



**For Action**

## **TTC Corporate Plan 2024 – 2028: Progress Update**

**Date:** January 27<sup>th</sup>, 2025  
**To:** TTC Board  
**From:** Chief Executive Officer

### **Summary**

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This report provides a progress update on the TTC's Corporate Plan, *Moving Toronto, Connecting Communities 2024 – 2028*. Approved by the Board in May 2024, the guiding document for the organization outlines five strategic directions:

- 1) Build a Future Ready Workforce
- 2) Attract New Customers, 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.

Attachment 1 provides a progress update on 2024 key accomplishments, a forecast of 2025 activities and key issues and risks. The Plan also informed the TTC's 2025 budget process. Since Board approval in May 2024, the TTC has advanced foundational processes and tools to support implementation of the Corporate Plan and change management efforts are underway.

The TTC will continue to report regularly to the Board on progress related to Plan implementation, with the next update report forecasted for mid-year. The reporting process will also be refined to support the new Strategic Planning Committee being established by the Board.

### **Recommendations**

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It is recommended that the TTC Board:

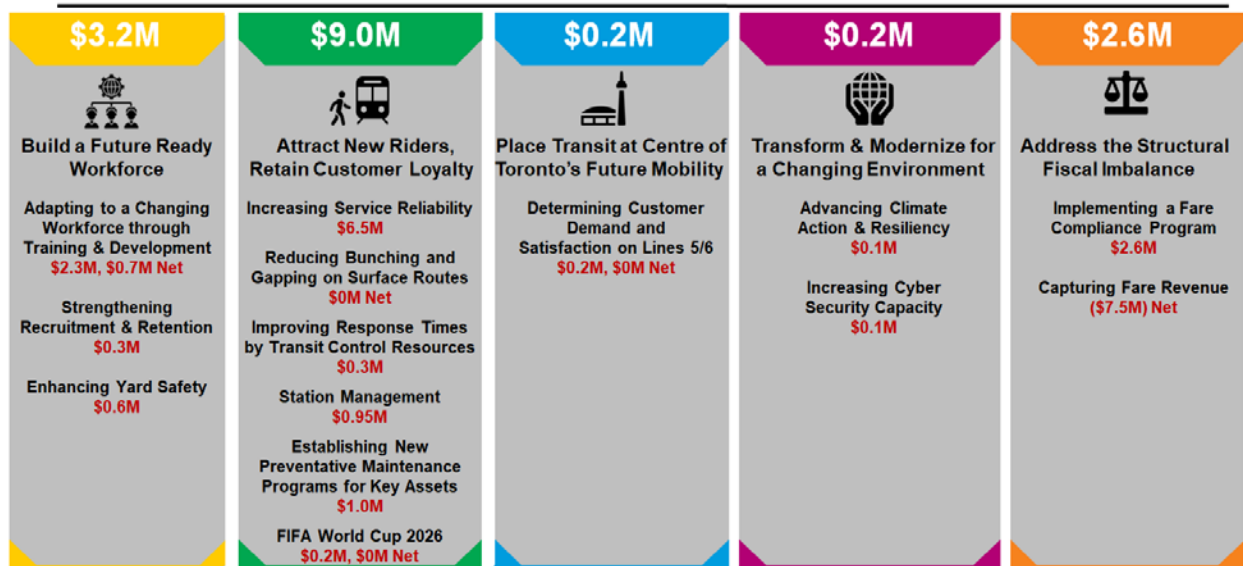
1. Receive this report for information.

## Financial Summary

There is no direct financial impact arising from the approval of the recommendation in this report. Most priority actions that have been initiated to date have utilized existing resources funded in the TTC's approved operating budget and 10-year Capital Plan. As noted in Figure 1, the Corporate Plan guided priorities for new investment in the recommended 2025 TTC Operating Budget and 2025 Capital Budget approved by the Board and will be considered by City Council. The Corporate Plan was used to evaluate business cases to ensure that new incremental funding requests support the achievement of priority actions identified in the plan.

Figure 1. 2025 Budget Investments Aligned with the Corporate Plan

### Advancing our Corporate Plan Priorities (\$15.2M Gross, \$5.6 Net)



Any future implementation costs will be considered through the annual budget process.

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

## Equity/Accessibility Matters

The TTC's continually strives to reflect and serve the broad diversity of Toronto. This is demonstrated by the TTC's commitment to strengthen equity, diversity, inclusion, and accessibility (EDIA) across our organization. The TTC continues to create new partnerships and strengthen current ones, based on respect and transparency. The Corporate Plan helps guides these initiatives and can be demonstrated by the actions set forth in the 5-Year Accessibility Plan, the Anti-Racism Strategy and the 5-Year Service and Customer Experience Action Plan. In addition to these plans, the TTC is advancing learning through the Upskill's Inclusive Leadership Program for which all executives and Senior Management are or will be participating. The program aims to foster inclusive leadership and enhance decision-making.

## Decision History

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### **May 16, 2024 – TTC Corporate Plan 2024-2028 & Beyond: Moving Toronto, Connecting Communities**

The report introduced the Corporate Plan as the strategic guiding document for the TTC. The Board received and approved the Plan and directed staff to report with progress updates on implementation, performance, key issues and risks, and alignment to annual operating and capital budgets and plans.

Report: [TTC Corporate Plan 2024-2028 & Beyond: Moving Toronto, Connecting Communities](#). Decision: [TTC Board Decision](#)

### **January 10, 2025 – Recommended 2025 TTC Operating Budget; 2025-2034 Capital Budget and Plan and 15-Year Capital Investment Plan and Real Estate Investment Plan**

The report introduced the TTC's recommended 2025 operating budget, and 2025 - 2034 capital and real estate investment plans, which was approved by the Board. The Board has requested that a Board level Strategic Planning Committee be established. Outputs from the Strategic Planning Committee will evaluate the performance of the current budget and inform future budget priorities.

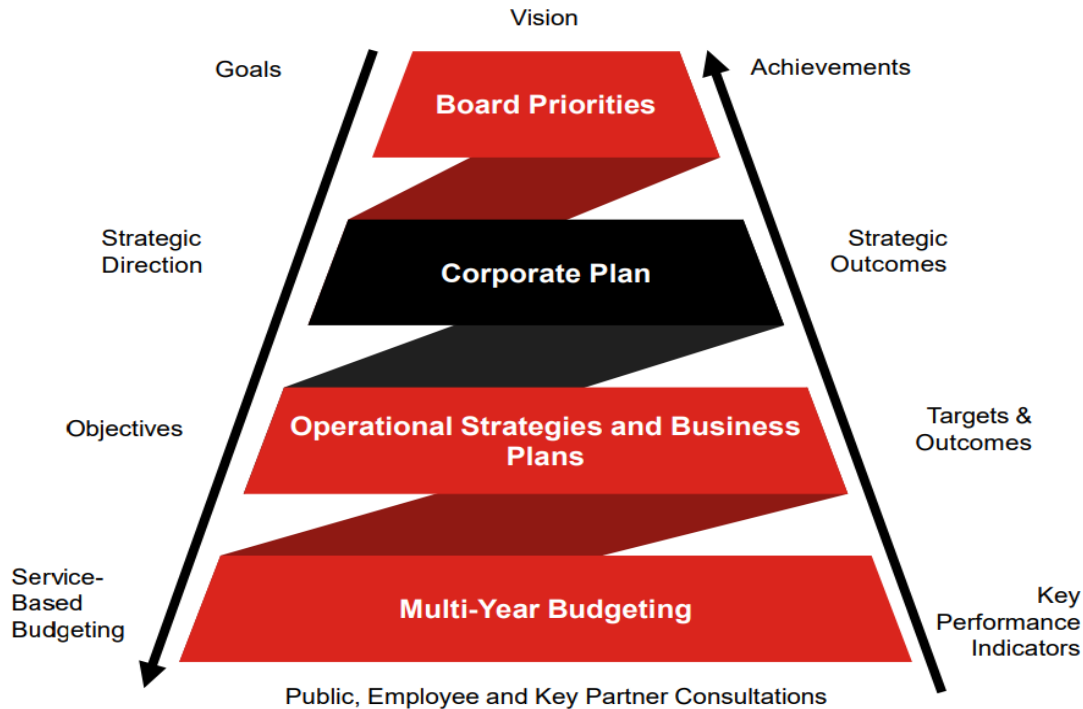
Report: [Recommended 2025 TTC Operating Budget; 2025-2034 Capital Budget and Plan and 15-Year Capital Investment Plan and Real Estate Investment Plan](#)  
Decision: [TTC Board Decision](#)

## Issue Background

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The TTC's Corporate Plan, *Moving Toronto, Connecting Communities 2024 – 2028*, introduced five strategic directions, each underpinned by objectives and priority actions. The TTC's Integrated Planning and Performance Framework, as seen in Figure 2, guides the integration of Board direction and priorities to the Corporate Plan and aligns Board and organizational priorities to the multi-year budgeting process.

Figure 2. Integrated Planning and Performance Framework



The TTC is committed to delivering the actions identified in the Corporate Plan. Reporting on implementation will include identification of key issues and risks, progress to date and future activities. Ongoing work continues to mature and strengthen the TTC's integrated planning and performance framework.

The Integrated Planning and Performance Framework was used to support the 2025 budget process, with priority being placed on the allocation of resources and new investments that align with Board direction and the Corporate Plan's strategic directions and outcomes.

## Comments

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### 2024 Year in Review and 2025 Look Ahead

Attachment 1 provides the 2024 Year in Review Progress Report to the TTC's five-year Corporate Plan. The report summarizes key accomplishments achieved in 2024, forecasts 2025 activities and identifies key issues and risks for each of the five Strategic Directions.

The 2025 Budget process involved a review of incremental new funding required to support the implementation of the TTC's Corporate Plan. Approximately \$15.2 million gross (\$5.6 million net) was approved by the Board to fund priority actions to advance the Plan's five strategic directions and outcomes. These are listed in Figure 1 above.

### Implementation

Since the Corporate Plan received approval in May 2024, the TTC has been focused on building internal tools and capacity to support implementation of the plan. This includes:

- Communications roll-out and engagement with employees;
- Re-alignment of the internal corporate governance structure to drive implementation and provide oversight;
- Building implementation plans to support the 59 actions in the Corporate Plan;
- Evaluating business cases for new and enhanced funding through the 2025 budget process to ensure alignment to Corporate Plan priorities; and
- Initiating review of the key performance measures with further updates to report in next iteration of the progress report.

### Communications

The TTC's Corporate Communications team is implementing a two-phased communication strategy to promote and build organizational and customer awareness of the new Corporate Plan. *Phase One* consists of raising awareness of the new Corporate Plan and tailoring messaging to internal and external audiences. This work has included the rollout of corporate plan communications materials and tool kits across the organization and engagement activities with management. Beginning in December 2024, TTC executives began visiting operational worksites across the organization to meet with employees and understand their concerns. Along with this work, the TTC will continue to reach out to union and non-union employees to sustain awareness and continue to communicate on the implementation of the plan.



Figure 3: Sample of TTC Vision and Mission Poster

*Phase Two* will build a greater understanding and support of the benefits of investing in transit and specific deliverables within the Corporate Plan among external (i.e., customers and public) and internal audiences. The Customer Communications and Marketing team is supporting this work.

### *Performance Reporting*

The TTC reports performance on various areas of focus, through several sources monthly, quarterly, and annually. This includes, but is not limited to:

- Monthly Corporate Key Performance Indicators: This report provides a monthly update on performance metrics related to service delivery, customer experience, asset availability, ridership and financial, safety and security. Webpage: <https://www.ttc.ca/transparency-and-accountability/Monthly-Corporate-Metrics>
- Quarterly Financial and Major Projects Update: This quarterly report provides operating and capital financial results for TTC Conventional and Wheel-Trans services. The report also includes a quarterly Major Projects Update (MPU), that reports on the performance, key issues, and risks of the TTC's major capital projects. Link: [December 4<sup>th</sup> 2024 Quarterly Financial and Major Projects Update](#).
- Community Safety and Well-Being on Transit Dashboard: This online tool is managed in partnership with the City of Toronto to provide key metrics related to the multi-disciplinary approach to safety and well-being on the system that is being delivered with community partners including Toronto Police Service. Metrics are updated regularly to illustrate progress. Webpage: [Dashboard](#)

In addition to the above, there are annual financial reports, annual progress reports on key strategies and initiatives that are presented to the Board (e.g. Diversity and Culture Annual Report, Annual Service Plan, etc.).

The TTC is seeking to mature its approach to performance measurement and bring a more integrated approach to monitor achievement of outcomes across the organization. This includes leveraging existing tools and data to develop a more robust corporate balanced scorecard aligned to the Corporate Plan, in addition to establishing service levels/standards for services and activities across the organization. The TTC's Research and Analytics, and Business Performance teams are supporting this effort. The establishment of target measures will continue in areas where they do not currently exist and will also be included in future reporting. The following areas will continue to be reviewed – inclusion of an access to transit score, service delivery and on-time performance metrics; asset management (i.e., asset service levels); additional employee related measures. Strategic level results of this work will be integrated into future reporting to Board.

### *Next Steps*

The above provides a summary of activities underway to support implementation and change management. Attachment 1 of this report provides the first annual progress update of the five-year plan to the Board.

The TTC will undertake a mid-year report-back to provide an update on progress to date of 2025 actions and will present a future-year outlook. This report back will integrate reporting with a newly created Board level Strategic Planning Committee.

### **Contact**

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Karen Thorburn, Executive Director, Corporate Initiatives  
Tel: 416-981-1122, Email: [Karen.Thorburn@ttc.ca](mailto:Karen.Thorburn@ttc.ca)

Tyler Brough, Manager, Corporate Policy and Planning  
Tel: 437-488-4797, Email: [Tyler.Brough@ttc.ca](mailto:Tyler.Brough@ttc.ca)

### **Signature**

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Greg Percy  
Chief Executive Officer

### **Attachments**

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Attachment 1 – TTC Corporate Plan, 2024 Year In-Review Progress Report



***Moving Toronto,  
Connecting Communities***

**TTC Corporate Plan  
2024 Year In Review  
Progress Report**

January 27, 2025

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## City of Toronto



**3.02**  
million  
residents in  
2023

**53%**  
Toronto CMA  
as percentage  
of Ontario's  
GDP<sup>1</sup>

**1 in 4**  
Trips in Toronto  
are on transit

**>50%**  
of residents  
born outside of  
Canada

**3.65**  
million  
residents  
forecasted in  
2051

**21%**  
of Canada's  
GDP<sup>1</sup>

**90%**  
of people within  
400m (5 min  
walk of  
TTC network

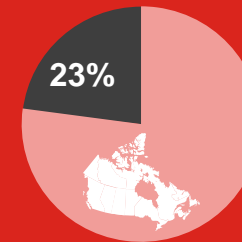
## TTC Ridership at a Glance

**525**  
Million Rides  
2019

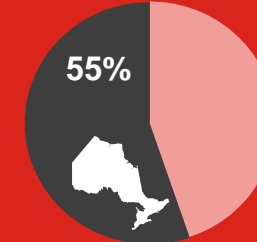
**396**  
Million Rides  
2023

**421**  
Million Rides  
2024

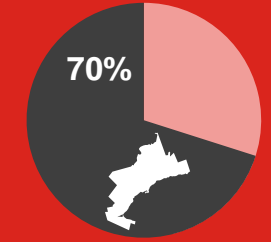
Up to **480**  
Million Rides  
2028 (forecast)



~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>



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

1. Statistics Canada, Gross domestic product (GDP) at basic prices, by census metropolitan area (CMA). <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3610046801>

2. CUTA Data, Canadian Conventional Transit Statistics

# CEO Commentary



**Greg Percy**  
Chief Executive Officer  
January 2025

The TTC is the linchpin of Toronto’s mobility network - one that keeps people moving and connected. Since joining the TTC in September, I have seen first-hand the dedication of the TTC’s nearly 18,000 employees that deliver essential transit services to our customers day and night.

In 2024, the TTC provided more than 420 million rides, a 6 percent increase over 2023. Customer travel patterns have changed, but overall ridership continues to grow. This year, 2025, we expect to deliver close to 440 million rides. It’s for this reason investment in transit remains critical. The TTC remains focused on improving the customer experience in the immediate term while setting the system up for growth long term.

To guide this effort, the TTC introduced the Corporate Plan in May 2024, providing strategic direction for the next five years and beyond. Notable 2024 achievements include:

- the ratification of five collective bargaining agreements with our labour partners, avoiding job action.
- the new 5-Year Service and Customer Experience Plan and first Innovation and Sustainability Strategy, and Anti-Black Racism Strategy.
- the implementation of the One Fare program with the Province and Metrolinx to keep public transit affordable.

- the advancement of the Line 2 modernization program, with the launch of the new subway train and Automatic Train Control procurement; and
- the successful delivery of service through major events such as Taylor Swift concert week and the recent free transit service on New Years Eve.

We now turn to building on the momentum. We know there is more work to do to improve service reliability, enhance the customer experience, and ensure our employees have the tools and support to address the challenges ahead. There’s plenty of good news in our Board-approved \$2.8 billion 2025 Operating Budget and \$16.4 billion 2025-2034 Capital Budget and Plan beyond the fare freeze. Subject to City Council approval, our budgets include:

- An almost 6 percent increase in service levels, and measures to address reliability, station cleanliness, safety and key measures that impact the customer experience.
- The anticipated opening of Line 5 and Line 6 increasing access to rapid transit services.
- Priority focus on the TTC’s state-of good-repair with new funding in the ten-year plan to reduce the backlog by almost 50 percent; and
- Sustained investments in our employees, tools and technologies.

The above is a just snapshot of activities the TTC is undertaking this year. I want to thank the dedicated TTC team. This work is not possible without their efforts, the support of our many partners and the TTC Board. I am proud to lead the TTC as we continue to improve customer experience, enhance our communities and ultimately play an essential role in building an even greater Toronto.



## 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

## Introduction

The TTC Board in May 2024, adopted a new five-year Corporate Plan, titled *Moving Toronto, Connecting Communities*, which set out five strategic directions. This report provides a look back at the advances made in 2024, the key activities for 2025, and an overview of key risks and opportunities.

The Plan is a result of extensive consultation, recognizing that to succeed in our mission, strong partnerships are essential. Over the past seven months, the TTC has been building awareness of the Plan, resetting the internal corporate governance structure to align to strategic directions and developing a framework for performance measurement. As processes, tools, and change management continues, the TTC will continuously improve reporting and build awareness of the transformation underway.

The success of Toronto as a thriving social and economic hub is 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.



# Benefits of Transit

## Economic Benefits

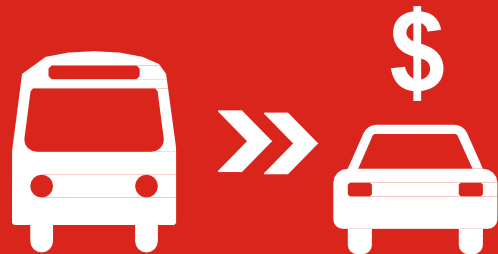
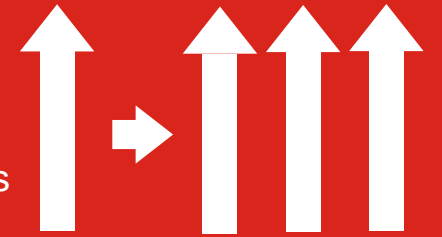
**\$1 = \$1.08** + **\$1 = \$6.06** = **\$1 = \$7.14**  
\$1 invested creates \$1.08 in Economic and Regional Development Benefits + \$1 invested creates \$6.06 in Quality-of-Life Benefits = \$1 invested creates \$7.14 in benefits

15 jobs created for every \$1 million invested

## Value for Money Benefits

**3:1**

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

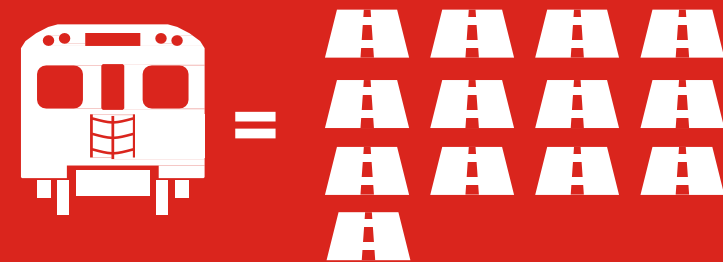


## Affordability Benefits

\$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.

## 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.





1

—  
Strategic  
Direction 1

**Build a  
Future-Ready  
Workforce**

## 2024 Accomplishments

- ❖ Hosted multiple **employee events and activities** to build culture of inclusion and belonging, including Transit Operator and Appreciation Day, Cultural and Heritage month celebrations, TTC's Annual Family Day and Bus Rodeo, Women in Leadership, etc. (Action 1.1.1)
- ❖ Launched **SAP Workzone**, a new tool replacing SAPJam, to enhance communications to front line employees (Action 1.1.1), and **SAP Time and Attendance** for the majority of non-union staff, with plans to continue roll out into 2025. (Action 1.1.3)
- ❖ Initiated and completed third party review of TTC's **compensation structure**, including benchmarking exercise of non-union roles, benefits program and compensation policies. Output will inform 2025 planning of next steps. (Action 1.2.4)
- ❖ Concluded negotiations with five labour bargaining units to achieve **new collective agreements** that are both fair and recognize the important contributions of our unionized employees.
- ❖ Improved **occupational health and safety at rail yards** with the installation of flashing lights on non-revenue vehicles operating in rail yards and the installation of control gates. (Action 1.3.1)
- ❖ To support operators and frontline staff to de-escalate confrontational situations in day-to-day roles, the TTC **delivered de-escalation training**. As of December, 85% of frontline employees are trained. (Action 1.3.3)
- ❖ For the third year in a row, **achieved the target of hiring over 40% women operators**. (Action 1.4.1)
- ❖ Introduced the **TTC's Anti-Racism Strategy**, providing framework for advancing culture change within the TTC. (Action 1.4.2)



TTC 2024 United Way Kick-Off event (Action 1.1.1)

## 2025 Look Ahead

- ❖ Advance new **Employee Engagement Survey** (Q2 2025) creating measurable baseline for assessing employee satisfaction and informing strategies to improve employee experience. (Action 1.1.1)
- ❖ Advance ModernTO and **workplace transformation** by supporting the transition of 13 TTC departments into modernized workspaces in 2025. (Action 1.1.2)
- ❖ Develop recommendations on **Compensation Structure and Pay for Performance** based on third party review conducted in 2024, with report to Board forecasted for Q2. (Action 1.2.4)
- ❖ The TTC will undertake initiatives in **learning and development, and talent acquisition**, to adapt to a changing labour market, improve employee outcomes and strengthen succession planning, recruitment and retention. (Action 1.2.2)
- ❖ Deliver targeted **apprenticeship programs** (Engineer in Training, General Body Repair Apprentice Program) to address key workforce recruitment challenges. (Action 1.2.2)
- ❖ Reaffirm commitment to employee safety through **expanded Joint Health and Safety Committee (JHSC) activities**, including a full day conference event for all 420+ JHSC members in spring 2025, and JHSC co-chair conference in fall 2025. (Action 1.3.1)

- ❖ Assess strategies to reduce the number of **new operator hire discontinuations**, and continue training supports for new operators on safety, customer service, defensive driving, and other tools to support employees. (Action 1.3.3)
- ❖ Continue implementation of TTC's Anti-Racism Strategy, including the establishment of **Racial Equity Advisory Committees (REACs)** for employees and customers to provide guidance and advice to the TTC on issues related to racial equity, diversity, and inclusion. (Action 1.4.1)
- ❖ Finalize **TTC Truth and Reconciliation Action Plan**. (Action 1.4.2)



TTC Joint Health and Safety Meeting (Action 1.3.1)

## Key Issues and Risks

- ❖ The last TTC baseline for employee satisfaction is from 2016. A key action in 2025 is to launch an employee engagement survey to understand opportunities to improve the employee experience. This may result in the need for funding in 2026, and dedicated resources to support program activities to implement a modern employee experience.
- ❖ Industry competition for talent, including from emerging industry partners, requires a focused strategy to attract and retain top talent. Risk mitigation includes modernizing the compensation structure, improving learning and development offerings and focus on succession planning.
- ❖ The TTC faces high vacancy rates in key technical positions owing to a constrained labour pool of new talent, and an aging workforce that is near retirement. This negatively impacts the TTC's ability to complete all maintenance as scheduled without incurring overtime costs that are not sustainable.
- ❖ Implementation of culture change initiatives such as the Anti-Racism Strategy require sustained efforts across an organization of 18,000 employees. The increase in demand for Racial Equity Assessments of policy issues will require resource support.
- ❖ The impact of revisions to TTC people related policies could have operational, budget or resource impacts. The TTC is implementing a program of reviewing HR policies and issues will be mitigated through the process.
- ❖ Manual paper-based human resource processes are being streamlined and enabled with new technology investments such as SAP. New technology brings opportunities for reallocating resources to higher value work but also requires effective change management to support employees through transition. May have impact on pace of modernization activities (see also Strategic Direction #4).
- ❖ Risk in delays in ModernTO City space availability could impact current TTC lease arrangements, including the potential inability to accommodate employees in temporary accommodations. To mitigate risk, the TTC requires a year's notice regarding the availability of ModernTO City office space to facilitate exploring the potential for TTC office lease extensions.
- ❖ Implementation plans are being developed and refined by the People and Culture Group to support the initiatives in Strategic Direction 1, this may result in additional resource requests in 2026 budget process.

### Enterprise Risk Management Top 10 Risks:

#3 - Recruitment and Retention

#10 – Worker and Customer Safety



2

Strategic  
Direction 2

**Attract New Riders,  
Retain Customer  
Loyalty**

## 2024 Accomplishments

- ❖ Board approved a new **5-Year Service and Customer Experience Action Plan 2024-2028** providing the framework for improving customer experience and responding to evolving customer demand patterns. (Action 2.1.1)
- ❖ Implemented the **2024 Annual Service Plan** and met target of 422 million rides. (Action 2.1.1)
- ❖ Successfully **provided service for six Taylor Swift concerts** in November, managing crowds, and additional service without issue. A strategic GenZ engagement approach was used to share information, with 700,000 social media views, and 70% increase in customer engagement. (Action 2.1.1)
- ❖ Implemented the **free student field trip** pilot initiative, providing new opportunities for students to ride the TTC and develop a new customer segment. (Action 2.2.1)
- ❖ Advanced the TTC's Partnership Approach to **Community Safety, Security, and Well-Being on Public Transit**, including continuing to have a high-visibility presence on the system, with 160 customer-facing personnel deployed in 2024. (Action 2.2.2)
- ❖ Continued efforts to improve **customer communications and social media presence**, including a 12-month pilot with *Transit* app to provide real-time vehicle arrival times; and building presence on social media platforms with reach of 43M views and 1.2M engagements. (Action 2.2.5)
- ❖ **Delivered the 2024-2028 5-Year Accessibility Plan.** Progressing the Easier Access program, 57 out of 70 (81%) subway stations are now accessible, with Donlands, Castle Frank and Glencairn stations in 2024. (Action 2.2.7)
- ❖ Launched **Apple Mobile Wallet** for PRESTO in August 2024. (Action 2.2.6)
- ❖ Completed design and necessary approval to proceed to construction phase of **Line 3 busway**, enabling work to be completed by 2027. (Action 2.3.3)
- ❖ Launched the **Request for Proposals for new subway trains and Automatic Train Control for Line 2**, a key milestone to modernize and improve reliability and service long term. (Action 2.4.3)



Donlands Station Easier Access Project Completion (Action 2.2.7)



TTC crews installing cellular service cables on Line 2 (Action 2.2.4)

## 2025 Look Ahead

- ❖ Implement the 2025 Annual Service Plan which adds service of up to 9.6 million hours (5.8% increase) to adjust for congestion; operate Lines 5 and 6, accommodate growth to deliver 439.4 million revenue rides in 2025 and improve reliability on all modes. (Action 2.1.1)
- ❖ Prepare for the 2026 FIFA World Cup with the City of Toronto and transportation partners to support smooth service delivery. (Action 2.3.1)
- ❖ Renew focus on **station cleanliness and rehabilitation** through augmented staff support to improve customer experience and satisfaction (Action 2.2.1)
- ❖ Advance **customer research** through data analytics, including customer demand and satisfaction when Lines 5 and 6 open. (Action 2.1.2)
- ❖ Complete an assessment of the **Community Safety and Security** operating model refining resource needs for the long-term; work with stakeholders to create an Advisory Committee. (Action 2.2.2)
- ❖ Continue expansion of **cellular service** access in the subway, with focus in 2025 on Line 2 between Kennedy and Yonge stations; and on Line 1 between St. George and Eglinton West stations and between Rosedale and Eglinton stations. (Action 2.2.4)
- ❖ Deliver an updated **TTC Wayfinding Strategy** to the Board in Q2/Q3 2025. (Action 2.2.7)
- ❖ Address bunching and gapping on surface routes; this includes eight bus and two streetcar routes. On key routes, the TTC is aiming to reduce bunching and gapping by 5% and improve headway reliability by 10%. (Action 2.3.1).
- ❖ TTC is working with the City's Transportation Services Division to make advancements on **RapidTO**. First, advancing the recommendations for Jane Street which will proceed for Board and Council approval in early 2025. Analysis on Dufferin Street and Bathurst Street recommended solutions is forecasted to proceed in Q3 2025. (Action 2.3.2)
- ❖ Focus on state-of-good-repair and maturing **Asset Management** practices. In addition, the TTC will continue to meet or exceed industry best practices on track asset inspection frequency and techniques, while continuing to explore technology to advance track inspection practices. The TTC will continue to make progress on addressing restricted speed zones as they are identified. (Action 2.4.1)



## Key Issues and Risks

- ❖ Traffic congestion is impacting service reliability on TTC surface routes, reducing on-time performance and customer satisfaction. This requires additional investment of service hours to sustain existing level of services on impacted surface transit routes. 2,215 weekly service hours, at a cost of \$15.1 million is allocated to address this issue in the 2025 annual and service budget.
- ❖ Concerns around public safety and well-being involve a variety of complex social issues that extend beyond public transit. Investments in community safety and security must be sustained and assessed for effectiveness.
- ❖ As a result of routine track inspections, there are currently speed restriction zones on Line 1 and Line 2, which negatively impact on-time performance and the customer experience. The TTC is working to minimize impact and number of restricted speed zones across the system by exploring options of larger maintenance windows, increased investment in workcars to ensure reliability and availability plus continued investment in our training programs to ensure employee competency.
- ❖ 13 of 70 subway stations in the Easier Access Program did not have elevators-in-service by January 1, 2025. A contingency service plan has been developed for the interim period to ensure accessibility to the subway system. All subway stations, except for Old Mill, are expected to have elevators by end of 2026.
- ❖ The TTC continues to work collaboratively with the City on numerous projects and seek required Council approvals for initiatives such as RapidTO and other transit priority related regulatory measures.
- ❖ Insufficient housing options for vulnerable citizens, have increased the use of TTC stations and vehicles as an alternative means of shelter. This situation increases during the winter season and periods of extreme weather. The TTC is working with the City to support helping those in need by providing outreach and access to health and social supports and to emergency shelter beds and warming centres.
- ❖ Wheel-Trans ridership is projected to continue growing, requiring resource increases. Family of Service (FOS) remains optional and is not mandatory. The Board has requested Province to provide operating funding support.
- ❖ Aging infrastructure, and the state-of-good-repair backlog with unfunded bus replacement needs and supporting infrastructure pose risk to the TTC's ability to deliver frequent and reliable service. Enterprise Asset Management and the TTC's Capital Investment Plan continue to drive identification of immediate priorities while longer term strategies are developed to address the overall SOGR backlog. SOGR remains the top capital priority for investment. (See Strategic Direction 5)

### Enterprise Risk Management Top 10 Risks:

- #1- Capital Funding Requirements - SOGR
- #5- Public Safety and Transit Security
- #7 – Governance and Decision-Making
- #10 – Worker and Customer Safety



3

Strategic  
Direction 3

Place Transit at the  
Centre of  
Toronto's Future  
Mobility

## 2024 Accomplishments

- ❖ Early works for the **Bloor-Yonge Capacity Improvements Project**, including construction for the relocation of existing utilities was substantially performed in October 2024. (Action 3.1.2)
- ❖ Continued to advance the **TTC Streetcar Capacity Program**, with 35 of the 60 new streetcars accepted by the end of 2024, increasing the overall streetcar fleet by 15%. The construction contracts (Phase 1 and Phase 2) for the Hillcrest Maintenance and Storage Facility project awarded in Q3 2024. (Action 3.1.5)
- ❖ TTC continued to work with Metrolinx on the following **transit expansion projects**: Ontario Line, Scarborough Subway Extension, Yonge North Subway Extension, Eglinton West LRT Extension. (Action 3.2.2)
- ❖ In February 2024, the **One Fare Program** was implemented with funding from the Province, eliminating double fares for customers connecting between the TTC, GO Transit and 905 transit agencies. As of December 2024, there have been ~30 million transfers. (Action 3.2.3)
- ❖ Received delivery of all **336 hybrid buses** and 16 of 340 eBuses. 41 of 248 charge points were installed at Arrow, Eglinton, and Birchmount Garages, supporting the transition to zero emissions. (Action 3.3.1)
- ❖ Commenced work with the City on **long-term transit demand planning**, which will help inform the basis for updating the 2051 long range forecasts. (Action 3.4.1)



Cutaway Rendering of Bloor-Yonge Station (Action 3.1.2)



One Fare Program Promotion (Action 3.2.3)

## 2025 Look Ahead

- ❖ In Q1 2025 the **Bloor Yonge Capacity Improvement Project** will recommend award of the Progressive Design Contract; a key milestone towards the delivery of this major station transformation adding capacity to accommodate demand. By 2041, 400K+ daily customers are expected to pass through the station. (Action 3.1.2)
- ❖ The **Platform Edge Doors (PED) feasibility report** will proceed to the Board in 2025 and will explore options for implementation. This remains an unfunded program in the Capital Investment Plan and is prioritized after base TTC state-of-good-repair needs. (Action 3.1.4)
- ❖ By the end of 2025, the TTC will have received all **60 streetcars** and complete the commissioning process, increasing the streetcar fleet by 30%. (Action 3.1.5)
- ❖ Continue to receive the current order of **340 zero-emission eBuses** and installation of 248 charge points in 2025. Currently, on track to meet the 25% zero-emissions target for the bus fleet by end of 2025. The TTC has the largest ebus fleet in North America. (Action 3.3.1)
- ❖ Provide an **updated long-range demand forecast** to support long-range capital planning activities and major capital investment programs (Action 3.4.1); including updates on key programs like the Line 1 Capacity Enhancement Program. (Action 3.1.1)
- ❖ Deliver short and long-term **climate resilience plans**, including updates on infrastructure and emergency plans, lessons learned from the July 16, 2024, storm, and integration with City / other transit agencies, which will inform development of future climate adaptation plans. (Action 3.3.2)
- ❖ Support Metrolinx with the **opening of the Line 5 Eglinton Crosstown LRT and Line 6 Finch LRT**, adding 43 new stations / stops and increasing access to rapid transit. (Action 3.2.1)



Line 5 (Eglinton Crosstown) LRT Training Car (Action 3.2.1)

## Key Issues and Risks

- ❖ The TTC and Metrolinx are preparing for the opening of both Line 5 and Line 6. The TTC is dependent on Metrolinx for asset handover for operations. Once the lines are operational, the TTC will need to manage significant surface route service changes, adjustments in customer travel patterns, fare compliance and customer communications. Analytics capacity is being added to assess Line 5 and Line 6 demand and customer experience. (see Strategic Direction #2)
- ❖ Subway Capacity Enhancement Projects (CEP) are not fully funded in the TTC's 10 Year Capital Budget and Plan. Key elements of the Line 1 CEP such as additional growth trains and a new maintenance and storage facility will be required to mitigate crowding and support target service headways along an expanded Line 1 to Richmond Hill. This is a priority for future funding alongside focus of ongoing state-of-good-repair requirements.
- ❖ Post-2025, there is need for full funding for zero-emission buses, eBus chargepoints, and Wheel-Trans buses, which are critical to maintaining service levels and meeting TransformTO goals. The recommended 2025 capital budget includes municipal funding for ebuses, but matching funds will be needed to fully fund program requirements.
- ❖ Assets and operational practices that are not hardened against the current and projected effects of extreme weather could negatively affect service delivery through service interruptions, revenue loss, liability, and asset damage and repair needs. Assessments are underway.
- ❖ Competing internal capacity to deliver on multiple priority capital projects simultaneously. Planning to address this will continue in 2025, as exemplified by the ongoing coordination efforts on subway closures and streetcar diversions.



Union Station: July 16, 2024, heavy rainfall storm – 100mm rain . Image: alandamcarthy

### Enterprise Risk Management Top 10 Risks:

- #1- Capital Funding Requirements
- #7 – Governance and Decision-Making
- #10 – Worker and Customer Safety



4

Strategic  
Direction 4

**Transform and  
Modernize for a  
Changing  
Environment**

## 2024 Accomplishments

- ❖ Built the framework for a renewed **Enterprise Risk Management (ERM)** approach with the identification of 10 Key Enterprise Risks that are guiding ERM planning. (Action 4.1.1).
- ❖ Delivered mandatory **Cybersecurity Awareness Training** curriculum to maintain and improve the security of systems – a component of the TTC’s overall Cybersecurity strategy. (Action 4.1.2)
- ❖ Supported planning and execution of the Line 5 emergency exercise to prepare for opening of the new rapid transit line. (Action 4.1.3)
- ❖ Matured **Business Continuity Planning** with the development of corporate-wide contingency plans to mitigate against disruptions, including 35 departmental contingency plans. (Action 4.1.4)
- ❖ Launched the TTC’s first **Innovation and Sustainability Strategy**. Early accomplishments include launching the Bus Design Innovation Program with ATU 113 to pilot new design features for operator safety and conducting two Innovation Challenges across the TTC. (Action 4.2.2)
- ❖ Completed the **Maintenance Activity-Based Financial Costing Systems** implementation as part of the **SAP ERP Program**, which has centralized TTC maintenance-based cost tracking, enhanced cost visibility, reduced reconciliation efforts, and decommissioned a 45-year-old mainframe-based legacy system. (Action 4.3.2)
- ❖ Rolled out the first release of the **SAP Time and Attendance Project** for employees, transitioning from manual time-tracking processes to a digital solution, delivering standardized time management and improved reporting capabilities. (Action 4.3.2)

- ❖ Approved the first energy conservation pilot at Greenwood Yard, along with TTC’s first **Energy Management Plan**. (Action 4.2.1)
- ❖ Hosted the **2024 Canadian Urban Transit Association (CUTA) Conference and Trade Show**, with 700+ delegates across Industry to share knowledge, insights, and strengthen relationships. In addition, participated with other key industry associations and peers, supporting benchmarking and strengthening relationships (American Public Transportation Association (APTA) and Union Internationale des Transports Publics (UITP)). (Action 4.4.2)





TTC overhead crews conducting emergency repairs at King St and Spadina Ave in December 2024.

## 2025 Look Ahead

- ❖ Sustain efforts in support of TTC's **Cybersecurity Strategy** with regular updates to the TTC's Audit and Risk Management Committee on progress. (Action 4.1.2)
- ❖ Ensure organizational preparedness through delivery of **Emergency Planning exercises**, including but not limited to partnering with Metrolinx to deliver the Line 6 commissioning exercise. (Action 4.1.3)
- ❖ Continue to implement the multi-year plan for the **corporate business continuity program** by onboarding seven additional departments in 2025. (Action 4.1.4)
- ❖ Drive initiatives that promote innovation in the workplace, including delivery of Innovation Challenges. (Action 4.2.1)
- ❖ The TTC's **IT Strategic Plan and Technology Strategy** will be brought forward for executive endorsement with focus on alignment of technology investment to corporate priorities. (Action 4.3.1)
- ❖ Continue **SAP Time and Attendance** module roll out to employees, and progress the implementation of the **SAP Procurement, Materials, Warehouse Management** system. (Action 4.3.2)
- ❖ Build on the TTC's **data analytics** capacity and visualization, improving data governance and assessing opportunities associated with AI capability. (Action 4.4.1)
- ❖ Continue to **strengthen and leverage knowledge sharing** with partners including Women's Transportation Seminar (WTS), Conference of Minority Transportation Officials (COMTO), GOAL (Light Rail Benchmarking), BOLTS (International Light Rail and Train Benchmarking Group) and Ontario Public Transit Association (OPTA). (Action 4.4.2)

## Key Issues and Risks

- ❖ There is a highly competitive labour market for IT and cybersecurity roles, in addition to other technical and professional fields. Risk mitigation requires proactive strategy to retain and attract top talent, develop new leaders, in addition to market competitive compensation and benefits program (see Strategic Direction #1).
- ❖ Change management will be important as the TTC implements new and improved software, systems and processes, to ensure they are adopted successfully, and the full benefits of investment are realized.
- ❖ The TTC currently has data sets on a variety of programs, that due to legacy systems and technology and a lack of capacity are not fully utilized. The TTC is maturing data collection and analysis capability to utilize data more effectively.



TTC Emergency Planning Exercise. (Action 4.1.3)

### Enterprise Risk Management Top 10 Risks:

- #2 – Cybersecurity
- #5 – Public Safety and Transit Security
- #6 - Disruption
- #9 – Third Party Vendor



5

Strategic  
Direction 5

**Address the  
Structural Fiscal  
Imbalance**

## 2024 Accomplishments

- ❖ Projected capital capacity to spend rate of 97% or \$1.294 billion by year-end on the approved 2024 Capital Budget. Reflecting improvements made to capital planning, budgeting, and project management. (Action 5.1.3)
- ❖ Implemented a multi-pronged approach in 2024 to **address fare compliance** across the system. This ongoing program of work focuses on building a culture of fare payment amongst customers through public education campaigns, providing more options to pay, and increasing the visibility of fare inspectors and special constables across the system. (Action 5.2.2)
- ❖ Delivered **2024-2038 Capital Investment Plan** and a **focused review of priority State of Good Repair Needs** in Q2 that informed 2025 capital budget and plan development and intergovernmental funding discussions. Secured new funding sources through the 2025 budget process to reduce the SOGR backlog by nearly 50%, from ~\$8.2B to \$4.3B. (Action 5.3.1)
- ❖ Enhanced decision-making processes and financial reporting through better utilization of Operating, Capital and Accounts Payable financial dashboards and training of cross-functional teams, improving controls, capturing discounts and tracking of key financial metrics. (Action 5.4.1)
- ❖ Supported the City of Toronto's implementation of the Ontario - Toronto New Deal, and **strengthened transit agency partnerships** with large transit systems, and leveraged relationships with the Canadian Urban Transit Association (CUTA), OPTA, and non-profit advocacy organizations to make case for long term sustainable funding model for transit. (Action 5.4.2)



Funding announcement at TTC Greenwood Yard for new Line 2 trains in November 2024



TTC fare inspectors on streetcar interacting with customers. (Action 5.2.2)



TTC hosting CUTA Conference in November 2024. (Action 5.4.2)

## 2025 Look Ahead

- ❖ Update and modernize the **TTC Procurement Policy** to align to best practices, including incorporating a social equity, and environmental lens; recommendations to be presented Q2. (Action 5.1.2)
- ❖ Building a **commercial management** function within the TTC to provide expertise and capacity to deliver commercial and contract management for the organization. (Action 5.1.2)
- ❖ Develop the final business case for a **fare collection** approach to inform next generation PRESTO negotiations, after the current PRESTO contract expires in 2027. (Action 5.2.1)
- ❖ Focus on increasing **Fare Compliance**, which will include seeking funding to implement full program, increasing visibility of special constables and increasing ticket inspections. A fare revenue target will also be established to begin recapturing lost revenue. (Action 5.2.2)
- ❖ Deliver feasibility study and analysis of **Non-Fare Revenue** opportunities and develop strategy for Board consideration. (Action 5.2.3)
- ❖ Leverage partnerships with CUTA, OPTA, peer large transit systems, academic and other community partners to **sustain advocacy efforts for investing in public transit**. This includes, but not limited to, sharing new data and research on the benefits of transit, association lobby days, and participating in forums and other events. (Action 5.4.2)
- ❖ University of Toronto Benefits of Transit Research findings to be presented by Q2, quantifying the social, economic and benefits of transit. This research will inform inter-governmental advocacy and business case development and decision making. (Action 5.4.2)

## Key Issues and Risks

- ❖ The TTC does not have a sustainable operating funding model. The Ontario-Toronto New Deal Agreement provided critical operating funding support over a three-year period ending in April 2027. A long-range solution is required, with the current outlook indicating an incremental base pressure of \$120.0 million in 2026 and approximately \$239.4 million in 2027 (see Appendix 3). This is before additional investments in service and required modernization initiatives.
- ❖ Customer demand patterns continue to fluctuate, including new seasonality trends with demand peaking earlier in the fall than previous years, affecting operating budget forecasts.
- ❖ The TTC is experiencing a relatively high rate of fare evasion across the network, measured at a weighted value of 11.9% in 2024. Fare evasion exacerbates revenue shortages and impacts the ability to deliver service. The TTC's primary goal in the current phase of fare compliance is to curb fare evasion rates and assess the impact immediate actions have on compliance and revenue capture. Additionally, the TTC will need to ensure a culture of fare compliance with the opening of Line 5 and Line 6.
- ❖ WSIB costs have risen from \$9.1M in 2019 to ~\$74M in the 2025 Budget, increasing budgetary pressures in a constrained fiscal environment. The budget increase is a result of an increasing volume of claims and longer periods of support, due to traumatic stress and Post Traumatic Stress Disorder (PTSD). The TTC is evaluating options to better manage case load internally, to help reduce administration costs. Actions in Strategic Direction 1 are also key to support.
- ❖ The full capital requirements of the TTC over the next 15 years cannot be addressed by one order of government alone under the current municipal fiscal framework. Despite an increase in funding by the City of Toronto under the City Building Fund introduced in 2019, and funding allocated as part of the Gardiner upload, the scale of investment to address the needs of the system effectively, require predictable long-term funding. Prioritization of the TTC's 15 Year CIP requires focus on SOGR immediate needs, and interdependent capital programs with in-flight network expansion projects (Line 1 CEP). See Appendix 3.
  - ❖ **\$11.9 B** in unfunded SOGR, Health, Safety & Legislated Requirements in next 15 Years.
  - ❖ **\$14.6 B** in unfunded growth and service improvement needs
  - ❖ **\$37 B** total unfunded capital needs over 15 Years when include all capital needs and aspirational projects (Platform Edge Doors, TransformTO)

### Enterprise Risk Management Top 10 Risks:

- #1- Capital Funding Requirements – Growth
- #4 – Financial Sustainability
- #7 – Governance and Decision – Making
- #8 Strategy Development and Execution
- #9 – Third Party Vendor

# Conclusion

The TTC is on a path of continuous improvement, with many of the actions identified in the Corporate Plan underway. The pace of progress, however, relies on funding, allocating resources to highest and best use, securing new inter-governmental funding and strong partnerships. The TTC appreciates the collaboration to date with the City of Toronto, transit agency partners, all orders of government, Labour, and other entities involved in delivering mobility services within Toronto and the region. Together we must continue to work in partnership to seize the opportunity public transit provides in making Toronto more equitable, sustainable and prosperous.

This report provided a summary of the progress achieved in 2024, the activities ahead for 2025, and the key issues and risks to be addressed. A mid-year report to the Board will provide an update on 2025 progress and a future-year outlook to support the Board's strategic planning and budget process. As the TTC continues to mature the approach to multi-year planning and performance, refinements will be made to this report, as we continue our work to provide an even better transit service for Toronto.



Stage 2 Jane Street RapidTO public consultation hosted by the City of Toronto and TTC in November 2024. (Action 2.3.2)



TTC staff interacting with customers at Union Station prior to the Taylor Swift concerts.



King Street Transit Priority Corridor. Implemented through City and TTC collaboration. For more information, please see the [King Street Dashboard](#).





# Appendices

Appendix 1: Key Performance Measures

# Appendix 1: Key Performance Measures

A review of the Key Performance Measures is underway, to assess gaps, areas for improvement and to strengthen alignment to the Corporate Plan objectives. The following appendix provides an overview of current corporate measures reported to the TTC Board through the Corporate KPI report.

Measure	2019 Actual	2022 Actual	2023 Actual	2024 Target	2024 Projection	Status	2025 Target	2026 Target
<b>Customer Experience</b>								
Customer Satisfaction	79%	77%	71%	80%	72%	●	84%	84%
Customer Perception of Safety	N/A	66%	58%	80%	60%	●	80%	80%
Customer Perception of Vehicle Cleanliness	81%	66%	62%	80%	60%	●	80%	80%
Customer Perception of Stop/Station Cleanliness	78% (subway only)	66%	60%	80%	60%	●	80%	80%
Customer Service Communications*	52,922	37,168	42,999	n/a	49,613	●	n/a	n/a
Customer Service Communications per 1 million Boardings*	50.87	66.08	57.57	n/a	61.55	●	n/a	n/a
<b>Community Safety</b>								
Offences against Customers (per 1 million boardings)	0.64	1.88	1.91	1.00	1.55	●	1.00	1.00
Offences against Employees (per 100 employees)	3.99	7.1	6.34	n/a	6.14	●	n/a	n/a
<b>People and Culture</b>								
Women Operator Hires**	n/a	41%	41%	40%	42%	●	40%	40%

\*TTC encourages Customer Service Communications from customers. Targets are not applicable.

\*\* Measurement and target setting of Women Operator Hires was not established until 2020.



# Appendix 1: Key Performance Measures

Measure	2019 Actual	2022 Actual	2023 Actual	2024 Target	2024 Projection	Status	2025 Target	2026 Target
<b>Customer Demand and Supply</b>								
Revenue Ridership - Conventional Service	525.5M	318.7M	396.3M	422.4M	421.5M	●	439.4M**	450.4M
Boardings - Conventional Service	963.4M	585.7M	731.1M	779.3M	790.2M	●	817.4M***	837.9M
Conventional Service Hours	9.5 M	9.0M	8.9M	9.2M	9.2M	●	9.6 M	9.9 M
Ridership - Wheel-Trans	4.1 M	2.3 M	3.0 M	3.3 M	3.6 M	●	4.0 M	4.1 M
Wheel-Trans Service Hours	1.2 M	0.9 M	1.1 M	1.4 M	1.4 M	●	1.5 M	1.5 M
<b>Service Delivery</b>								
Bus Average Kilometers / Hour	18.9 km/h	18.6 km/h	17.6 km/h	n/a	17.1 km/h	●	17.2 km/h	17.2 km/h
Bus Change in KM/Hour vs. 2019 Baseline	100%	98%	93%	n/a	90%	●	91%	91%
Subway - Achieve 90% On-time*	94%	93%	93%	90%	92%	●	90%	90%
Streetcar - Achieve 90% On-time*	64%	65%	65%	90%	73%	●	90%	90%
Bus - Achieve 90% On-time*	76%	79%	83%	90%	84%	●	90%	90%

\* On-Time Performance currently measures end terminal departures. Metrics are under review to determine other on-time performance points.

\*\* Includes population and economic growth, net new rides from opening of Lines 5 and 6 and recaptured 4.7M rides through fare compliance program.

\*\*\* Includes population and economic growth, net new boardings from opening of Lines 5 and 6.



# Appendix 1: Key Performance Measures

Measure	2019 Actual	2022 Actual	2023 Actual	2024 Target	2024 Projection	Status	2025 Target	2026 Target
<b>Asset Availability</b>								
Subway Service Availability*	100.00%	100.00%	100.00%	100%	103.2%	●	100%	100%
Bus Service Availability*	102.00%	109.10%	114.10%	100%	114.4%	●	100%	100%
Streetcar Service Availability*	99.49%	99.85%	101.94%	100%	101.0%	●	100%	100%
Fare Gate Availability	98.05%	99.42%	99.45%	99.50%	99.42%	●	99.50%	99.50%
Presto Reader	98.77%	99.80%	99.87%	99.50%	99.92%	●	99.50%	99.50%
Presto Fares and Transfers Machine (FTM)	98.27%	99.90%	99.70%	99.50%	99.66%	●	99.50%	99.50%
PRESTO Self-Serve Reload Machine (SSRM)	99.21%	99.95%	99.88%	99.50%	99.95%	●	99.50%	99.50%
PRESTO Fare Vending Machine (FVM)	95.60%	99.30%	99.14%	99.00%	99.44%	●	99.00%	99.00%
Accessibility - Elevator availability	98.2	98.3%	98.7%	98%	97.8%	●	98%	98%
Accessibility - Escalator availability	96.9	95.1%	94.6%	97%	94%	●	97%	97%

\*Daily weekday average number of vehicles put into service per the number of vehicles scheduled for the a.m. peak.



# Appendix 1: Key Performance Measures

Measure	2019 Actual	2022 Actual	2023 Actual	2024 Target	2024 Projection	Status	2025 Target	2026 Target
<b>Asset Reliability</b>								
eBus mean distance between failures	14,450km* <sup>1</sup>	52,356km	21,134km	24,000km	21,142km	●	24,000km	24,000km
Hybrid bus mean distance between failures	30,000km* <sup>2</sup>	30,000km	30,000km	24,000km	30,000km	●	24,000km	24,000km
Clean-diesel bus mean distance between failures	20,000km* <sup>3</sup>	20,000km	20,000km	12,000km	20,000km	●	12,000km	12,000km
Wheel-Trans Mean distance between failures	16,475km	30,589km	36,867km	20,000km	38,622km	●	20,000km	20,000km
TR (Line 1&4) train mean distance between failures	648,959km	821,000km	875,000km	600,000km	640,300km	●	600,000km	600,000km
T1 (Line 2) train mean distance between failures	500,603km	555,667km	381,750km	330,000km	442,000km	●	330,000km	330,000km
Streetcar mean distance between failures	15,125km**	31,913km	41,911km	35,000km	37,518km	●	35,000km	35,000km
Streetcar road calls and change offs	7	3	2	less than 2	1	●	less than 2	less than 2
Bus road calls and change offs	26	19	22	less than 24	21	●	less than 24	less than 24

<sup>1</sup> Ebus MDBF fluctuated greatly upon first arrival in 2019 due to implementation of new technology and limited number of buses.

<sup>2</sup> MDBF for hybrid buses represents data from 2020.

<sup>3</sup> MDBF for clean-diesel buses represents data from 2020.

\* Prior to 2020, MDBF was reported as one value representing all bus power types. In February 2020, the TTC began breaking out different bus power types for reporting in the CEO Report. The change in reporting was necessary due to the introduction of e buses in late 2019.

\*\* MDBF for Low-Floor Light Rail Vehicles (LFLRV) in 2019. In 2019, the TTC was commissioning new LFLRVs leading to fluctuating MDBF. Additionally, the TTC was phasing out the old CLR streetcars, which are not captured in this measure.



# Appendix 1: Key Performance Measures

Measure	2019 Actual	2022 Actual	2023 Actual	2024 Target	2024 Projection	Status	2025 Target	2026 Target
<b>Ridership Revenue and Affordability</b>								
Operating Cost per Revenue Ride	\$3.62	\$6.53	\$5.51	\$5.85	\$5.65	●	\$6.00	\$6.27
Revenue Rides: Complement Ratio	40,605	24,639	30,522	31,726	31,658	●	31,700	31,419
Total Revenue / Cost Ratio	63%	36%	45%	44%	46%	●	44%	42%
Revenue / Cost Ratio (Conventional Only)	66%	38%	47%	47%	49%	●	46%	44%
City Subsidy per Revenue Ride	\$1.18	\$4.01	\$2.90	\$2.71	\$2.62	●	\$2.76	\$2.95
<b>Financial Management and Efficiency</b>								
Operating Cost per Service Hour (Adj for CPI, index=2025)	\$243 / Hr	\$255 / Hr	\$258 / Hr	\$275 / Hr	\$265 / Hr	●	\$276 / Hr	\$277 / Hr
Operating Savings / Efficiencies (\$232 M since 2019)	\$48.9 M	\$25.6 M	\$22.5 M	\$12.9 M	\$12.9 M	●	\$37.2 M	\$2.7 M
Savings / Efficiencies as % of Net Expenditures	7.9%	2.0%	2.0%	1.1%	1.2%	●	3.1%	0.2%
SOGR Backlog	\$0.8 B	\$6.7 B	\$6.3 B	\$8.2 B	\$8.2 B	●	\$4.3 B	\$3.9 B
SOGR Backlog as a % of Total Asset Value	4.8%	33.0%	17.9%	20.7%	20.7%	●	10.7%	9.7%



# Appendix 1: Key Performance Measures

Measure	2019 Actual	2022 Actual	2023 Actual	2024 Target	2024 Projection	Status	2025 Target	2026 Target
<b>Budget and Forecast Accuracy</b>								
Capital Capacity to Spend	60%	82%	88%	90%	97%	●	90%	90%
Operating Net Spend Rate	99.9%	95.5%	96.6%	97%	96.8%	●	97%	97%
Conventional Ridership Revenue Budget Accuracy	99.0%	99.6%	99.5%	97%	97.5%	●	97%	97%

The TTC’s **Research & Analytics** and **Business and Performance Management** departments are developing a corporate balanced scorecard of key performance metrics in support of the TTC’s Corporate Plan and target outcomes. The TTC tracks a range of key performance metrics to inform understanding of customer sentiment, service delivery, financial management and business efficiency amongst other areas of focus. Monthly reporting on key performance indicators is available at: <https://www.ttc.ca/transparency-and-accountability/Monthly-Corporate-Metrics>.

For additional performance metrics for community safety, please reference the [Community Safety and Well-Being on Transit Dashboard](#).





## Appendix 2: Summary of Priority Actions

# 1

## Strategic Direction 1: Build a Future Ready Workforce

Objective	Target Outcome	#	Priority Actions	Status	Timing	Key Partners
1.1 Invest in the employee experience	Improve employee engagement and retention	1.1.1	Revamp Employee Engagement and Communications	In progress	Ongoing	Labour Unions
		1.1.2	Complete Workplace Transformation	In progress	2020 -2028	City –Real Estate
		1.1.3	Launch an End-to-End Review of Employee Services to Enhance the Employee Experience	In Progress	Ongoing	Labour Unions
1.2 Adapt to a Changing Labour Market	Improve employee engagement, retention, and progression	1.2.1	Develop a Comprehensive Workforce Plan and Strategy	Not started	2025	Labour Unions
		1.2.2	Review and Align the TTC’s Learning and Development Program	Not started	Ongoing	Labour Unions
		1.2.3	Prepare Future Leaders, Improve Succession Planning	In Progress	Ongoing	Labour Unions
		1.2.4	Undertake a Compensation Review and Evaluation of a Pay for Performance Structure	In Progress	2024- 2028	
1.3 Reinforce Employee Safety and Well-being	Prevention of Safety, Health and Environmental Incidents in the Workplace	1.3.1	Manage and Mitigate Occupational Health and Safety Risks	In Progress	Ongoing	Labour Unions, JHSC
		1.3.2	Promote and Improve Programs to Ensure Employees have access to Mental Health and Well-being supports	In Progress	Ongoing	Labour Unions, JHSC
		1.3.3	Support Our Front-line Employees to Minimize Incidents of Worker Assault	In Progress	Ongoing	Labour Unions, JHSC
1.4 Build an Inclusive Organization Reflective of the Diverse Communities we Serve	Diverse and Inclusive Workforce	1.4.1	Progress and Complete Implementation of the Embracing Diversity 10-Point Action Plan	In Progress	2021 - 2025	City – CABR
		1.4.2	Launch the Next Phase of the TTC’s Culture Change Program <i>(Anti-Racism Strategy, Truth and Reconciliation Action Plan)</i>	In Progress	2024 - Ongoing	City - CABR



Objective	Target Outcome	#	Priority Actions	Status	Timing	Key Partners
2.1 Better Serve Customer Demand in an Evolving Operating Environment	Increase ridership; improve customer satisfaction	2.1.1	Launch the TTC's next 5-Year Service Plan for 2024 to 2028 <i>(Annual Service Plans based on 5YSP framework)</i>	Complete; Ongoing Implementation Reporting	2024 - 2028	City – Transportation Services
		2.1.2	Enhance the TTC's Customer Research and Data Analytics Capacity	In Progress	Ongoing	City/MTO - TTS
2.2 Improve the Customer Experience by Providing a Safe, Accessible and Comfortable Journey	Improve Customer Satisfaction, Safety, Well-being, and Accessibility	2.2.1	Introduce the TTC's First Customer Experience Action Plan	Complete; Ongoing Implementation Reporting	2024 - 2028	
		2.2.2	Enhance Community Safety, Security and Well-being on the System	In Progress	Ongoing	City, Province, Community Partners
		2.2.3	Complete the Station Transformation Capital Program	In Progress	2017 - 2025	
		2.2.4	Expand Access to Cellular Service Across the TTC Network	In Progress	2023 - 2026	Rogers
		2.2.5	Streamline and Modernize TTC Customer Communications <i>(Wayfinding Strategy)</i>	In Progress	Ongoing	Metrolinx, Regional Transit Agencies
		2.2.6	Provide Customers with a World-Class Fare Collection System <i>(PRESTO and future state requirements for next generation system)</i>	In Progress	Ongoing	PRESTO/Metrolinx
		2.2.7	Publish the TTC's Next 5-Year Accessibility Plan <i>(Easier Access Program, Wheel-Trans Transformation Program)</i>	In Progress	2024 - 2028	ACAT Province of Ontario

Objective	Target Outcome	#	Priority Actions	Status	Timing	Key Partners
2.3 Focus on the Basics of Service Reliability, Predictability and Speed	On-time Performance, number of priority transit measures implemented, improved travel times	2.3.1	Review Operating Performance to Improve Service Delivery	In Progress	Ongoing	City – Transportation Services
		2.3.2	Advance the RapidTO: Surface Transit Network Plan and Prioritize Surface Transit	In Progress	Ongoing	City – Transportation Services
		2.3.3	Build the Line 3 Busway	In Progress	2027	City – Transportation Services
2.4 Prioritize Asset State-of-Good-Repair to Keep the System Moving Reliably	Ensure Asset Availability, Ensure Service Reliability	2.4.1	Mature TTC Enterprise Asset Management Capabilities <i>(Prioritization of asset maintenance and state-of-good-repair across all modes)</i>	In Progress	2023 - Ongoing	City of Toronto
		2.4.2	Advance Subway Fire Ventilation Upgrades and Station Second Exits Program	In Progress	Ongoing	
		2.4.3	Preserve Line 2 Subway Reliability by Modernizing with New Trains and Automatic Train Control	In Progress	2020 - 2035/6	City, Province and Federal Gov't

Objective	Target Outcome	#	Priority Actions	Status	Timing	Key Partners
3.1 Build Network Capacity to Support Long Term Growth to 2041	Capacity to meet 2041 forecasted demand	3.1.1	Advance the Line 1 Capacity Enhancement Program <i>(Line 1 Capacity Enhancement, Line 1 Growth Trains, Train Maintenance and Storage Facility)</i>	In Progress	2019 - 2041	City, Metrolinx, York Region, Province, Federal Gov't
		3.1.2	Construct Capacity Improvements at Bloor-Yonge Station <i>(Line 2 Capacity Enhancement Program)</i>	In Progress	2015 - 2035	Province, Federal Gov't
		3.1.3	Leverage Line 2 Modernization to Enhance Line 2 Capacity Long Term	In Progress	2019 - 2041	
		3.1.4	Evaluate Opportunity to Integrate Platform Edge Doors into Subway Improvements	In Progress	2025	
		3.1.5	Grow Streetcar Capacity with 60 New Streetcars and Upgraded Facilities	In Progress	2023 - 2029	Province, Federal Gov't
3.2 Promote Sustainable Modes of Transportation through Seamless Connection	Improve seamless connections across modes; Successful transition of new expansion to revenue operations	3.2.1	Open Line 5 Eglinton Crosstown and Line 6 Finch West	In Progress	2025	Metrolinx, Province
		3.2.2	Ensure Seamless Integration of Transit Expansion Projects with the TTC Network <i>(Provincial Projects: Line 1 YNSA, Line 2 SSE, Eglinton West Extension, Ontario Line; City Projects: Waterfront East LRT, Eglinton East LRT)</i>	In Progress	Present – mid 2030s	Metrolinx, Province
		3.2.3	Advance Fare and Service Integration with our Partners <i>(One Fare Program implementation and review and Provincial Fare and Service Initiative)</i>	In Progress	2024 - 2026	Metrolinx, Province
		3.2.4	Integrate Transit and Active Transportation (Walking and Cycling)	In Progress	Ongoing	City-Transportation, TPA

Objective	Target Outcome	#	Priority Actions	Status	Timing	Key Partners
3.3 Minimize Environmental Impacts and Build Resiliency for a Climate-Changed Future	Improve resiliency of assets; reduction in GHG emissions; zero emissions by 2040	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>	In Progress	2018 - 2025 (funded)	City of Toronto Federal Gov't
		3.3.2	Assess the Resiliency of TTC Assets	In Progress	Ongoing	City of Toronto
		3.3.3	Integrate the Toronto Green Standard into New Asset Planning and Design	In Progress	Ongoing	City of Toronto Federal Gov't
3.4 Develop the 2051 Long-Term Plan to Enhance Transit as a Competitive Mode	Identify 2051 service and capital needs to accommodate growth	3.4.1	Assess 2051 Demand Growth Scenarios with Key Partners	In Progress	2024 - 2025	City – City Planning; Transportation, Metrolinx
		3.4.2	Undertake a Long Range 2051 Planning Exercise on Future TTC Services	Not Started	2025 - 2026	City – City Planning; Transportation; Metrolinx

Objective	Target Outcome	#	Priority Actions	Status	Timing	Key Partners
4.1 Build Resilience and Capacity to Manage Enterprise Risks and Threats	Improve preparedness and mitigate known and emerging risks	4.1.1	Mature the TTC's Enterprise Risk Management Program	In progress	2024 - Ongoing	
		4.1.2	Implement and Adapt the TTC's Cybersecurity Strategy	In progress	Ongoing	City - ITS
		4.1.3	Build on the Emergency Management Program	In Progress	Ongoing	City - Emergency Management
		4.1.4	Strengthen Business Continuity Planning and Practice	In Progress	Ongoing - 2028	
4.2 Foster Innovation to Maximize Benefits to Customers and Employees	Build culture of innovation, minimize risks, maximize benefits of transit, drive environmental performance	4.2.1	Launch the TTC's Innovation and Sustainability Strategy (ISS)	Complete; Ongoing Implementation Reporting	2024 - 2028	City Industry Partners
4.3 Embrace Technology to Drive Efficiency and Improve Employee and Customer Experience	Improve employee and customer experience; improve productivity and efficiency	4.3.1	Align Corporate Information Technology (IT) Strategy to Enable Transformation	In Progress	Ongoing	
		4.3.2	Complete the Upgrade of Back Office Processes with Enterprise SAP	In Progress	2017- 2027	
4.4 Mature Data Analytics Capacity and Knowledge Management	Improve data analytics to support decision-making and improved employee, customer and organizational outcomes	4.4.1	Harness TTC Data to Improve Outcomes	In Progress	Ongoing	
		4.4.2	Strengthen Knowledge Sharing Networks and Partnership with Peers	In Progress	Ongoing	

## 5

## Strategic Direction 5: Address the Structural Fiscal Imbalance

Objective	Target Outcome	#	Priority Actions	Status	Timing	Key Partners
5.1 Improve Value for Money, Focus on Efficiency	Expenditure management; effective Capacity to Spend Rate with target over 90%	5.1.1	Transform Business Processes	In Progress	Ongoing	
		5.1.2	Improve Supplier Relationships; Focus on Performance <i>(Procurement Policy)</i>	In Progress	Ongoing	Vendors
		5.1.3	Drive Continuous Improvement in Capital Delivery	In Progress	Ongoing	
5.2 Maximize Revenue, protect customer affordability	Maximize fare and non-fare revenue opportunities	5.2.1	Advance Fare Policy Innovation <i>(5-Year Fare Policy)</i>	In Progress	Ongoing	City of Toronto
		5.2.2	Protect Revenue by Building a Culture of Fare Payment Compliance	In Progress	2024 - Ongoing	
		5.2.3	Maximize Non-Fare Revenue Streams <i>(Non-Fare Revenue Strategy, Car Parking Strategy)</i>	In Progress	Ongoing	
5.3 Forecast Capital Funding Needs for the Long-Term	Inform long-term capital project planning and decision-making	5.3.1	Extend the Planning Horizon to 2051 and Refine the Long-Term Capital Investment Plan	In Progress	2025 - 2027	Federal Gov't Province of Ontario City of Toronto
5.4 Strengthen Partnerships to Advance Towards a Sustainable Funding Model	Close the Revenue to Expenditure Gap; Strengthen partnership to advance improved outcomes for customers and communities served	5.4.1	Focus on Financial Stewardship through Finance Transformation	In Progress	Ongoing	
		5.4.2	Build Intergovernmental and Industry Partnerships to Advance Public Transit	In Progress	Ongoing	City – City Manager's Office, CUTA, OPTA,

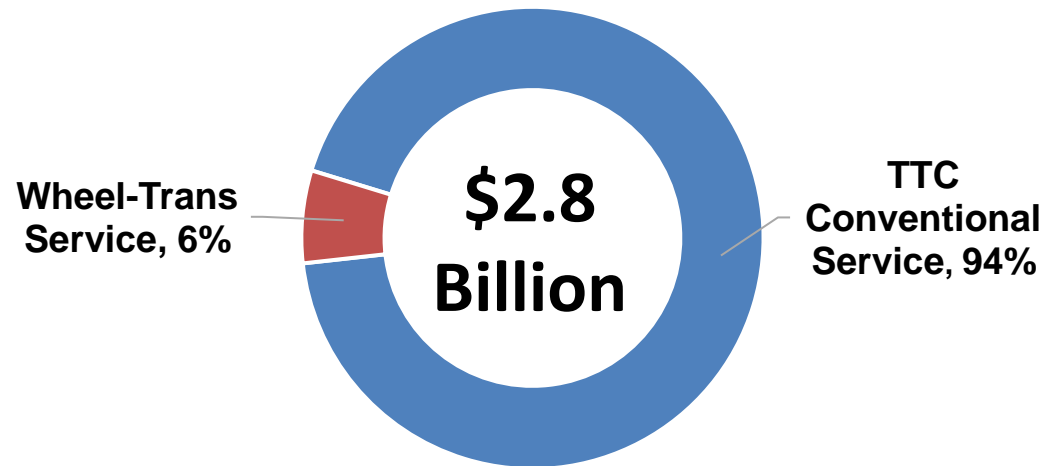


Appendix 3: 2025 Operating Budget and 2025-  
2034 Capital Budget and Plan - Summary

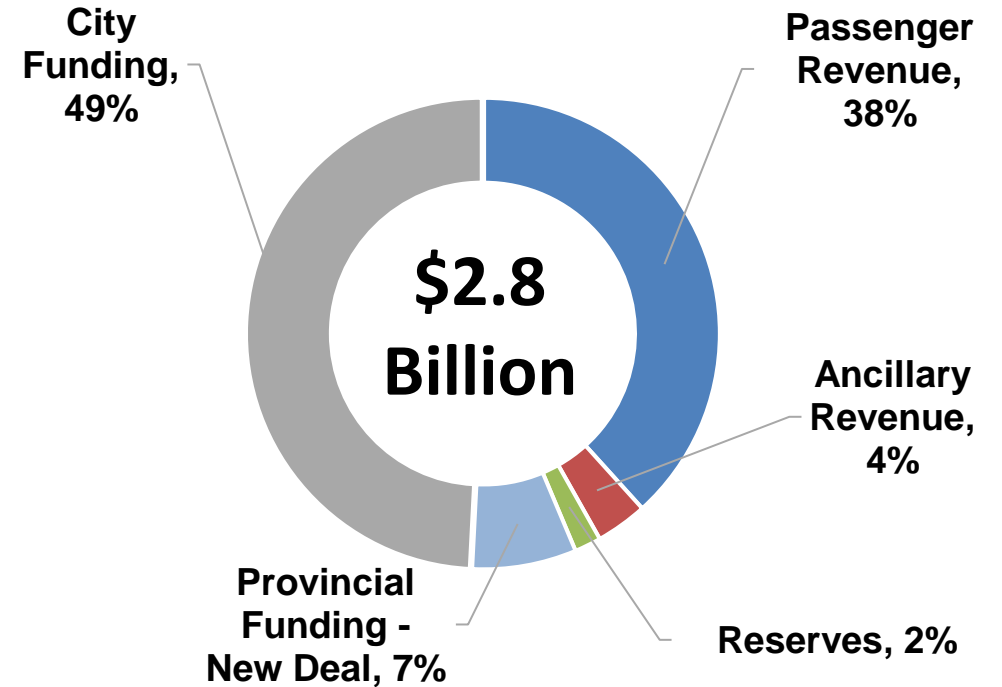


# Operating Budget: 2025 Operating Budget - \$2.8 Billion

## Where the Money Goes: By Service



## Where the Money Comes From: By Funding Source



# Operating Budget: Outlook Highlights the Need for Sustainable Funding by 2027

## Key Drivers (\$ Millions)

2026	2027
<b>\$120M</b>	<b>\$239M</b>

### Base

▪ CBA & COLA*	\$70	\$13
▪ Economic Factors & Legislative Impacts	\$30	\$32
▪ Reserve Draw Reversal	\$15	
▪ Impact of Capital & Other Pressures	\$ 6	\$15

### Service

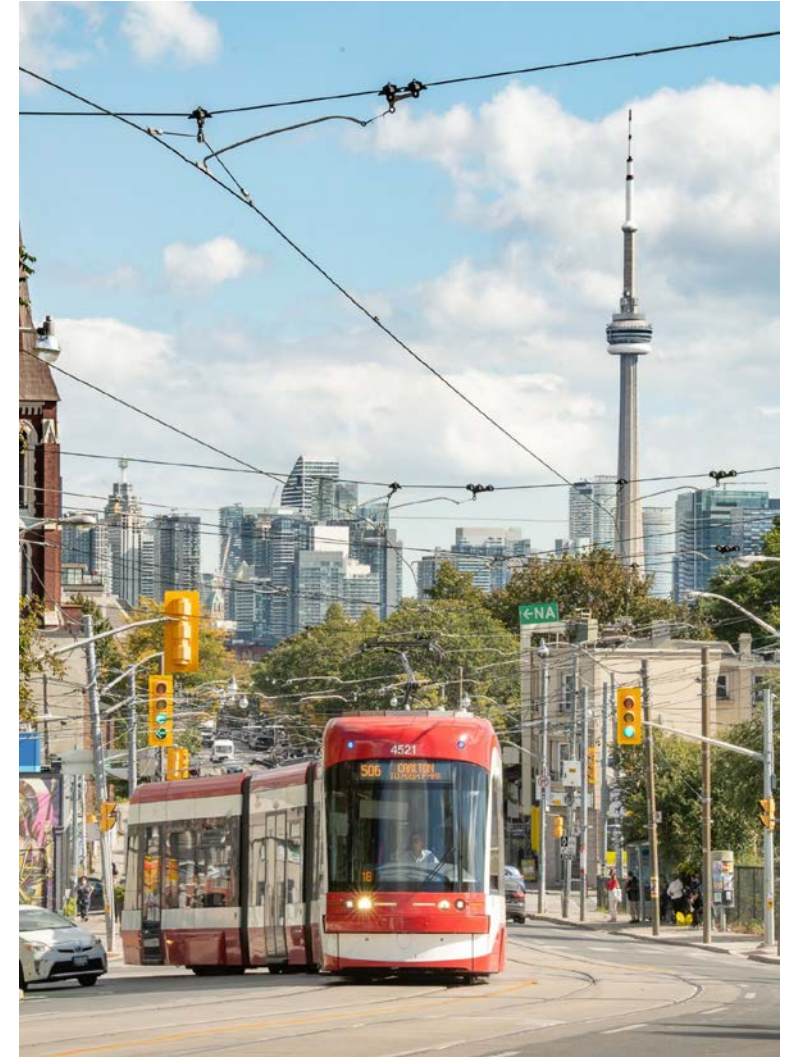
▪ Annualized cost of 2025 Service	\$31	
▪ Expansion (Eglinton & Finch West LRT)	\$54	(\$16)

### Funding Changes

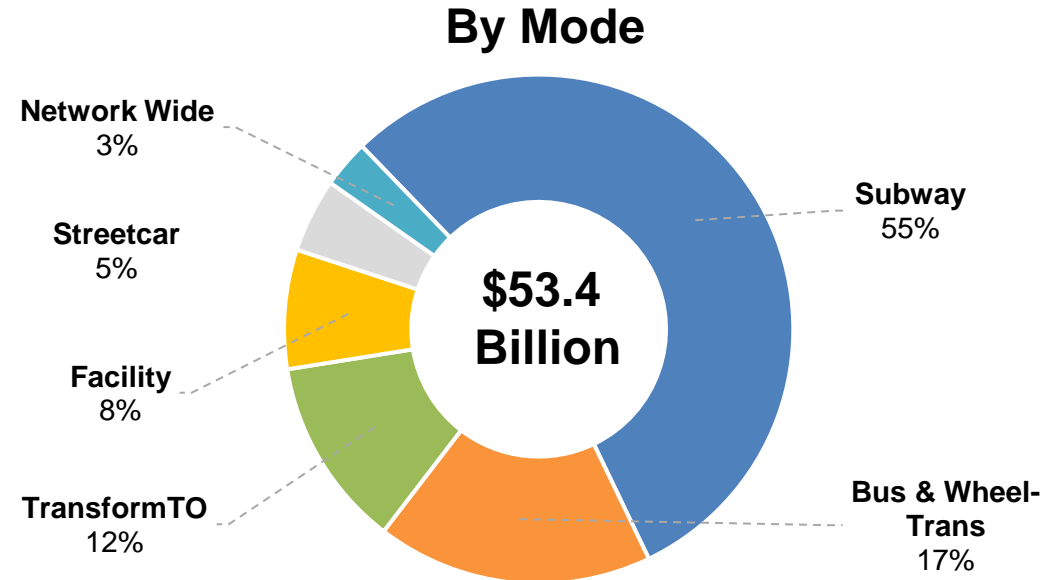
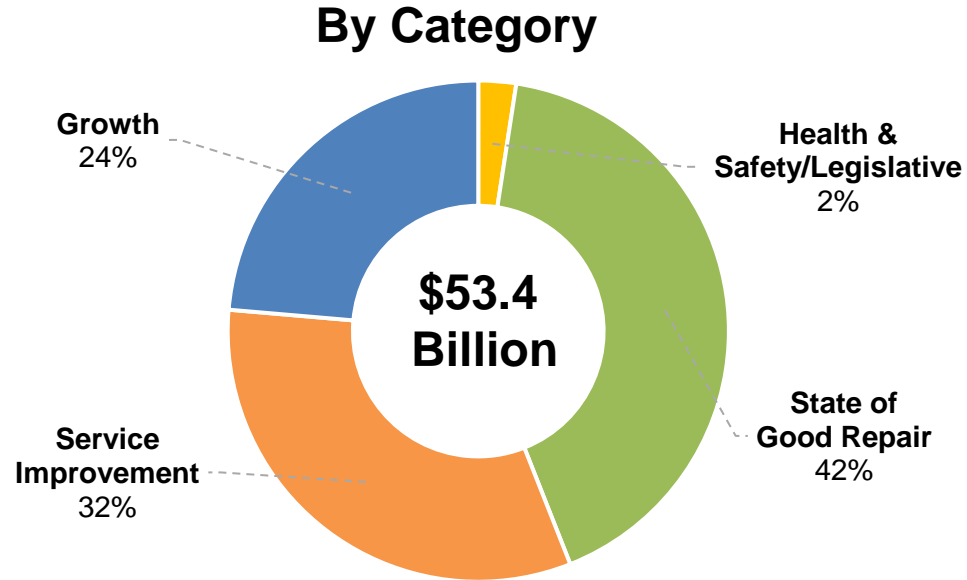
▪ 2.5% Passenger Revenue Increase	(\$29)	(\$27)
▪ Change in Provincial New Deal Funding	(\$54)	\$221**

\*Note: Does not include impacts beyond March 31 2027, expiry of collective agreement

\*\*Ontario- Toronto New Deal Funding Agreement expires in Q1 2027



# Capital Budget: 2025– 2039 Capital Investment Plan: Overview



Category (\$millions)	Funded		Unfunded		Total CIP
	\$	%	\$	%	
Health & Safety/Legislative	891.6	69%	405.6	31%	1,297.2
State of Good Repair	11,205.1	49%	11,483.3	51%	22,688.4
Service Improvement/Growth	4,298.8	15%	25,094.4	85%	29,393.2
<b>Total</b>	<b>16,395.5</b>	<b>31%</b>	<b>36,983.3</b>	<b>69%</b>	<b>53,378.8</b>

Mode (\$millions)	Funded		Unfunded		Total CIP
	\$	%	\$	%	
Subway	10,162.2	35%	19,239.6	65%	29,401.8
Buses & WT	2,841.0	30%	6,518.9	70%	9,359.9
Streetcar	1,358.3	54%	1,147.7	46%	2,506.0
Facility	1,302.8	32%	2,753.6	68%	4,056.4
Network Wide	731.2	45%	883.9	55%	1,615.1
Transform TO			6,439.6	100%	6,439.6
<b>Total</b>	<b>16,395.5</b>	<b>31%</b>	<b>36,983.3</b>	<b>69%</b>	<b>53,378.8</b>



# Capital Budget:

## \$37B Unfunded Capital Requirements in the 2025-2039 Capital Investment Plan

	10 Year Unfunded Needs (\$17.9 Billion)	15 Year Unfunded Needs (\$37 Billion)	
<b>Aspirational Projects</b>  10-Year: <b>\$4.3B</b> Annual: <b>\$0.4B</b>	<b>Platform Edge Doors</b> \$368 M 10-Year \$36 M Annually	<b>Platform Edge Doors</b> \$4.1 B 15-Year \$273 M Annually	15-Year: <b>\$10.5B</b> Annual: <b>\$0.7B</b>
	<b>TransformTO</b> \$3.9 B 10-Year \$394 M Annually	<b>TransformTO</b> \$6.4 B 15-Year \$429 M Annually	
<b>Base Program</b>  10-Year: <b>\$13.6B</b> Annual: <b>\$1.36B</b>	<b>Growth</b> \$2.3 B 10-Year \$232 M Annually	<b>Growth</b> \$5.1 B 15-Year \$340 M Annually	15-Year: <b>\$26.5B</b> Annual: <b>\$1.8B</b>
	<b>Service Improvement</b> \$4.7 B 10-Year \$470 M Annually	<b>Service Improvement</b> \$9.5 B 15-Year \$631 M Annually	
	<b>H&amp;S, LEGIS, SOGR</b> \$6.6 B 10-Year \$661 M Annually	<b>H&amp;S, LEGIS, SOGR</b> \$11.9 B 15-Year \$793 M Annually	

