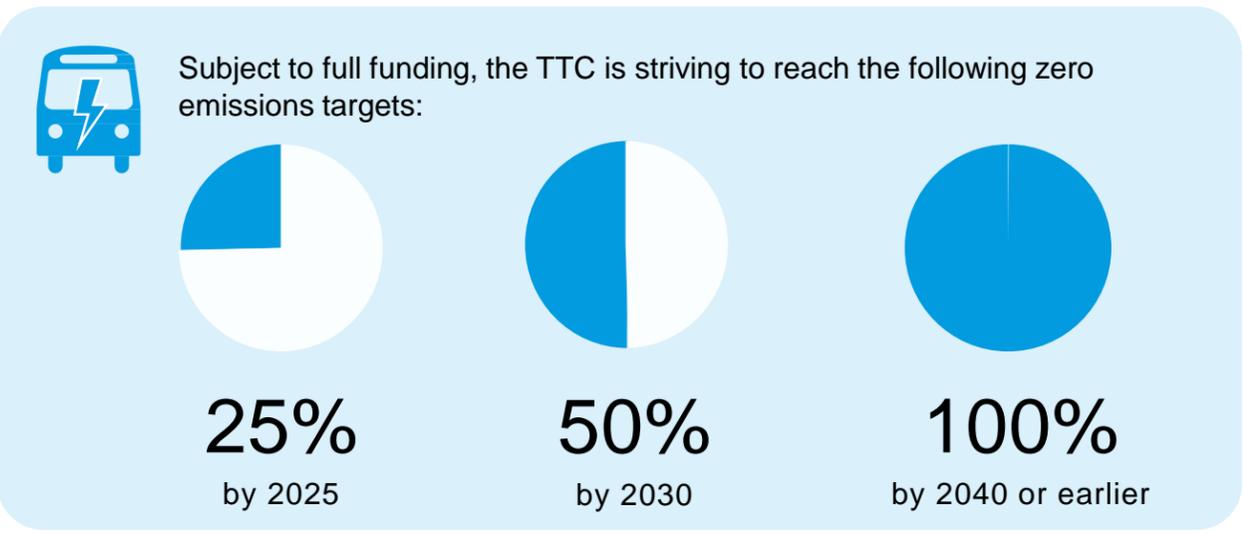
## Action 3.3.1 Lead the Transition to Net Zero Through the Green Fleet Program

The TTC continues to lead the way in transitioning to a zero-emissions fleet in advance of the City of Toronto’s target of net zero community-wide emissions by 2040. Approximately 80-per-cent of our fleet and facility emissions are diesel from buses (2019). With streetcars and subways powered through electric sources, the focus over the last several years has been on adopting new hybrid-electric and battery-electric bus technology to begin the transition of more than 2,000 buses away from diesel.

The current order of approximately **591 new hybrid-electric buses** is expected to complete delivery in 2024. Funded by the City of Toronto and Government of Canada, the TTC has also advanced the first large order of **340 battery-electric buses**. Electric buses require new charging infrastructure, and the TTC has entered an innovative partnership with PowerON Energy Solutions, a subsidiary of Ontario Power Generation, to support the delivery of this technology.

Going forward, the TTC plans to procure only electric buses as buses approach the end of life; and to accommodate growth of the fleet to meet future demand. The next phases of the green fleet procurement strategy are to achieve a steady-state procurement of **eBuses and charging infrastructure** and enable electrification of the Wheel-Trans bus fleet and TTC non-revenue vehicles. To accommodate this major technology shift, the TTC is leveraging industry partnerships to share lessons learned, build capacity, and identify areas where training, tools and support are needed for the workforce.

At present, the procurement of eBuses and charging infrastructure is only partially funded in the TTC’s Capital Investment Plan and requires additional funding starting in 2025.



**Action 3.3.2 Assess the Resiliency of TTC Assets**

Reliable transit service depends on assets being in a state-of-good-repair, but those assets must also be resilient to the impacts of extreme weather events. As these events become more frequent and severe, resiliency will be critical to ensure transit remains a reliable mobility option.

The TTC is an asset-intensive organization, with some of our original facilities and equipment more than a century old. Systems that were implemented many decades ago were not designed to withstand more frequent and severe occurrences of flooding, extreme heat, or other severe conditions. A key component of the TTC’s Innovation and Sustainability Strategy (see 4.2.1), is to undertake a comprehensive assessment of our existing assets to assess vulnerabilities, risks, and potential adaptations needed. This information will be critical to update and refine the TTC’s 15 Year Capital Investment Plan (see 5.3.1).

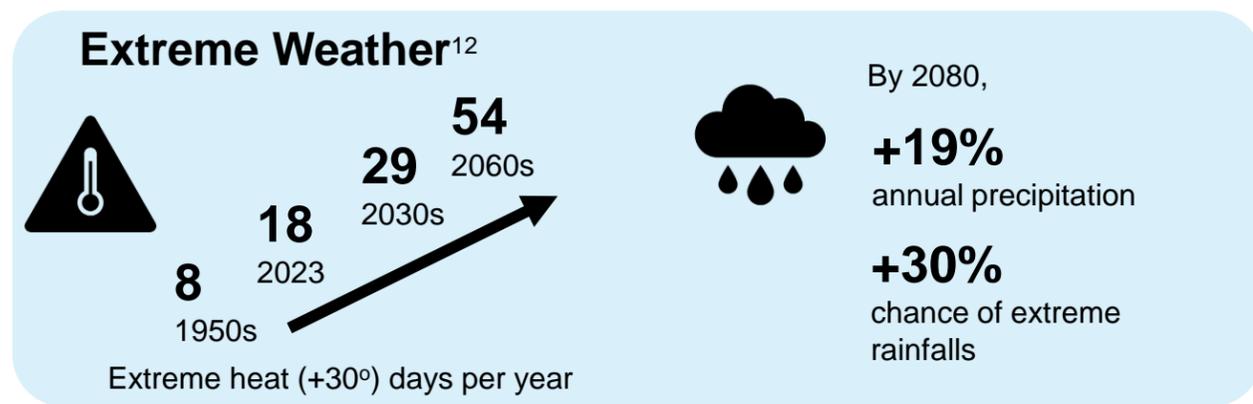


**Action 3.3.3 Integrate the Toronto Green Standard into New Asset Planning and Design**

In 2009, the City of Toronto introduced the Toronto Green Standard (TGS), with the most recent Version 4 adopted by City Council in 2021<sup>13</sup>. The TGS establishes sustainable design requirements for new private and City-owned developments, which includes the TTC as a City agency. The standard sets tiers of performance measures, and addresses key environmental priorities to:

- Improve air quality.
- Reduce energy use and greenhouse gas emissions from new buildings, while making new buildings more resilient to power disruptions, and encourage the use of renewable energy.
- Reduce storm water runoff and potable water consumptions while improving the quality of storm water draining to Lake Ontario.
- Protect and enhance ecological functions.
- Divert household and construction waste from going to landfill sites.

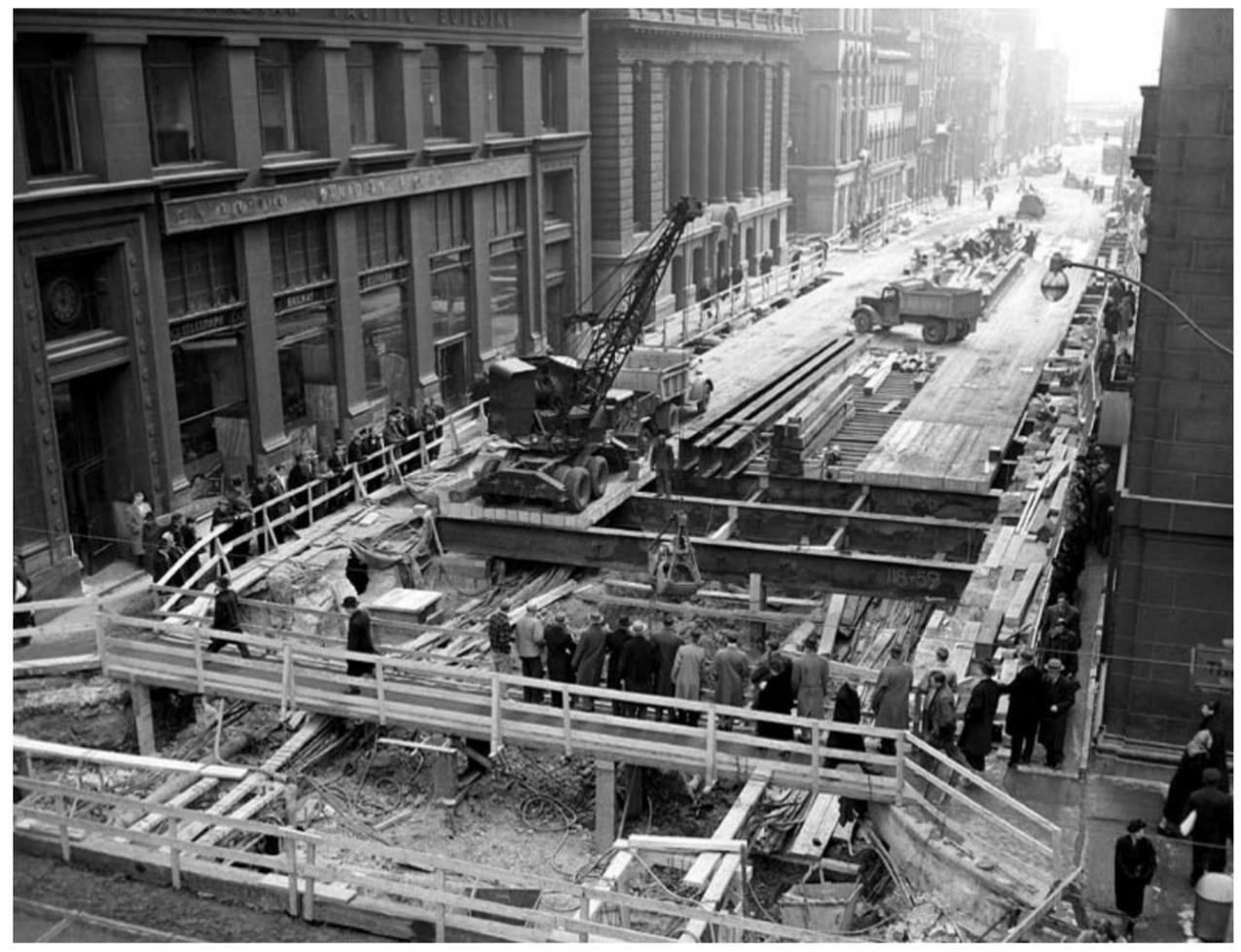
The TTC has several capacity enhancement programs, with new construction being planned and delivered to meet growth to 2041 and beyond. The TTC has been integrating the new Toronto Green Standard into the planning, design and construction of new facilities and asset renewal projects. Supported by technical expertise and the TTC’s Innovation and Sustainability team, the adoption of the TGS supports the TTC’s efforts to build resiliency, embed sustainability approaches into our assets and mitigate environmental impacts.



### 3.4 Develop the 2051 Long-Term Plan to Enhance Transit as a Competitive Mode

The TTC is looking to the future to ensure a comprehensive understanding of existing system needs and to prepare for future growth scenarios out to 2051. This is critical to understand how changing demand patterns, and policy shifts in land use, housing, immigration, and climate change-related targets (i.e. TransformTO) will influence future requirements for transit services. As network expansion plans of the City and Metrolinx mature and advance, the interface of new systems with base system requirements for fleet, facilities, and supporting infrastructure also need to be further refined. The following priority actions will be implemented:

 **Target Outcomes:** Identify 2051 service and capital needs to accommodate growth



Yonge Subway (Line 1) construction started in 1949

#### Action 3.4.1 Assess 2051 Demand Growth Scenarios with Key Partners

Long-term forecasts inform fleet planning, capacity needs and preparation for growth possibilities. The TTC works with the City of Toronto's City Planning Division to model long-term forecasts using the City's GTAModel V4. This is a travel demand modelling platform developed at the University of Toronto to understand future travel demand including transit. The model accounts for population and employment growth as well as the effects of future transit expansion projects, including those currently in the planning and/or construction pipeline.

The TTC currently relies on long-term projections to 2041 based on several underlying data sets, which are due to be updated. New population and employment projections, updated land use plans to reflect shifts in policy such as Major Transit Station Areas (MTSAs) and multiplex zoning need to be considered. Changes in travel behaviour captured through the new Transportation Tomorrow Survey (TTS), and TTC customer and revenue ridership data also need to be considered (see 2.1.2). The next iteration of the demand model will be updated in 2024 and will also extend the forecast horizon year to 2051.

The TTC, in partnership with the City of Toronto, will use this opportunity to also co-ordinate modelling and scenario development to identify requirements to meet TransformTO's modal shift objectives, and expectations for future transit use.

#### Action 3.4.2 Undertake a Long Range 2051 Planning Exercise on Future TTC Services

Based on updated demand modelling, the TTC will undertake a long-range 2051 planning exercise for future TTC services. This will support post-2041 growth planning and provide inputs into other key strategies and plans, including future iterations of the TTC's 15 Year Capital Investment Plan.

A refresh of our long-range plans provide an opportunity to assess how long-term TTC service requirements support the future vision for city-building that is being shaped by the City of Toronto's Official Plan, new transportation plan and policies, and TransformTO. This work will also complement and support Metrolinx's Regional Transportation Plan 2051, which is also in the initial stages of development. The TTC will work closely with the City of Toronto's Transportation Planning, Transportation Services, Environment and Climate Division, and other key divisions and agencies involved in mobility planning in Toronto.



# 4

## Strategic Direction 4

### Transform and Modernize for a Changing Environment

## Strategic Direction 4

# Transform and Modernize for a Changing Environment

Rapid technological change, shifting expectations in how TTC customers and employees access information and services, and the need to address increasingly complex problems requires our organization's systems to adapt and keep pace. Streamlined processes, enabled by technology that amplifies the talent of our workforce, are key to achieving improved employee experience, enabling efficiencies, driving innovation; and improving service for our customers.

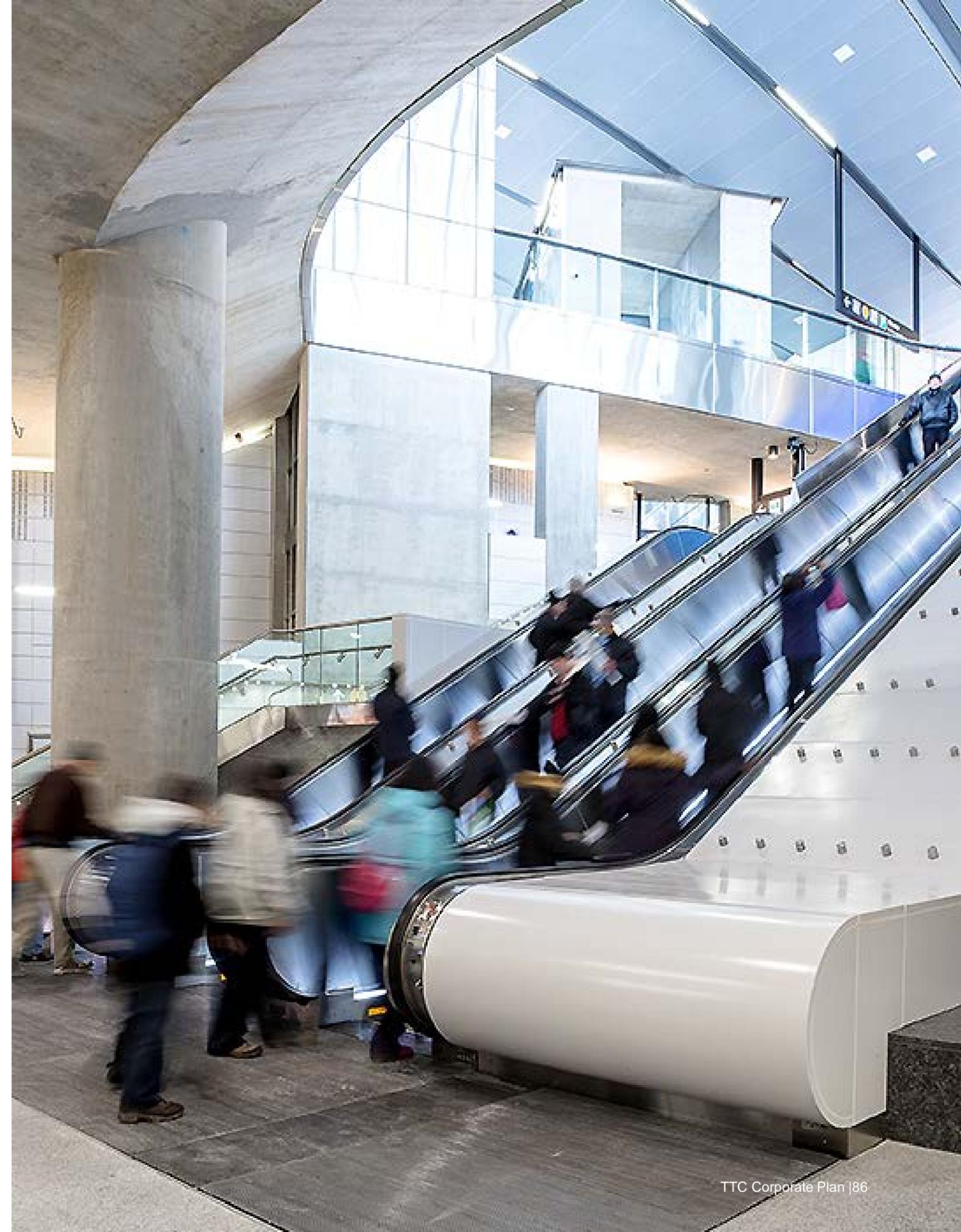
In a more interconnected world, critical infrastructure, such as public transit is susceptible to new risks and threats that require us to prepare for the unexpected. The TTC, like many organizations, has experienced shocks and disruptions that impact operations and how business is conducted. Recent examples include the COVID-19 pandemic, the 2021 cybersecurity breach of our Information Technology (IT) network, and an increase in complex community safety, security and well-being concerns on the TTC system today. Each of these events required rapid decision-making, sometimes with imperfect information, and spurred innovative solutions to solve problems.

The vital nature of TTC services means significant disruptions to our business can have a material impact on our riders and the communities we serve. Building organization resiliency to manage risks, and embracing new technologies to streamline the employee and customer experience is foundational to enable the TTC to provide high-quality services.

## Objectives

The TTC has been on a transformation journey to modernize the organization, and is focused on the following key strategic objectives:

- 1 Build Resilience and Capacity to Manage Enterprise Risks and Threats
- 2 Foster Innovation to Maximize Benefits to Customers and Employees
- 3 Embrace Technology to Drive Efficiency and Improve Employee and Customer Experience
- 4 Mature Data Analytics Capacity and Knowledge Management



## 4.1 Build Resilience and Capacity to Manage Enterprise Risks and Threats

The TTC continues to prepare for a variety of internal and external risks that may impact our daily operations. In an environment of constant change, there will continue to be a diverse array of enterprise risks that have the potential to significantly disrupt service delivery to customers and impact the working environment of our employees. The TTC must continue to be proactive through the following priority actions:



**Target Outcomes:** Improve preparedness and mitigate known and emerging risks

### Action 4.1.1

#### Mature the TTC's Enterprise Risk Management Program

The TTC is updating our Enterprise Risk Management (ERM) Program to effectively identify, assess, respond, report, and monitor key enterprise risks. The maturation of ERM provides the framework for systematically managing risks that may impact the TTC's ability to achieve corporate goals and objectives.

The TTC's ERM Framework is guided by accepted risk management practices and international standards. The ERM Program will enhance risk management capability and continuous improvement by embedding risk management practices across the organization. ERM complements the prioritization of initiatives established in this Corporate Plan to inform planning and day-to-day operations.



In 2023, **10 key enterprise risks** were identified and prioritized.

1. Financial sustainability
2. Capital funding requirements
3. Recruitment and retention
4. Worker and customer safety
5. Public safety and transit security
6. Governance and decision-making
7. Cybersecurity
8. Disruption
9. Strategy development and execution
10. Third-party vendor performance

These risks will be continually evaluated.

### Action 4.1.2

#### Implement and Adapt the TTC's Cybersecurity Strategy

The TTC is considered a critical infrastructure organization that consists of a complex computing ecosystem and includes various mission-critical systems. A successful attack on these systems could have serious impacts on the TTC, including service shutdown, financial loss, and health and safety risks. The emergence of modern technology fuelling the need for connected vehicles, connected devices and connected people places new demands on the ecosystem, and increases potential exposure to new cyber threats.

The TTC has established a Cybersecurity Strategy and Program to assess and mitigate risks to TTC systems. Taking lessons learned from the 2021 cybersecurity breach on our IT network, and other recent cyber-attacks on public sector organizations, the TTC is focused on furthering hardening our cybersecurity posture. This work includes an assessment of risks and threats and the adoption of mitigation strategies and measures. Recommendations from the Auditor General are also integrated in our work to prepare for new risks and threats in an ever-changing environment.



#### Canadian Centre for Cyber Security – National Cyber Threat Assessment 2023-2024 Report<sup>14</sup>

The report identified five key trends:

1. Ransomware is a persistent threat to Canadian organizations.
2. Critical infrastructure is increasingly at risk from cyber threat activity. Transportation, government, energy and utilities, information and critical technology are critical infrastructure sectors.
3. State-sponsored cyber threat activity is impacting Canadians.
4. Cyber threat actors are attempting to influence Canadians, degrading trust in online spaces.
5. Disruptive technologies bring new opportunities and new threats.



**Action 4.1.3 Build on the Emergency Management Program**

Extreme weather events, system attacks (such as cyber or terrorism) and other types of major disruptions to operations are potential realities transit systems globally need to be prepared for. The TTC continues to build on investments in Emergency Management capabilities within the organization. This includes drawing on best practices in the industry to better prepare and enable the TTC to respond to a variety of emergency situations, with different severities and impact.

In addition to investing in our systems, standards, and planning endeavors, there is ongoing review of our emergency management and preparedness practices. Conducting regular training sessions and simulated exercises, enhances the TTC’s capacity to respond effectively to emergencies. Collectively, the Emergency Management Program facilitates seamless coordination with both internal and external stakeholders.



*Don Mills Station Training Exercise – Fall 2023*



*Handing out masks to customers during the pandemic*

**Action 4.1.4 Strengthen Business Continuity Planning and Practice**

Building on current Business Continuity planning and practices, the TTC will strengthen its capacity to ensure the continuity of essential operations during an expected or unexpected disruption. The adoption of business continuity practices across the organization includes performing business impact analyses; developing continuity plans, and exercising business recovery.

Business Continuity planning leverages other organizational investments in enterprise risk management, IT disaster recovery and emergency management planning to identify and prepare for the most likely disruptions. The COVID-19 pandemic and the 2021 cybersecurity breach demonstrated the importance of focused efforts to manage and mitigate disruption and risks to customers, employees, and stakeholders.



## 4.2 Foster Innovation to Maximize Benefits to Customers and Employees

The TTC is facing competing pressures to deliver high-quality service while under increasing fiscal constraint. There is also an ever-increasing pace of change in technology, competition, and expectations. The TTC must innovate to identify new ways of doing business that maximize the benefits of transit and to stay relevant in the face of rising competition and expectations. To accelerate innovation and transformation opportunities, we need to structure for success, and be intentional in seeking out new ways to do business differently.



**Target Outcomes:** Build culture of innovation, minimize risks, maximize benefits of transit, drive environmental performance

### Action 4.2.1 Launch the TTC's Innovation and Sustainability Strategy (ISS)

The TTC is removing barriers to embrace innovation in all facets of its operations. A strategy is being developed, complementary to the Corporate Plan, to enable the TTC to be more intentional in advancing innovation opportunities. The strategy builds the TTC's innovation and sustainability practices to mitigate existing and emerging risks and foster a culture where the TTC seeks out new ideas to improve our business.

Innovation initiatives in the ISS will leverage other organizational investments, capabilities and expertise, such as data analytics (see 4.4.1). Guided by innovation standards and best practices, the TTC will continue to advance solutions that improve the quality of transit services, reduce costs, increase operational resiliency, and help realize the broader socio-economic benefits of transit to the community.

Sustainability initiatives in the ISS will outline how the TTC will help drive the City of Toronto toward its TransformTO target to achieve net zero by 2040<sup>15</sup>. It will leverage investments in infrastructure and technology that further the TTC's commitment to environmental stewardship and sustainability. The organization will work to mitigate and eliminate both direct and indirect emissions and make the TTC more resilient to extreme weather events (see 3.3.2).

### 4.3 Embrace Technology to Drive Efficiency and Improve Employee and Customer Experience

New technology investments will help to amplify the talent of our workforce by embracing technology and processes to enable staff to be more agile, productive and innovative. With the modernization of infrastructure, systems and workplaces, there are emerging opportunities to support digitization, workplace collaboration, and streamlining of business processes. This is to ensure the TTC is making the right investments in the right technology and using those tools effectively.

 **Target Outcomes:** Improve Employee and Customer Experience, Improve productivity and efficiency

#### Action 4.3.1 Align Corporate Information Technology (IT) Strategy to Enable Transformation

A comprehensive IT Strategy is a cornerstone for achieving the TTC's strategic objectives. Acting as an enabling strategy, our Information and Technology Services Department will focus on the rollout of technologies that support the TTC in delivering its priority and strategic objectives. Examples of how the IT Strategy will support the organization include:

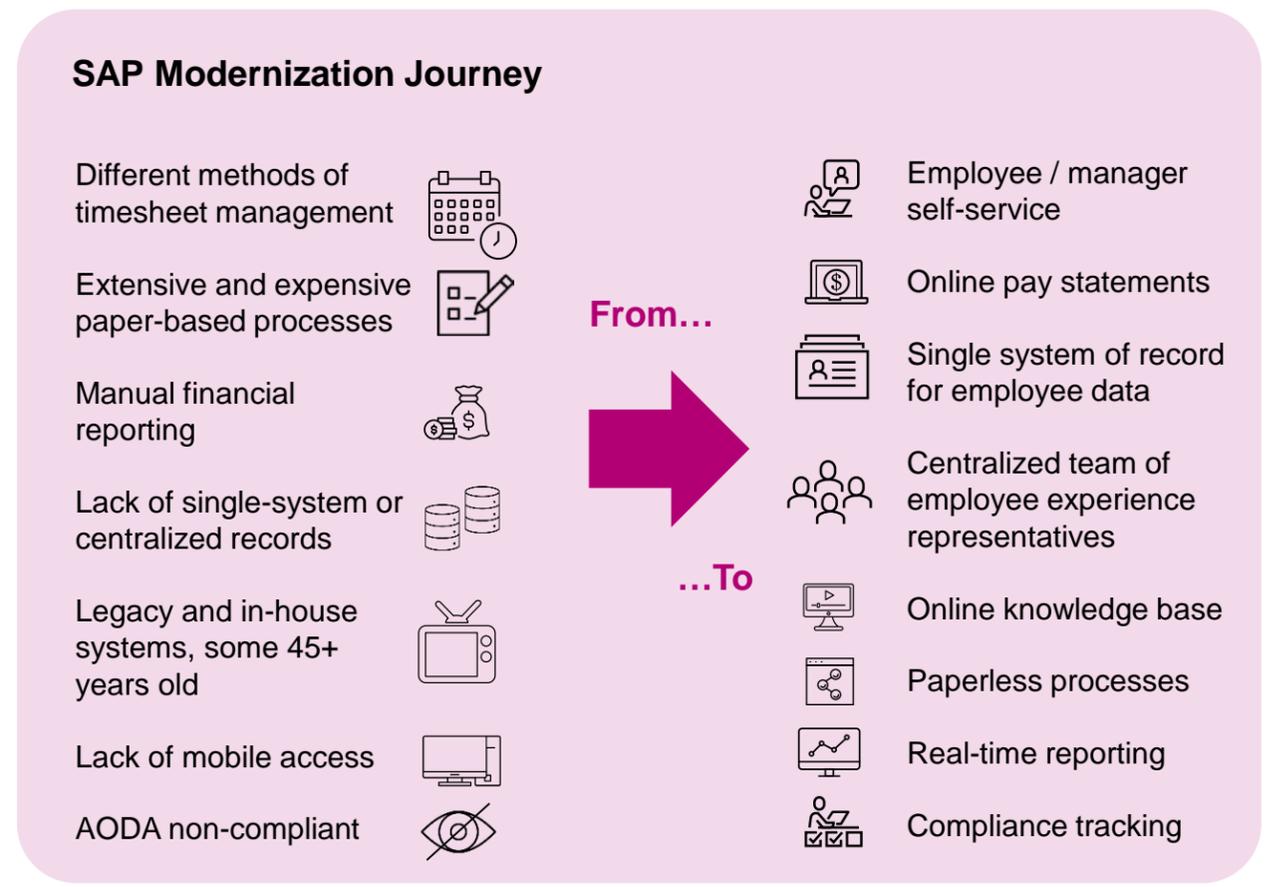
- Rolling out new service planning and scheduling systems to optimize service delivery and Operator scheduling (see 2.3.1).
- Pilots are being explored for emerging technologies, such as generative AI, in line with our innovation agenda (see 4.2.1). The use of these technologies is expected to enhance existing business capabilities, improve overall operational efficiency, and create a more responsive and personalized experience for employees.
- Progressing digital transformation to enable employees to collaborate, share information, work together more efficiently and effectively through technology and communication tools, regardless of location. Digital transformation will support Workplace Transformation initiatives.
- Upgrading foundational technology and infrastructure, such as servers and operating systems, will be upgraded and refreshed to improve performance and reliability, reducing operational risk. This technology enables current and future systems, such as SAP, to operate, supporting employees and customers.
- Evaluating the environmental impact of the TTC's technology use to foster sustainable practices (see 3.3).

#### Action 4.3.2 Complete the Upgrade of Back Office Processes with Enterprise SAP

One of the major technology programs at the TTC is the rollout of a new enterprise SAP system to modernize business functions that for decades have been manual, paper-based, and reliant on legacy technology that is more than 40 years old. This is a major, multi-phase change initiative, which is generating benefits for employees and the organization.

Enterprise SAP provides a suite of administrative and business planning tools enabling the digital transformation and modernization of legacy financial, budget, human resources, payroll, procurement and materials and asset management business processes.

The TTC has implemented SAP modules that support core HR services and financial accounting functions. In the next five years, the TTC will complete the implementation of the approved scope of SAP modules, including modernizing accounts payable and receivables, contractor and vendor management, and performance and compensation management. Full implementation will enable the TTC to accurately track processes and data across the organization, improving decision-making, creating efficiencies, reducing costs, and mitigating risks that result from the current system.



## 4.4 Mature Data Analytics Capacity and Knowledge Management

Foundational to our transformation journey is turning vast amounts of organizational data into new knowledge and insights to support decision-making and planning to better serve our customers. The TTC is on a path to mature the capability to collect and analyze data to understand trends and opportunities to improve customer and employee experience and improve the management of assets.



**Target Outcomes:** Improve data analytics to support decision-making and improve employee, customer and organizational outcomes

### Action 4.4.1 Harness TTC Data to Improve Outcomes

The TTC has initiated the development of a **Data and Analytics Centre of Excellence** to mature the TTC's analytics capabilities. The objective of the Centre of Excellence is to inform improved decision-making, support innovation and improvements in how we deliver services to meet the needs of our diverse customer and employee base. In the next five years, the TTC is focusing on implementation of a hub and spoke model, with a Corporate Data and Analytics Strategy focused on:

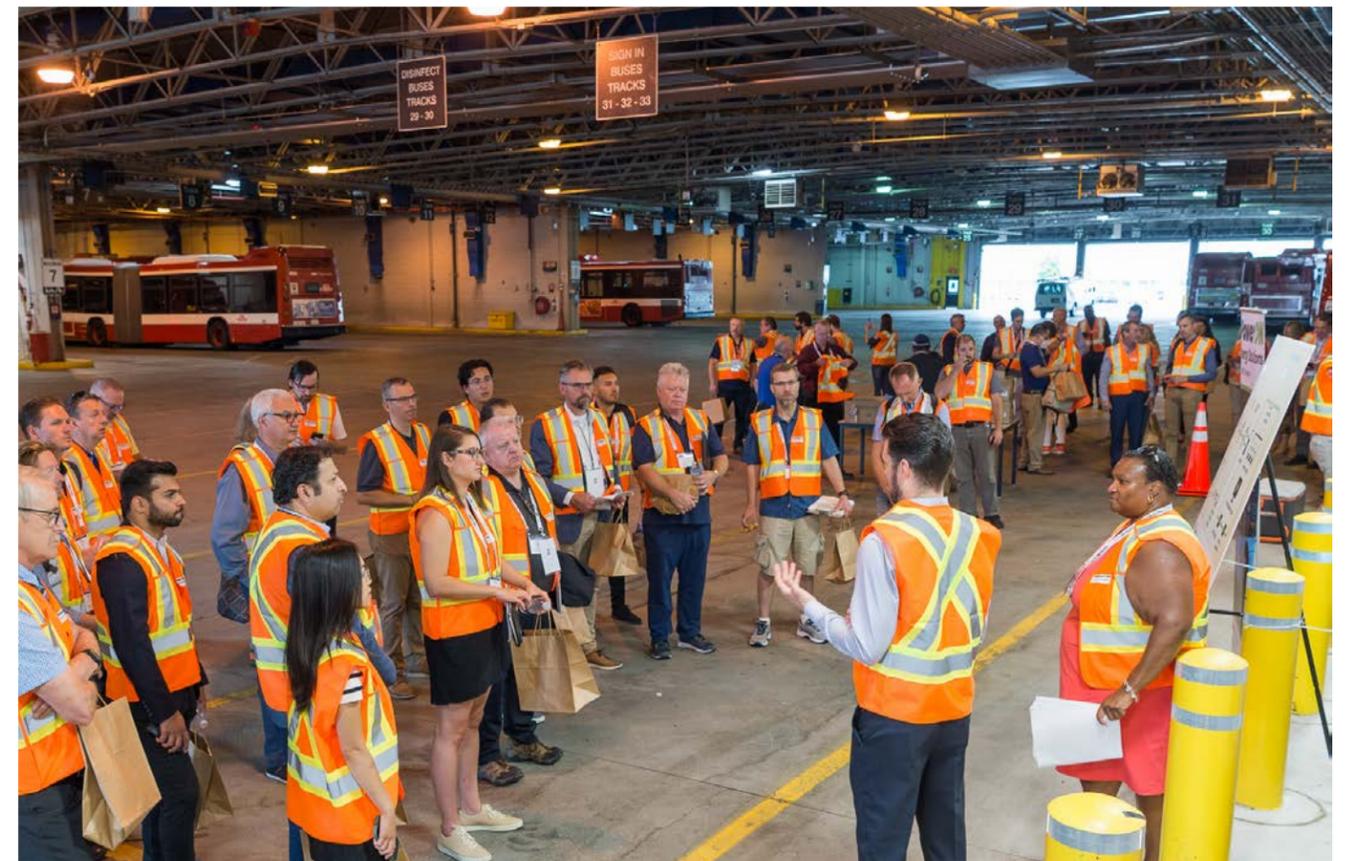
- Establishing effective data governance that serves as the foundation outlining how data will be collected, managed, shared, and leveraged to improve employee and customer experience, corporate oversight, and operational excellence.
- Mature tools for reporting, analytics, and Artificial Intelligence (AI) to empower the TTC to delve deeper into data, extracting valuable insights that drive informed decision-making.
- Leverage partnerships (i.e., with academic institutions and vendors) to build data technical competencies throughout the organization to support the delivery of key objectives.
- Training and developing staff to mature capabilities to leverage data for improved business outcomes.

A key component of our journey to mature data analytics capability is to translate new insights into various strategies in our organization. This includes people-related strategies (see 1.1 to 1.4), customer strategies (see 2.1 to 2.3), asset management (see 2.4), long-term forecasting and planning (see 3.4), risk management (see 4.1) and transformational initiatives. Making more targeted improvements to various aspects of our business requires access to better data analytics capacity.

### Action 4.4.2 Strengthen Knowledge Sharing Networks and Partnership with Peers

The TTC prides itself on being a leader in developing innovative approaches to addressing emerging risks and opportunities in our industry. This includes developing a multidisciplinary approach to respond to community safety and well-being concerns; piloting new eBus technologies; and developing practical solutions to address in-house operational needs (i.e., bus operator barriers). The TTC can also take this opportunity to share our own knowledge and expertise. The TTC continues to leverage partnerships to:

- Benchmark, identify best practices, and adopt lessons learned.
- Share knowledge and undertake research.
- Conduct peer reviews.
- Co-develop solutions to shared challenges and opportunities.



*Mount Dennis Bus Garage Electrification Tour*



# 5

Strategic  
Direction 5

Address the  
Structural  
Fiscal  
Imbalance

## Strategic Direction 5

# Address the Structural Fiscal Imbalance

A modern, properly funded public transit service is a necessity to grow Toronto sustainably, equitably and realize the social and economic benefits that the system provides. The next five years require a renewed focus on establishing a sustainable financial framework for funding operating and capital needs.

The previous chapters outlined strategic directions to support our employees, improve our service, prepare for growth, and build system resiliency. The pace of progress, however, relies on access to funding to get the job done, to putting limited resources to the highest value use, and strong partnerships across all orders of government.

When it comes to funding operations, the TTC historically had one of the highest revenue-to-cost recovery ratios compared to other public transit agencies. This heavy reliance on farebox revenue has been exposed through the pandemic, posing a significant risk to sustainable operations. With inflationary pressures on the expenditure side, and limited opportunities to constrain spending without impacting service, a new financial model for transit operations is needed that diversifies our funding streams.

With respect to capital funding needs, aging fleets, infrastructure and systems that have kept Toronto moving for decades need renewal, with much of it reaching or exceeding its design life. Significant investments are needed to maintain the systems that have served Toronto well for generations. The TTC has unfunded capital state-of-good-repair, health, safety and legislative base system requirements of \$13.6 billion over the next 15 years. This increases to \$35.5 billion in unfunded requirements when adding in service improvement and growth projects to keep up with forecast demand, and long-term transformation initiatives.

The TTC will continue to prudently manage expenditures, maximize existing revenues and leverage available funding sources where possible to achieve improved benefits for our customers and the communities we serve. But the TTC cannot achieve a sustainable financial framework on its own. Strengthened partnerships will be key to address the structural fiscal imbalance.

### Objectives

As we work to achieve a sound fiscal framework, the following objectives will guide us:

- 1 Improve Value for Money, Focus on Efficiency
- 2 Maximize Revenue, Protect Customer Affordability
- 3 Forecast Capital Funding Needs for the Long-Term
- 4 Build Intergovernmental and Industry Partnerships to Advance Public Transit

# TTC Operating Budget

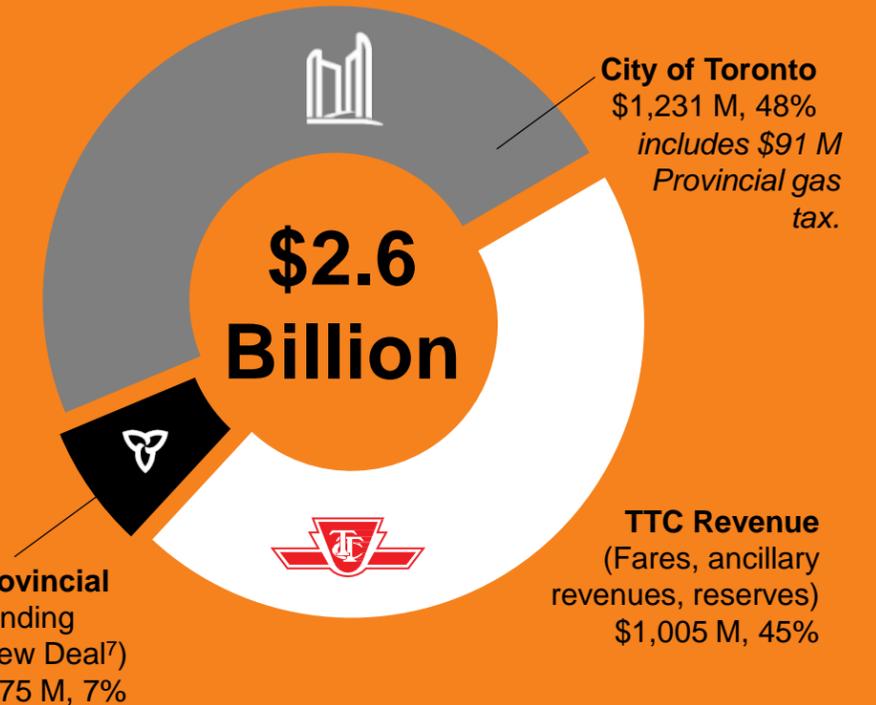
**\$2.6 Billion**  
2024 Operating Budget

**6%**  
Wheel-Trans Services



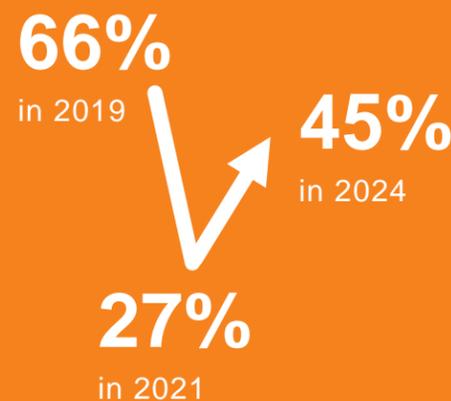
**94%**  
Conventional Services

## TTC Operating Funding Sources 2024



## Key Indicator Trends

### TTC Revenue to Cost (R/C) Ratio



### Average Cost Per Ride



### Average Subsidy Per Ride



## 5.1 Improve Value for Money, Focus On Efficiency

Future savings and efficiencies will require investments in modernizing and transforming how we do business. To improve service for our customers while managing affordability, we need to continue to make every available dollar count.

Maximizing value for money requires upfront investment in new technology, strategic procurement and management of contracts, streamlining business processes, and sustained focus on effective and well co-ordinated capital delivery. When it comes to operating expenditures, the TTC continues to seek efficiency opportunities. More than \$195 million in cumulative savings have been realized since 2019. But there are limits to the extent efficiency savings can be found to close the expenditure-to-revenue gap and invest in the service required to meet the needs of customers and the demands of a growing city.

To address the structural fiscal gap between the cost to run the service and the farebox revenue that can reasonably be generated, the TTC will continue to do its part to manage expenditures as one aspect of the overall equation to move toward financial sustainability. The following priority actions will be pursued:



**Target Outcomes:** Expenditure management; Effective capacity to Spend Rate with target over 90%

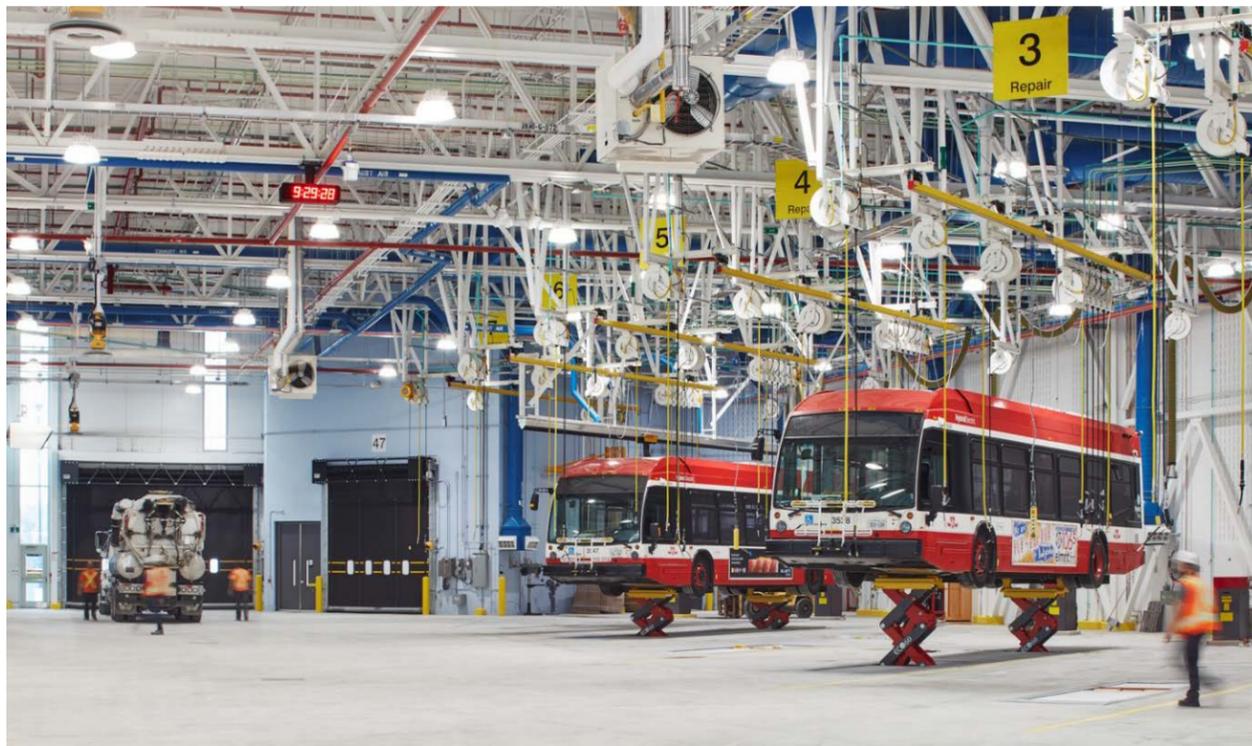


### Action 5.1.1 Transform Business Processes

Supported by investments in technology and SAP (see 4.3.2), improved data analytics (see 4.4), and fostering a culture of innovation (see 4.2), the TTC is finding opportunities for savings and enabling better outcomes for customers, employees and partners. This guides business process change efforts across the organization. The TTC is examining:

- **Efficiencies in Business Processes:** streamlining and optimizing existing business processes to enhance operational effectiveness.
- **Support Front-line Operations:** actively support front-line operations, ensuring that transformation efforts effectively support day-to-day activities.
- **Collaborate with Labour Union Partners:** to modernize the delivery of operations and maintenance services, while continuing to provide high-quality employment opportunities and upholding obligations in Collective Bargaining Agreements.

The TTC is working with City partners to lessen the impact external forces have on our operating budget. In particular, surface transit priority initiatives (see 2.3) present the opportunity to address the impact of congestion on our cost to deliver planned service. In 2023 alone, \$20 million in service hours were allocated to routes to mitigate the impact of congestion on surface transit service reliability. Future savings from more efficient service delivery can be used to reinvest in service and grow ridership, thereby reducing the financial impact of new service investments.

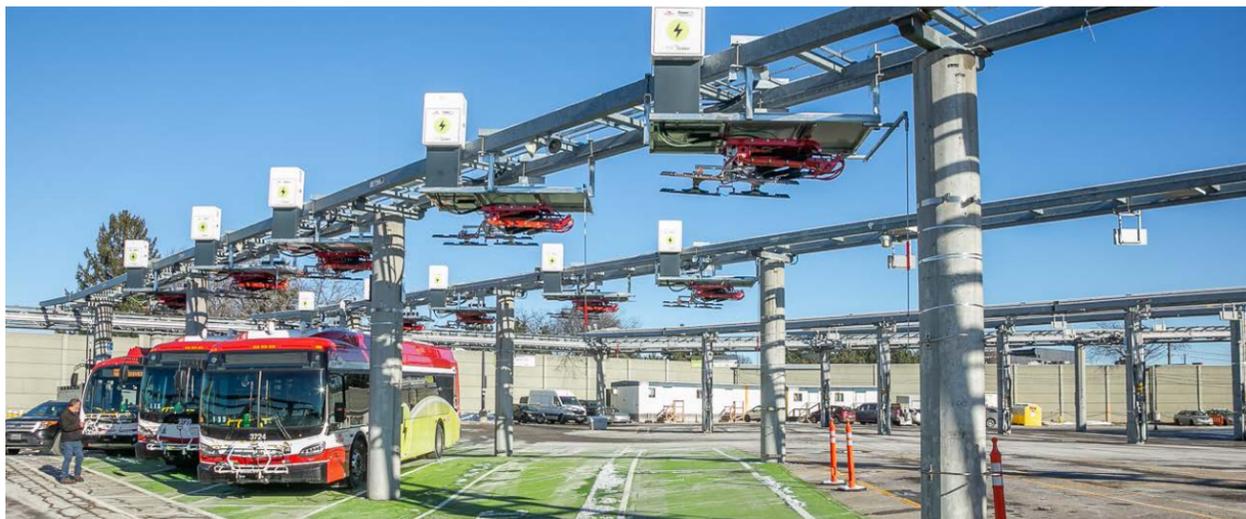


### Action 5.1.2 Improve Supplier Relationships, Focus on Performance

The TTC relies on many external suppliers and vendors to support the operations of the system, to enhance technical expertise and capacity to deliver our multi-billion-dollar capital program and ensure the reliable delivery of our service. A component of our expenditure management strategy is to further strengthen our competitive procurement of materials and services. The TTC is continuing to advance the following key initiatives to transform procurement:

- **Update TTC Procurement Policy:** To reflect best procurement practices that provide value; reduce procurement approval processes for more timely awards and facilitate opportunities for improved social equity and sustainability outcomes, including supporting equity opportunities associated with community benefits, data collection and analysis, and supplier diversification.
- **Strategic category and materials management:** build on strategies for improving category and material management to obtain improved pricing, and support longer-term procurement and materials management planning.
- **Alternate parts sourcing:** identification of alternate suppliers that meet standards and requirements to meet supply chain challenges.
- **Maximize shared procurement:** including evaluating new opportunities with government partners to improve buying power.
- **Enable strategic procurements:** such as PowerON agreement and developing new approaches to alternate project delivery methods.

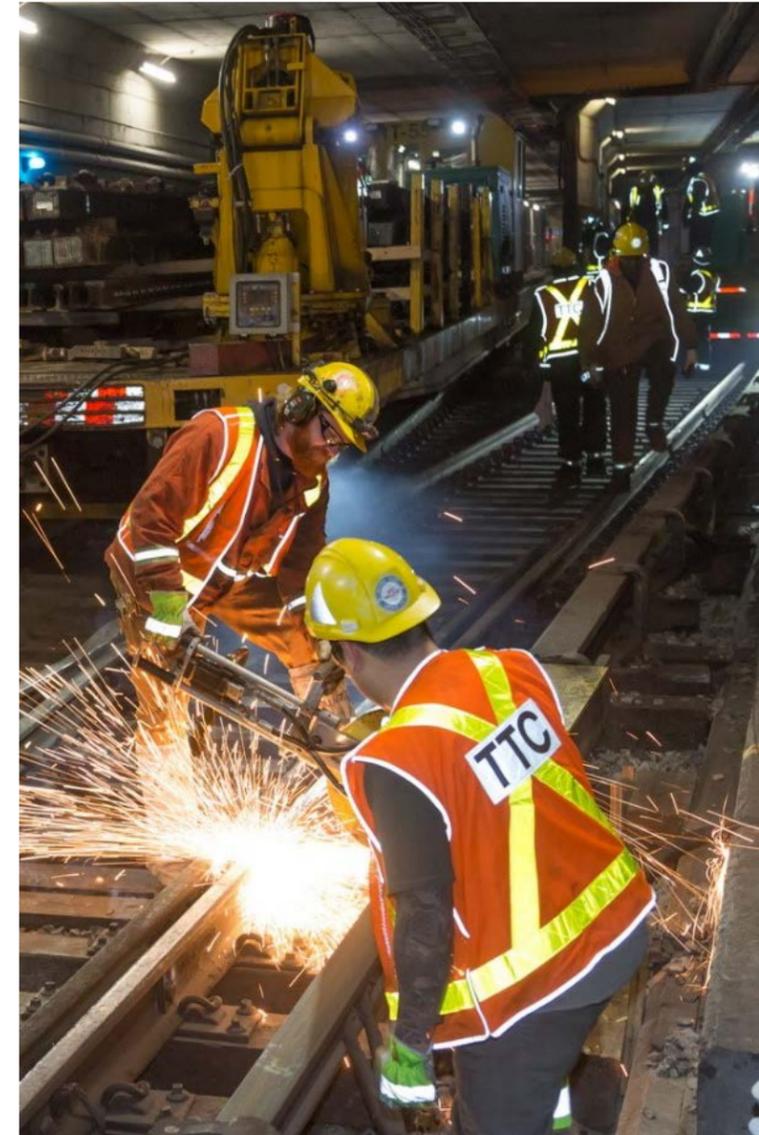
**Commercial management** capabilities are maturing to further build and sustain productive relationships with our suppliers and business-to-business partnerships to achieve improved business outcomes, minimize risks and future claims.



### Action 5.1.3 Drive Continuous Improvement in Capital Delivery

The TTC has a greater than \$12 billion funded 10-Year Capital Plan and delivers more than one billion dollars worth of capital works annually within a live operational system. This requires extensive planning, co-ordination, and a commitment to continuous improvement. The TTC continues to mature our approach to portfolio, program and project management by building on lessons learned, deploying new tools and technology, and strengthening horizontal alignment across the many groups involved in the planning and delivery of capital works. With many asset interfaces in the public realm, the TTC relies on strong partnership with external stakeholders to improve project success, manage capital project risks and maximize benefits of investments to the community. The TTC will continue to focus on the following over the next five years:

- **Continue to strengthen capital co-ordination** efforts with the City of Toronto and other third parties to minimize impacts of capital construction to the community to the greatest extent possible.
- **Proactively plan, manage and streamline** permits and approvals processes with City partners to minimize risks to capital project schedules and costs.
- **Leverage community relations**, and continue to focus on being a good neighbour, providing proactive and responsive approach to community concerns and support the smooth delivery of capital projects to plan.
- **Maximize capital work achieved during system closures.** The TTC conducts important maintenance and state-of-good-repair work in the early hours of the morning, to minimize disruption to day-to-day service. However, on occasion temporary subway closures are needed to get critical work done that will keep the system moving more reliably long term. Focus continues on maximizing available maintenance windows to get the critical and essential work done to minimize impact to revenue service operations.



## 5.2 Maximize Revenue, Protect Customer Affordability

The TTC relies on a subsidy to cover the funding gap between the revenues generated, and the cost to provide services that meet demand at peak and off-peak times of day and ensure broad geographic coverage to achieve access and equity goals.

Historically, the TTC has funded operations primarily through customer fares (user fees). Inclusive of ancillary revenues, such as advertising, commuter parking and subway concessions, more than two-thirds of the conventional transit system's operating expenses were funded by available TTC revenue streams. To balance the budget, the TTC relies on a City of Toronto property tax funded subsidy and a portion of the annual Provincial Gas Tax Funding allocation.

In 2019, the TTC's revenue-to-cost (R/C) ratio was 66-per-cent, the highest rate of farebox recovery in North America. The dependency on the farebox to fund operations was exposed during the pandemic when ridership and subsequently farebox revenues dropped to a historic low of only 27-per-cent of revenues covering our cost to operate. With ridership on the rebound, there is improvement in our R/C ratio to 45-per-cent. But changing travel patterns suggest we should not rely on the farebox as a primary source for operating funding going forward.

In the last several years, increased pressure has been placed on the City's property tax base as well as the reliance on one-time operating supports from Provincial and Federal partners to balance the TTC's operating budget. There are also limits to fare increases that can be implemented without compromising affordability for customers and detracting from efforts to attract new riders. The following actions will need to be taken to maximize the revenue sources available to the TTC, seek new opportunities for revenue, while balancing equity and affordability for our customers:



**Target Outcomes:** Maximize fare and non-fare revenue opportunities



### Action 5.2.1 Advance Fare Policy Innovation

The TTC will leverage the Board approved **TTC 5-Year Fare Policy (2022 to 2027)**, to continue to look at innovations in fare policy in accordance with the key goals of affordability, equity and the customer experience, while balancing the importance of farebox revenues to effectively fund TTC services. The 5-Year Fare Policy was the output of a multi-phase consultation process and technical analysis that confirmed seven policy goals and reaffirmed key elements of the TTC's fare structure and policy. The TTC's flat fare, age-based concessions (discounts), Fair Pass Program, two-hour transfer and free transfers between subway, buses and streetcars are hallmarks for equity, affordability, and inclusion.

The TTC is partnering with the Province of Ontario to advance fare integration to provide benefits to our customers (see 3.2.3). In addition, the TTC continues to be supportive of the **City of Toronto's Fair Pass Program** as a key component of the Toronto Poverty Reduction Strategy. The advancement of new fare policy initiatives will be brought forward and balanced with considerations for the benefits to customers, ridership impacts and the financial sustainability of the system.

**Action 5.2.2 Protect Revenue by Building a Culture of Fare Payment Compliance**

A renewed focus on building a culture of fare payment compliance to protect our primary source of operating revenue is necessary. The TTC continues to introduce approaches to improve fare compliance. The TTC is developing a multi-pronged **Fare Compliance Strategy** to address an increase in revenue loss because some customers are not paying their fares. A recent 2024 estimate, based on an audit initiated by the TTC, estimates annual revenue loss due to fare evasion is \$123.8 million, suggesting a weighted fare evasion rate of 11.9-per-cent. This is nearly double the rate from a 2019 baseline study conducted.

Fare compliance involve multiple approaches, including education; infrastructure and technology; and enforcement and oversight. A robust strategy is being developed that will include performance criteria and annual reporting. Revenue protection activities are being paired with enhanced training to ensure our approach to enforcement is applied with an equity lens. This includes **anti-Black and anti-Indigenous racism training** for our employees, and **refreshed policies to ensure revenue protection is conducted with an awareness of barriers that equity-deserving groups may be facing.**



**Action 5.2.3 Maximize Non-Fare Revenue Streams**

At present, non-fare revenue streams that support our operating budget comprise roughly 3-per-cent of the funding mix and are not substantial in contributing to offsetting the cost of service. However, leaving no stone unturned, the TTC, in accordance with Board direction, will evaluate opportunities to further diversify and grow non-fare revenue streams.

The TTC is developing a **non-fare revenue strategy** to look at ways to maximize revenue while balancing considerations such as the customer experience.

Recognizing that some revenue opportunities may require additional authorities to implement, we will seek opportunities in collaboration with key partners to maximize non-fare revenue streams. Key areas of exploration include:

- Developing a **customer parking strategy.**
- Evaluating **third-party advertising** streams.
- Identifying **sponsorship and partnership opportunities.**
- Undertaking research and analysis of new emergent opportunities.

As a City of Toronto agency, the TTC continues to be supportive of actions being taken by CreateTO to maximize the benefits of the TTC’s real estate assets. While the revenue streams do not come back to the TTC directly, they can encourage transit ridership and benefit the City of Toronto overall, which we rely on as the primary funder of our operating budget and 10-year capital plan.

**Activating TTC Sites for City Building**



**9 TTC Properties** with Council direction via Housing Now and ModernTO unlocked for housing and city-building (2018 - present)



**9 TTC Properties** unlocked for monetization or city-building (prior to 2018)

Resulting in:

<b>\$500</b> Million in land value	<b>6,000+</b> housing units	<b>2,100+</b> affordable rental units
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*Islington Station  
Housing Now Site Massing*

## 5.3 Forecast Capital Funding Needs for the Long-Term

Planning for the future starts now. Major capital investments require careful coordination to manage the interdependencies between the fleets, systems, and facilities to achieve benefits of service reliability and capacity to meet future demand. Knowing our capital needs requires a deep understanding of the assets required to meet our service plans, but also the condition of our existing assets and the investments needed to maintain those assets in a state-of-good-repair.



**Target Outcomes:** Inform long-term capital project planning and decision-making

### Action 5.3.1 Extend the Planning Horizon to 2051 and Refine the Long-Term Capital Investment Plan

The TTC introduced a **15-Year Capital Investment Plan (CIP)** in 2019, which provided the first long-range holistic view of the TTC's capital requirements. This is complemented by a **Real Estate Investment Plan** that highlights the property required to support. The CIP is updated annually to capture the latest information informed by asset condition assessments, legislative requirements, and City Council and Board policy directions and priorities (i.e. TransformTO). Current capital plans focus on growth requirements to 2041 (as outlined in Chapter 3), updating to a 2051 horizon will be a key next step over the next five years. The next iterations of the TTC's CIP will continue to:

- Refine estimates and schedules, as projects advance through the project lifecycle and associated stage-gate approvals.
- Highlight interfaces between interdependent capital projects and plans, including transit expansion projects being delivered by Metrolinx.
- Integrate future long-term capital plans based on 2051 demand forecasts which will inform service improvement and growth needs post-2041 (see 3.4).
- Refine state-of-good-repair project and program scope based on Enterprise Asset Management (see 2.4.1), and asset resiliency assessments (see 3.3.2).

The scale of unfunded capital requirements is substantial, which is why the TTC will continue to place its highest priority on meeting health, safety and state-of-good-repair needs first. To leverage intergovernmental funding opportunities and/or capital co-ordination benefits where they exist, the TTC will seek to advance capital projects that support long-term growth objectives second to meeting base system state-of-good-repair needs. The 15-Year CIP is a critical document that enables the TTC to effectively communicate the capital investment needs of Canada's largest public transit system.

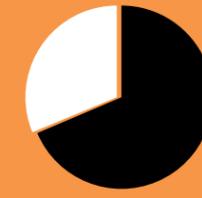


# \$47.9 Billion

15-year Capital Investment Plan 2024 - 2038

# \$12.4 Billion

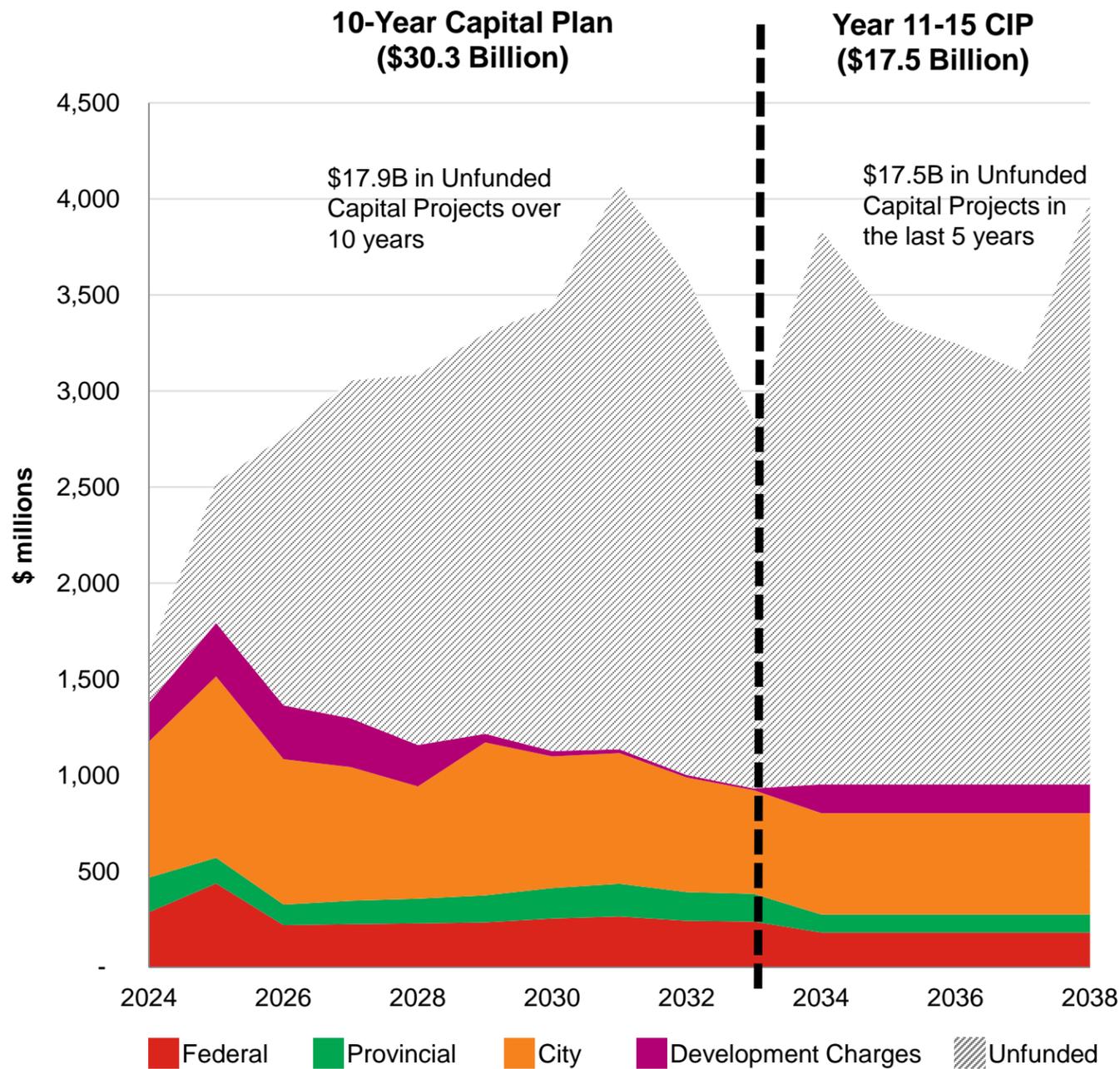
10-year funded capital priorities



# \$35.5 Billion

15-year unfunded capital priorities

## Capital Investment Plan: Funding Overview



<sup>i</sup> Without any funding in the post-10-year window, the total unfunded over the years 11-15 is \$17.5 billion. The charts assume approximately \$4 billion in preliminary post-2033 funding is available. Year 11-15 is forecasting an unfunded amount of \$13.5 billion as a result.

## Capital Investment Plan: Unmet Capital Priorities

10-Year Unfunded Needs (\$17.9 Billion)	15-Year Unfunded Needs (\$31.4 Billion) <sup>i</sup>
<b>Platform Edge Doors</b> \$252M 10-Year \$26M Annually	<b>Platform Edge Doors</b> \$4.1B 10-Year \$273M Annually
<b>TransformTO</b> \$3.1B 10-Year \$311M Annually	<b>TransformTO</b> \$5.3B 10-Year \$356M Annually
<b>Base Program:</b>	
<b>Growth</b> \$2.4B 10-Year \$240M Annually	<b>Growth</b> \$4.9B 10-Year \$324M Annually
<b>Service Improvement</b> \$3.5B 10-Year \$347M Annually	<b>Service Improvement</b> \$7.6B 10-Year \$504M Annually
<b>Health &amp; Safety, Legislative, State-of-Good-Repair</b> \$8.6B 10-Year \$862M Annually	<b>Health &amp; Safety, Legislative, State-of-Good-Repair</b> \$13.5B 10-Year \$902M Annually
<b>Total</b>	
<b>10-Year: \$17.9 Billion</b> <b>Annual: \$1.7 Billion</b>	<b>15-Year: \$35.5 Billion<sup>i</sup></b> <b>Annual: \$2.1 Billion</b>

## 5.4 Strengthen Partnerships to Advance Toward a Sustainable Funding Model

Public transit agencies like the TTC are facing significant challenges due to aging infrastructure, an outdated funding model reliant on transit fares and property taxes, and additional capacity required for forecasted growth. Simply put, there is a mismatch between the cost of providing the transit services demanded and the revenue sources available to meet operating and capital requirements.

This presents challenges to long-term capital planning, where long lead time projects need certainty that funding will be available to proceed, and the opportunity to grow transit services to lead the development of transit-oriented communities, as opposed to catching up from behind. Stable, predictable, long-term funding is needed now.

The TTC will continue to focus on the affordability of the system by looking at efficiency measures, modernization opportunities, and maximizing available revenue sources. However, this will not be enough to solve the structural fiscal imbalance. With the TTC already comprising a significant share of the City of Toronto's gross expenditures, all orders of government will need to play a part.



**Target Outcomes:** Close the Revenue to Expenditure Gap;  
Strengthen partnership to advance improved outcomes for customers and communities served



### Action 5.4.1 Focus on Financial Stewardship through Financial Transformation

To achieve strong partnerships with other orders of government, the TTC must demonstrate it's also doing its part to manage affordability. Strengthening financial stewardship is a core objective of the organization redesign of our finance functions. The **Finance Transformation** underway is centralizing and enhancing alignment of financial, corporate and business strategies to effectively manage scarce resources to highest and best use. Enhanced financial management supports are being deployed to support operating and business support functions to improve reporting, and line of sight to issues and risks impacting the organization.

We are also **maturing the multi-year planning and performance framework**. This will be achieved by aligning corporate planning, financial planning and our approach to performance reporting and measurement. All are key components of prudently managing scarce resources, while transparently outlining the service, and operational challenges ahead.



# Partnership in Action

Bloor-Yonge Capacity Improvement Project - Approximately \$1 billion in Combined Provincial and Federal Funding (Investing in Canada Infrastructure Program)



60 Streetcars and Hillcrest Facility improvements - \$180 million Federal Funding and \$180 million Provincial Funding to 60 Streetcars

Operating funding support including:

- \$300 million in Provincial funding over 3 Years (2024-2026) for LRT operations, safety, recovery per the New Deal Agreement<sup>7</sup>.
- \$1.8 billion in Safe Restart Agreement Provincial and Federal funding



340 new electric buses, 248 bus chargers - \$349 million in Federal funding (Zero Emissions Transit Fund)



## Action 5.4.2 Build Intergovernmental and Industry Partnerships to Advance Public Transit

Some of Canada's most pressing challenges – climate change, housing affordability, economic productivity – require vibrant, successful public transit systems. Investment in public transit unlocks the opportunity to advance environmental sustainability, social and economic prosperity goals shared by all orders of government.

The TTC will continue to build on our relationships with intergovernmental partners and across the transit sector to advance shared goals and a renewed focus on a **long-term sustainable funding model** for public transit. In line with Board direction, and consideration of City of Toronto policy objectives as directed by Council, the TTC will take the following actions:

- **Leverage available City funding** allocated to the TTC to maximize intergovernmental funding and financing opportunities to advance priority projects.
- **Proactively engage and inform** our regional, provincial, and federal government partners of the key issues and risks ahead to effectively manage the interfaces between shared priorities and policy objectives.
- **Sustain and strengthen networks** with our transit agency peers, industry associations, and broader community partners who have an interest in advancing sustainable mobility options locally, regionally and across Canada.
- **Provide subject matter expertise**, knowledge awareness and insights to City-led intergovernmental activities to improve outcomes for the customers and communities the TTC serves.

Public transit in Canada's largest city represents critical national infrastructure, a service that is vital to keep Toronto moving, working, and thriving. Enhanced **co-ordination, collaboration and sharing of knowledge** across all government partners involved in delivering high-quality transit services, improving mobility and growing Toronto sustainably will be key to our future success.

# Implementation and Governance

The Corporate Plan provides the framework to guide and organize operational strategies and business plans as outlined in this document; and key areas of focus over the next five years with a view to long-term needs.

The strategic directions outline (1) the investments required in our people; (2) the service we want to provide over the next five years; (3) the planning necessary for the long term; and (4) the organizational processes tools and technology to be resilient and forward-looking in a constantly changing environment. Addressing the structural fiscal imbalance (5), is a key input to the pace of change.

The Corporate Plan will be reviewed annually to assess progress, identify resources and supports required, and to account for emerging issues, risks and opportunities.

Successful implementation will rely upon the following factors:

- Regular reporting on performance and progress;
- Agility to respond to new and emerging Board directions and priorities;
- Communication success and where partnership support is required to implement change;
- Ongoing engagement with employees, customers and partners delivering mobility options to customers;
- Maturing and strengthening the TTC's integrated planning and performance framework.

The plan is both comprehensive in integrating TTC priorities and plans, while laying out key risks and funding challenges ahead. There are many interdependencies across each of the five strategic directions. This requires progress to be made across all five strategic directions for the TTC to be successful in effectively moving Toronto, connecting communities, and delivering the benefits of public transit investment.

Together with our partners, the TTC is focused on moving Toronto toward a more equitable, sustainable and prosperous future.



## Annual Review Process

Ongoing Implementation, Monitoring and Evaluation



Annual Corporate Plan Report Back to the Board

Report on progress and emerging priorities, board directions

TTC Operating and Capital Budgets

Presentation to the TTC Board

City of Toronto Budget Process

# Moving Toronto, Connecting Communities: 2024-2028 & Beyond Corporate 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.

**Key Principles:**

- Safety and Security as a cornerstone
- Equity, Diversity, Inclusion and Accessibility
- Environmental Sustainability
- Innovation

**Strategic Directions:**



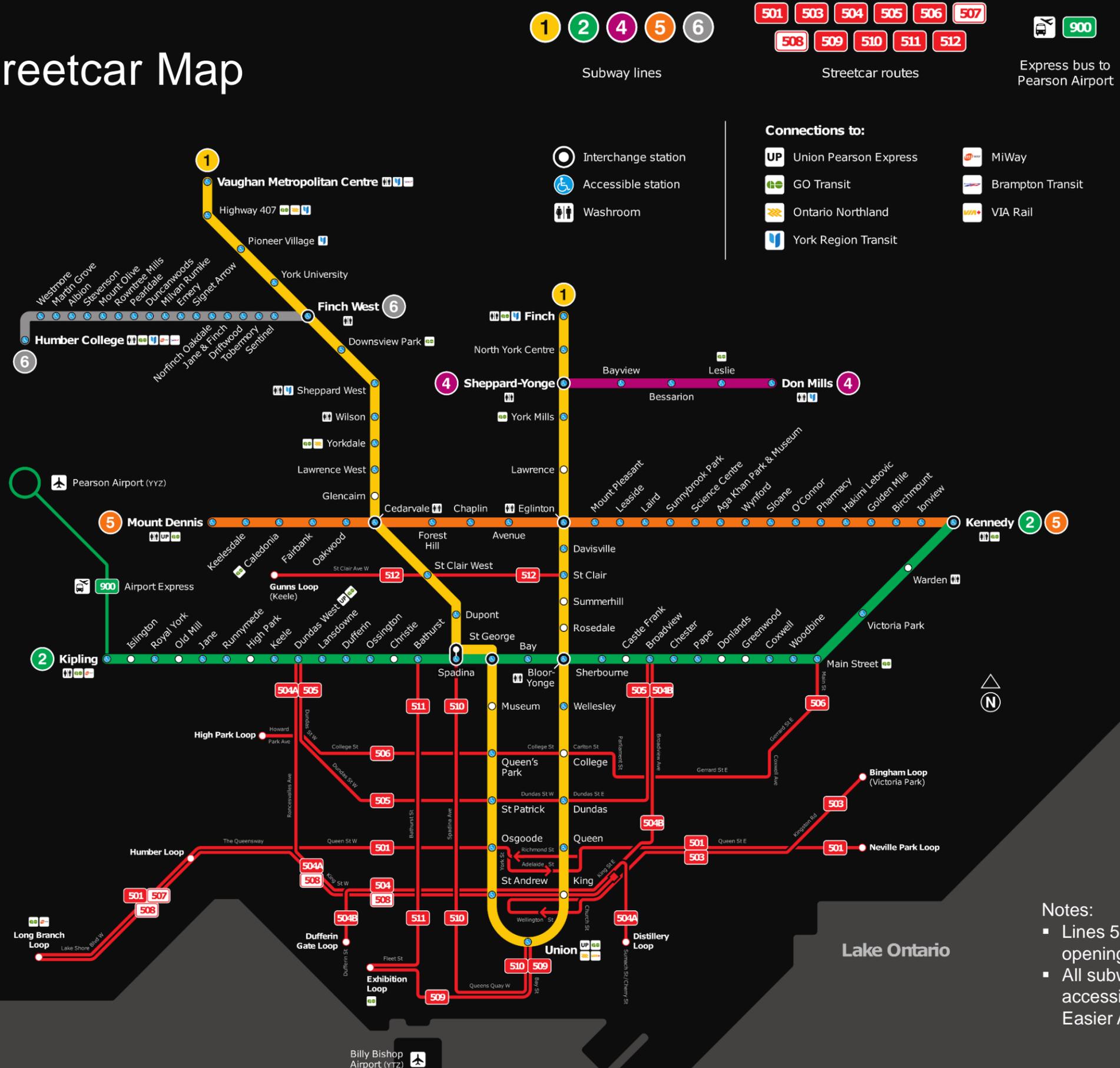
**Objectives:**

- |   |   |   |   |   |
|---|---|---|---|---|
| <ol style="list-style-type: none"> <li>1. Invest in the Employee Experience</li> <li>2. Adapt to a Changing Labour Market</li> <li>3. Reinforce Employee Safety and Well-being</li> <li>4. Build an Inclusive Organization Reflecting the Diverse Communities We Serve</li> </ol> | <ol style="list-style-type: none"> <li>1. Better Serve Customer Demand in an Evolving Operating Environment</li> <li>2. Improve the Customer Experience by Providing a Safe, Accessible and Comfortable Journey</li> <li>3. Focus on the Basics of Service Reliability, Predictability and Speed</li> <li>4. Prioritize Asset State-of-Good- Repair to Keep the System Moving Reliably</li> </ol> | <ol style="list-style-type: none"> <li>1. Build Network Capacity to Support Long Term Growth to 2041</li> <li>2. Promote Sustainable Transportation Modes Through Seamless Connections</li> <li>3. Minimize Environmental Impacts and Build Resiliency for a Climate-Changed Future</li> <li>4. Develop the 2051 Long-Term Plan to Enhance Transit as a Competitive Mode</li> </ol> | <ol style="list-style-type: none"> <li>1. Build Resilience and Capacity to Manage Enterprise Risks and Threats</li> <li>2. Foster Innovation to Maximize Benefits to Customers and Employees</li> <li>3. Embrace Technology to Drive Efficiency and Improve Employee and Customer Experience</li> <li>4. Mature Data Analytics Capacity and Knowledge Management</li> </ol> | <ol style="list-style-type: none"> <li>1. Improve Value for Money, Focus on Efficiency</li> <li>2. Maximize Revenue, Protect Customer Affordability</li> <li>3. Forecast Capital Funding Needs for the Long-Term</li> <li>4. Strengthen Partnerships to Advance Toward a Sustainable Funding Model</li> </ol> |
|---|---|---|---|---|

**Target Outcomes:**

- |   |   |   |  |  |
|---|---|---|--|--|
| <ul style="list-style-type: none"> <li>▪ Improve Employee Engagement, Retention, and Progression</li> <li>▪ Prevention of Safety, Health, and Environmental Incidents</li> <li>▪ Diverse and Inclusive Workforce</li> </ul> | <ul style="list-style-type: none"> <li>▪ Increase Ridership, Improve Customer Satisfaction</li> <li>▪ Improve Customer Satisfaction, Safety, Well-being and Accessibility</li> <li>▪ On-Time Performance, Number of Priority Transit Measures Implemented, Improved Travel Times</li> <li>▪ Ensure Asset Availability, Improve Service Reliability</li> </ul> | <ul style="list-style-type: none"> <li>▪ Deliver capacity to meet 2041 forecasted transit demand</li> <li>▪ Improve Seamless Connections across modes, Successful Transition of New Expansion to Revenue Operations</li> <li>▪ Improve resiliency of assets; reduction in GHG emissions; Zero Emissions by 2040</li> <li>▪ Identify 2051 service and capital needs to accommodate growth</li> </ul> | <ul style="list-style-type: none"> <li>▪ Improve preparedness and mitigate known and emerging risks</li> <li>▪ Build culture of innovation, minimize risks, maximize benefits of transit, drive environmental performance</li> <li>▪ Improve Employee and Customer Experience, Improve productivity and efficiency</li> <li>▪ Improve data analytics to enhance decision-making, improve employee, customer and organizational outcomes</li> </ul> | <ul style="list-style-type: none"> <li>▪ Expenditure management; Effective Capacity to Spend Rate with target over 90%</li> <li>▪ Maximize fare and non-fare revenue opportunities</li> <li>▪ Inform long-term capital project planning and decision-making</li> <li>▪ Close the Revenue to Expenditure Gap; Strengthen partnership to advance improved outcomes for customers and communities served</li> </ul> |
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# Subway and Streetcar Map



## Appendices

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12. **City of Toronto's 2020 Sector-Based Greenhouse Gas Emissions Inventory.**  
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## Appendices

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