

Strategic Direction 1: Build a Future Ready Workforce

Objectives and Priority Actions		Target Outcome
1.1 Invest in the Employee Experience		
1.1.1	Revamp Employee Engagement and Communications	Improve Employee Engagement, and Retention
1.1.2	Complete Workplace Transformation (i.e. ModernTO, TTC Flexible Work Policy)	
1.1.3	Launch an End-to-End Review of Employee Services to Enhance the Employee Experience (i.e. Employee Service Delivery Model; Employee Data Analytics; etc.)	
1.2 Adapt to a Changing Labour Market		
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	
1.3 Reinforce Employee Safety and Well-being		
1.3.1	Manage and Mitigate Occupational Health and Safety Risks (i.e., Safety, Health & Environment (SH&E) Management System, etc.)	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.e. Employee and Family Assistance Program, Trauma Assist, etc.)	
1.3.3	Support Our Front-line Employees to Minimize Incidents of Worker Assault	
1.4 Build an Inclusive Organization Reflective of the Diverse Communities We Serve		
1.4.1	Progress and Complete Implementation of the Embracing Diversity 10-Point Action Plan (i.e., Training; procurement policy; third party policy and practice review; partnership development)	Diverse and Inclusive Workforce
1.4.2	Launch the Next Phase of the TTC's Culture Change (i.e., TTC Anti-Racism Policy and Strategy; TTC commitment to Truth and Reconciliation, etc.)	

Strategic Direction 2: Attract New Riders, Retain Customer Loyalty

Objectives and Priority Actions		Target Outcomes
2.1 Better Serve Customer Demand in an Evolving Operating Environment		
2.1.1	Launch the TTC's next 5-Year Service Plan for 2024 to 2028 (i.e., Annual Service Plans based on 5YSP framework, TTC Service Standards)	Increase Ridership, Improve Customer Satisfaction
2.1.2	Enhance the TTC's Customer Research and Data Analytics Capacity	
2.2 Improve the Customer Experience by Providing a Safe, Accessible and Comfortable Journey		
2.2.1	Introduce the TTC's First Customer Experience Action Plan	Improve Customer Satisfaction - Safety, Well-Being, and Accessibility
2.2.2	Enhance Community Safety, Security and Well-being 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 (TTC Wayfinding Strategy)	
2.2.6	Provide Customers with a World-Class Fare Collection System (i.e., PRESTO and future state requirements for next generation system)	
2.2.7	Publish the TTC's Next 5-Year Accessibility Plan (Easier Access Program, Wheel-Trans Transformation Program, etc.)	
2.3 Focus on the Basics of Service Reliability, Predictability and Speed		
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	
2.4 Prioritize Asset State-of-Good-Repair to Keep the System Moving Reliably		
2.4.1	Mature TTC Enterprise Asset Management Capabilities (i.e., prioritization of asset maintenance and state of good repair across all modes)	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.e. <i>55 Replacement Trains, Automatic Train Control, Greenwood Yard, Shop, Carhouse</i>)	

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

Objectives and Priority Actions		Target Outcomes
3.1 Build Network Capacity to Support Long-Term Growth to 2041		
3.1.1	Advance the Line 1 Capacity Enhancement Program (i.e., Line 1 Capacity Enhancement, Line 1 Growth Trains, Train Maintenance and Storage Facility)	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.e., Line 2 Capacity Enhancement Program)	
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	
3.2 Promote Sustainable Transportation Modes Through Seamless Connections		
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 (Provincial Projects: Line 1 YNSE, Line 2 SSE, Eglinton West Extension, Ontario Line; City Projects: Waterfront East LRT, Eglinton East LRT)	
3.2.3	Advance Fare and Service Integration with our Partners (i.e. OneFare Program Implementation and Review and Provincial Fare and Service Integration Initiative)	
3.2.4	Integrate Transit and Active Transportation (Walking and Cycling)	
3.3 Minimize Environmental Impacts and Build Resiliency for a Climate-Changed Future		
3.3.1	Lead the Transition to Net Zero Through the Green Fleet Program (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)	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	
3.4 Develop the 2051 Long-Term Plan to Enhance Transit as a Competitive Mode		
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	

Strategic Direction 4: Transform and Modernize for a Changing Environment

	Objectives and Priority Actions	Target Outcomes
4.1 Build Resilience and Capacity to Manage Enterprise Risks and Threats		
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	
4.2 Foster Innovation to Maximize Benefits to Customers and Employees		
4.2.1	Launch the TTC's Innovation and Sustainability Strategy (ISS)	Build culture of innovation, minimize risks, maximize benefits of transit, drive environmental performance
4.3 Embrace Technology to Drive Efficiency and Improve Employee and Customer Experience		
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	
4.4 Mature Data Analytics Capacity and Knowledge Management		
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	

Strategic Direction 5: Address the Structural Fiscal Imbalance

	Objectives and Priority Actions	Target Outcomes
5.1 Improve Value for Money, Focus on Efficiency		
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	
5.2 Maximize Revenue, Protect Customer Affordability		
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	
5.3 Forecast Capital Funding Needs for the Long-Term		
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
5.4 Strengthen Partnerships to Advance Toward a Sustainable Funding Model		
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	