



**Toronto Transit Commission
at CUTA Annual Conference
and Canadian Transit Show
November 18 to 21, 2018**





OUR VISION

To be a transit system that makes Toronto proud.

OUR MISSION

To provide a reliable, efficient, accessible and integrated bus, streetcar and subway network that draws its high standards of customer care from our rich traditions of safety, service and courtesy.

THE TTC WAY

Respect one another.

Value each other's time.

Tell people what's happening.

Stay safe.

Mind your space.

Help others out.

Welcome message from the TTC Chief Executive Officer

Welcome to Toronto!

On behalf of all TTC employees, it is my great pleasure to welcome CUTA delegates to the city and to the Toronto Transit Commission.

The TTC and Metrolinx are co-hosting the CUTA Annual Conference and Canadian Transit Show at the InterContinental Toronto Centre and Metro Toronto Convention Centre from November 18 to 21, 2018. The theme this year is *Putting the Customer at the Heart of Transit*.

The TTC is continually renewing its commitment to customers in order to create a transit system that makes Toronto proud. At the heart of that vision is our great people – the women and men that keep the TTC moving; morning, noon and night; 365 days of the year. Here in Toronto it takes more than 14,000 people to move more than 1.7 million riders every day; over 530 million every year; and one billion every 22 months.

This book provides you with a snapshot of our vision, our mission and the extensive work that is performed by our people each and every day.

Public transit is a people business that takes many talented and hard-working individuals driving the system forward, on the front lines and behind the scenes.

I hope that you have an opportunity to meet some of them at the conference and across the network during your stay in Toronto. And I certainly hope that you have a great experience riding the TTC during your visit to our great city!



Richard J. Leary
Chief Executive Officer
Toronto Transit Commission
November 2018





About the TTC



TTC employees are provided with the tools to succeed in transforming the organization and in delivering our vision of a transit system that makes Toronto proud.

About the TTC

- ▶ The Toronto Transit Commission (TTC) is the public transit agency that operates bus, streetcar, paratransit and rapid transit services in Toronto, Ontario, Canada. Established in 1921, the TTC is comprised of four rapid transit lines with 75 stations, 145 bus routes and 11 streetcar lines.

The TTC also operates a door-to-door paratransit service for eligible customers, known as Wheel-Trans. The TTC is the third most heavily used urban mass transit system in North America, after the New York City Transit Authority and Mexico City Metro.

Overseen by an 11 member Board comprised of seven elected City Councillors and four private citizens, the TTC serves the people of Toronto by ensuring Toronto's transit system is safe, reliable, and prepared for the future.

- ▶ **Advancing to the Next Level**

Lead by our CEO, Richard J. Leary, the TTC has set out to build on our inaugural Corporate Plan by introducing a new plan in 2018 that identifies Critical Paths with areas we need to focus on in

the next five years to set ourselves up for the next 25 years – this is what will advance us to the next level. It's the direct result of listening to the needs of employees, our customers and partners. It also reflects the direction of the TTC Board and aligns with the City of Toronto's Official Plan.

As part of the Plan, the TTC continues to deliver on major projects, such as the PRESTO fare payment system, Stations Transformation, Wave 1 of SAP, Ridership Growth Strategy, two-hour transfers, King Street Transit Pilot, new accessible streetcars, our new Consolidated Operational Control Centre, adopting KPMG recommendations for portfolio management, upgrading radio and PA systems in the subway and more.

The Plan itself is organized into five Critical Paths, with safety and security as a cornerstone of everything we do.

Five Critical Paths

- 1. Transform for financial sustainability**
- 2. Enable our employees to succeed**
- 3. Move more customers more reliably**
- 4. Make taking public transit seamless**
- 5. Innovate for the long term**





TTC Operating Statistics

TTC Network

	2017	2016	(+/-)
Passenger Trips¹	533,216,000	538,079,000	

Number of Routes/Lines

Bus Routes	145	146	-
Streetcar Routes	11	11	-
Subway Lines	3	3	-
ICTS* (Scarborough RT Line)	1	1	-
Total	160 ²	161 ²	(1)

Kilometres of Routes/Lines³

Bus Routes	6,249.8	6,807.2	(257.4)
Streetcar Routes	344.3	338.0	6.3

Subway/SRT Lengths⁴

Yonge-University	38.4	30.2	8.2
Bloor-Danforth	26.2	26.2	-
Sheppard	5.5	5.5	-
Scarborough RT	6.4	6.4	-

Passengers by Vehicle Mode

Buses	261,112,835
Subway Trains	213,011,622
Streetcars	55,914,914
Scarborough RT Trains	3,176,627
Total	533,215,998

1. Excludes Wheel-Trans.

2. Excludes Community Bus (6 routes), Blue Night Network (31 routes) and seasonal service (1 route).

3. Includes round trip length of routes and their branches along shared roadways.

4. Subway/Scarborough RT lengths are given in one-way kilometres.

	2017	2016	(+/-)
Passenger Vehicle Fleet			
Buses			
Accessible 12-metre (40 ft)	1,767	1,773	(6)
Accessible 18.3 metre (60 ft)	153	153	0
Total	1,920	1,926	(6)
Streetcars			
Canadian Light Rail Vehicle (CLRV)	141	176	(35)
Articulated Light Rail Vehicle (ALRV)	43	43	0
New Low-Floor Articulated	57	30	27
Total	241	249	(8)
Subway/RT Cars			
Subway Cars	848	840	8
Scarborough RT Cars	28	28	0
Total	876	868	8
Kilometres Operated³ (in thousands)			
Bus	141,974	138,606	3,368
Subway	82,892	83,001	1,660
Streetcar	11,477	13,137	(19)
Scarborough RT (ICTS*)	3,402	3,476	(74)
Total	239,835	238,220	1,615

1. Includes in-service vehicles only.

2. All subway/RT trains are accessible. 368 T-1 subway cars are equipped with 1 multi-purpose area; 474 Toronto Rocket subway cars are equipped with 2 multi-purpose areas.

3. Includes inside Toronto regular revenue services only.

*Intermediate Capacity Transit System

TTC Network

	2017	2016	(+/-)
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As a division of the TTC, Wheel-Trans is responsible for door-to-door accessible transit service for people with physical functional mobility limitations who have the most difficulty using conventional transit services. Service is provided 24 hours beyond city limits to the airport, and to established boundary transfer points in order to co-ordinate trips with other accessible door-to-door transit services within the Greater Toronto Area.

Wheel-Trans

Passenger Trips ¹	4,141,842	3,881,094	260,748
Average Daily Trips ¹	11,384	10,604	780
Kilometres Operated ¹	28,160,613	26,578,052	1,582,561
Scheduled Vehicle Service Hours ¹	1,167,394	1,103,366	64,028
Revenue Vehicles ¹	613	591	22
Number of Active Registrants*	42,672	41,259	1,413

Accessible, fixed-route bus service primarily focused on individuals who have some difficulty accessing the conventional transit system. Wheel-Trans registrants and seniors comprise the majority of customers served. However, all individuals are eligible for the service.

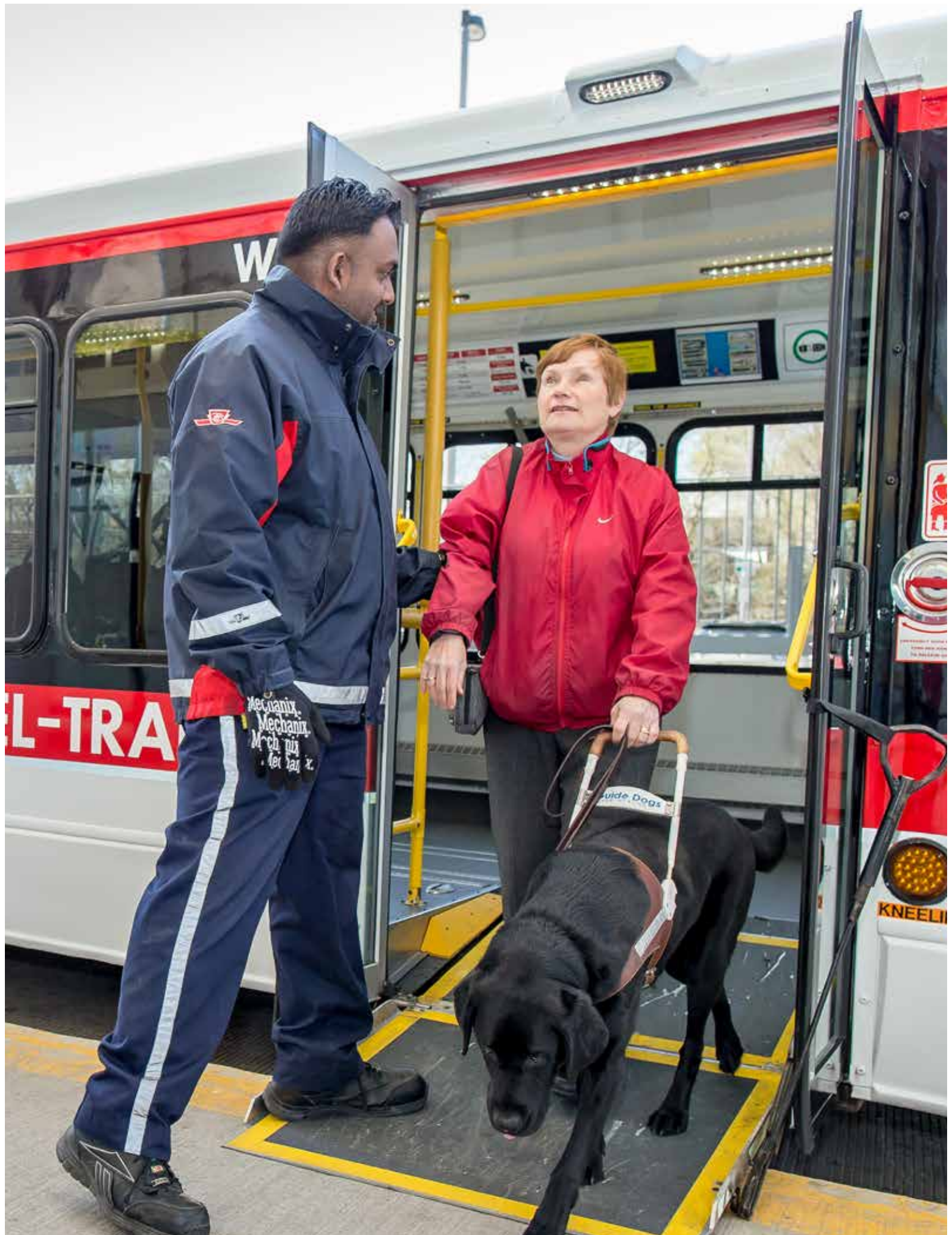
Community Bus

Passenger Trips	43,443	47,718	(2,089)
Average Daily Trips ²	159	175	(8)
Kilometres Operated	152,019	152,628	(608)
Scheduled Vehicle Service Hours	10,188	10,228	(41)
Revenue Vehicles	7	7	0
Number of Routes	5	5	0

1. Includes contract vehicles (includes 247 accessible taxis and 165 sedan taxis operating during peak hours).

2. Community Bus does not operate on weekends or holidays.

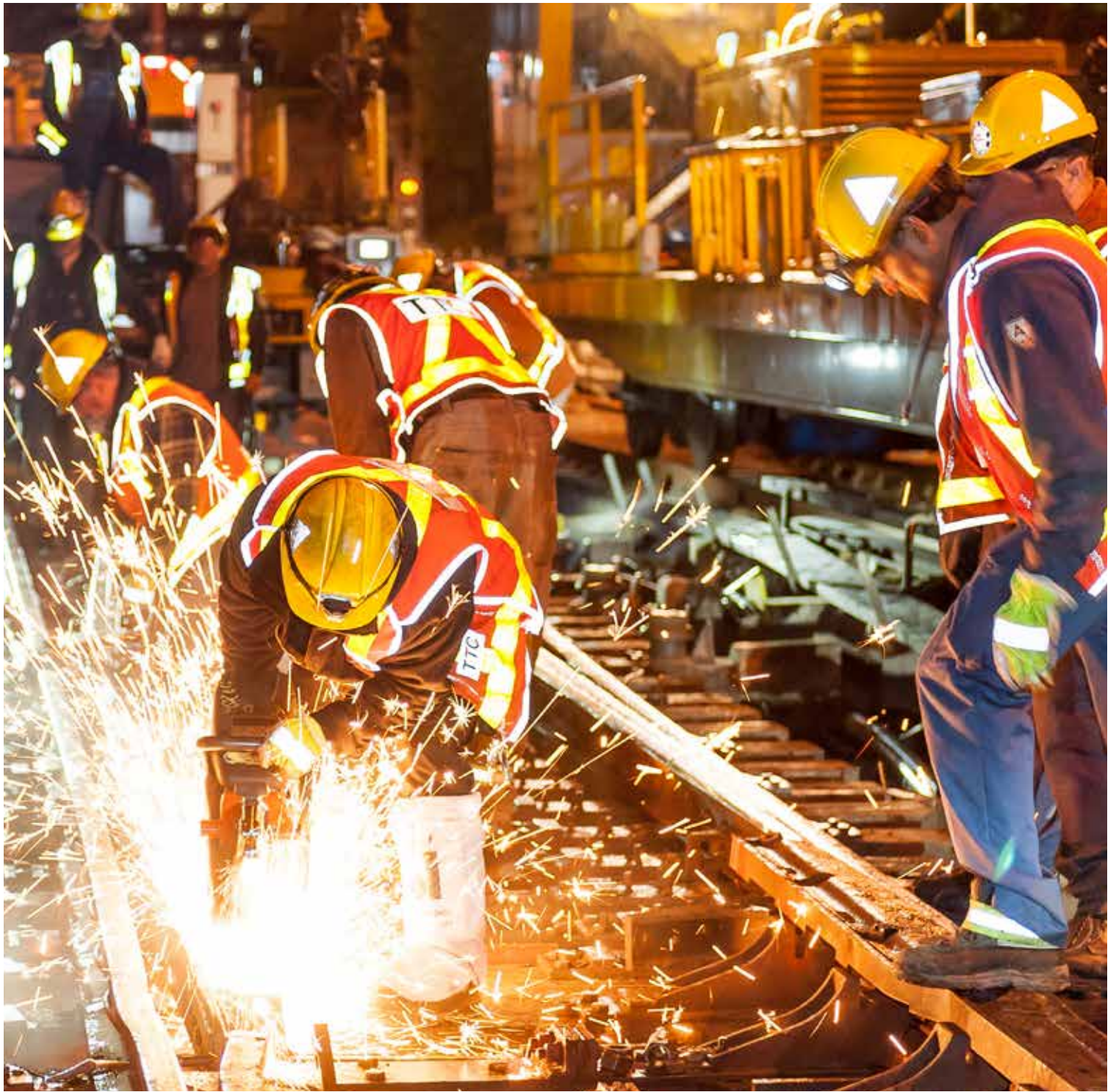
*Customers who have used Wheel-Trans at least once in 2016 (as per Auditor General's new definition).







Our People

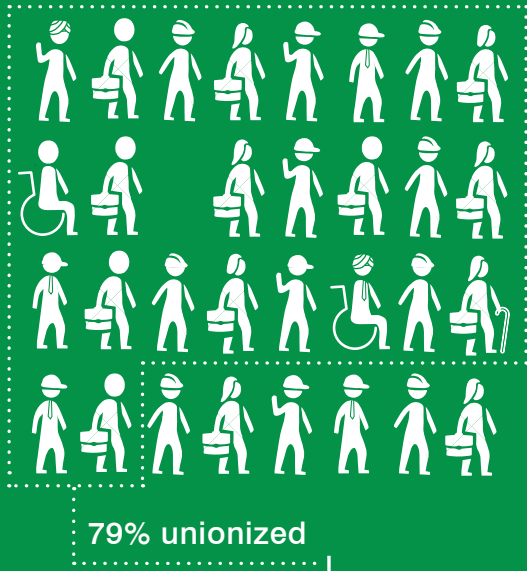


More proactive maintenance to improve service reliability.

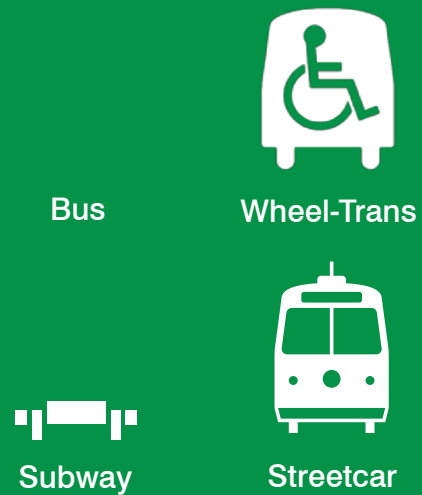
SPOTLIGHT ON

TTC Workforce

14,484
employees

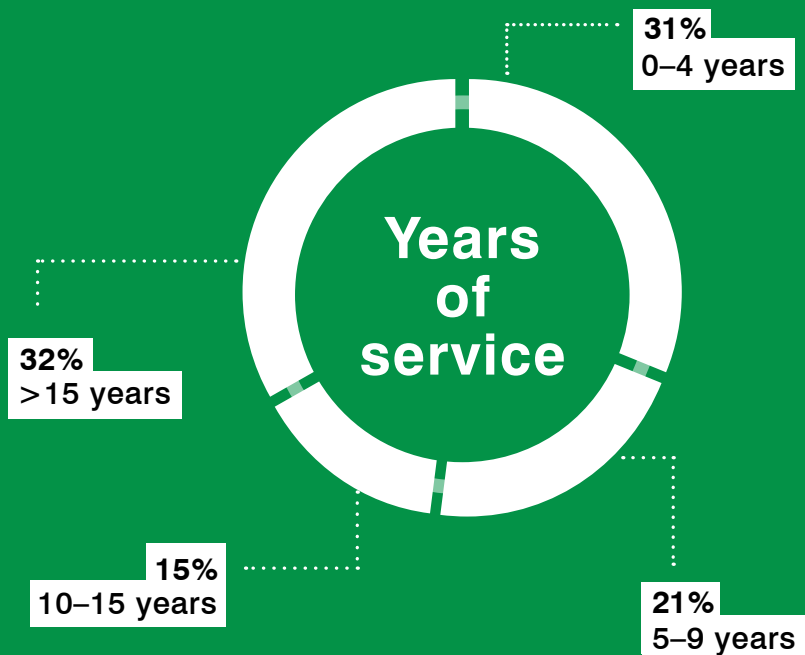


6,723
operators



4,042 skilled tradespeople

Including mechanics, electricians, machinists, carpenters and more







TTC Leadership



Toronto Mayor and TTC Chair



Mayor John Tory

As the 65th Mayor of Toronto, John Tory has led the way in tackling traffic congestion and building transit. Mayor Tory has taken action to reduce commute times while moving forward with Toronto's first-ever network transit plan that will see subway lines extended through the northwest end of the city into Vaughan and east to Scarborough, a significant expansion of the LRT network, and much greater use of GO lines across the city as part of SmartTrack, the Mayor's signature transit initiative.

Since being elected to office in 2014, he has been focused on ensuring Toronto remains a livable and affordable city, leading City Council in passing successive budgets that kept taxes at or below the rate of inflation while investing in priority services including housing, parks and student nutrition. He has worked to make the city government more modern and effective, to deliver better services at a more competitive price, and to be more open and accountable to the public. He was re-elected for a second term as Mayor on October 22.



Councillor Josh Colle

Ward 15 Eglinton-Lawrence and Chair of the TTC

An elected City Councillor since 2010, Josh Colle was appointed as the Chair of the Toronto Transit Commission (TTC) in 2015. Born and raised in Toronto, Josh is committed to expanding and modernizing Toronto's transit system and making it affordable and accessible for all Torontonians. Under his leadership as TTC Chair, Josh has overseen a transformation of the TTC's operations and organization through ambitious plans and initiatives. These include the \$3.18-billion, 8.6-kilometre Line 1 subway extension, the "Kids Ride Free" program for children ages 12 and under; two-hour time-based transfers; a new express network of buses to ease overcrowding, investments in new subway infrastructure, a modernization of the TTC's para-transit system, unprecedented fleet renewal, and an historic increases in new service across the City. In 2017, the TTC was recognized as the APTA Transit System of the Year. Before serving as an elected official, Josh worked in senior roles in the private sector in the infrastructure industry, where he acquired experience in transit, transportation, airports and energy. Josh also sits on a number of City agencies and committees, serving as Chair of the Toronto Music Advisory Council (TMAC) and the City of Toronto's representative on the Federation of Canadian Municipalities (FCM).

TTC Leadership



Richard J. Leary

Richard J. Leary is the CEO of the TTC – North America's third largest system – delivering subway, streetcar, bus and paratransit services to Canada's largest city. The TTC has an annual operating budget of \$1.9 billion, where more than 70 per cent of that is recovered from the farebox. Richard is also responsible for a 10-year capital budget of \$6 billion and well over 14,000 employees.

As the Toronto region expands and grows, public transit is expanding and growing with it. Richard's rich experience in public transit has him well-placed to oversee and lead this growth, having advanced through the ranks throughout his career, beginning as a subway train attendant and eventually becoming the Chief Operating Officer at the Massachusetts Bay Transit Authority, the fifth largest and most multi-model transit system in North America. Prior to joining to the TTC in 2014 as Chief Service Officer of the Service Delivery Group, Richard served as General Manager for York Region Transit/VIVA, just north of Toronto.

Richard holds a BA with a concentration in Transportation/Logistics as well as a Master's Degree in Public Administration from Northeastern University in Boston. Richard is also a graduate of Harvard University's Administration and Management graduate program.



Kirsten Watson

Kirsten Watson is the Chief Customer Officer and acting Deputy Chief Executive Officer at the Toronto Transit Commission. Kirsten and her team ensure the customer is the focus of TTC strategy and planning. Her team consists of Customer Development, Service Planning, Customer Service and the Farecard project. The group lead the development of the new five year Corporate Plan, Ridership Growth Strategy and the upcoming implementation of significant capacity improvements for both the bus and subway service.

Kirsten has held a variety of positions across the TTC. She joined the TTC in 2000 as Director of Employee Relations and later became Senior Director of Human Resources. She gained invaluable operations and service delivery experience, through a secondment to the position of Superintendent of Bloor-Danforth Subway. In 2010, Kirsten left the TTC and joined the Ontario Ministry of Labour where she was Deputy Director of Dispute Resolution Services and later Acting Director of Dispute Resolution Services. Kirsten returned to the TTC in 2013 to Service Delivery. She has held the positions of Senior Manager of Wheel-Trans, Head of Bus Transportation and Deputy Chief Service Officer. Kirsten holds a Bachelor of Arts (Honours) from the University of Toronto and a Bachelor of Laws from the University of Windsor.



Dan Wright

Dan Wright joined the Toronto Transit Commission in April 2018. In his capacity as Chief Financial Officer (CFO), Dan oversees Finance, Information Technology, Materials and Procurement and the Pensions Department.

Dan has 20 years of leadership experience in the private and public sectors gained as CFO for companies in the communications, manufacturing and technology sectors. Prior to joining the TTC he was the CFO of Ornge, Ontario's air medical transportation provider. Previously he was the Senior Vice President of Corporate Administration at George Brown College, and was an Assistant Deputy Minister with the Ontario Ministry of Finance, focused on helping public sector organizations improve back office services, such as procurement, information technology and finance.

Dan brings an international perspective, having worked and lived in Canada, the United States and Europe. He has an MBA from York University, an MA (Economics) from the University of Toronto, a BA from the University of Western Ontario and is a chartered professional accountant.



Susan Reed Tanaka

Susan Reed Tanaka is the Chief Capital Officer for the Engineering, Construction and Expansion Group. In this role, she is responsible for implementation of a comprehensive Capital Construction Program and oversees the TTC's Property, Planning and Development Department. The Capital Program includes the delivery of replacement and new infrastructure for the transit network, including subway expansion.

Susan has been a licensed architect since 1988 and holds a degree in architecture from the University of Toronto. Susan has over 25 years of experience in leadership roles at TTC which have included Chief Project Manager, Construction Manager and Head of Engineering. She is a founding Director of the Women's Transportation Seminar Toronto Area Chapter.

TTC Leadership



Collie Greenwood

Collie Greenwood, Acting Chief Service Officer, is responsible for the delivery of services for buses, streetcars, Wheel-Trans (paratransit), transit enforcement, fleet maintenance, and vehicle procurement.

With oversight of 10 transit divisions and garages, highly productive maintenance shops, 226 streetcars, 1,952 buses, 876 subway cars and more than 300 million passenger trips per year, Collie relies on the well-developed pool of talent in his combined workforce of 9,500 diverse men and women – to give the customer what they want: a safe, informative and reliable network of transit services that demonstrates a genuine respect for our customers and their time.

Collie holds a Political Science degree from the University of Waterloo. As a student, he spent his summers working as a Bus Operator for nearby Brampton Transit. He joined the Toronto Transit Commission in 1988 as a Divisional Clerk in the Transportation Department, and has worked progressively through several different administrative and operational departments over the past 29 years.



John O'Grady

John O'Grady is the Chief Safety Officer for the Toronto Transit Commission. He is responsible for policy and programs to ensure the safety of passengers, employees and the public who are exposed to any element of TTC operations.

John has more than 40 years of experience in the health, safety and environment field focused on the transportation and power industries. Prior to joining the TTC in 1998, he held senior positions in Ontario Hydro and the Ontario Public Service.

John holds a Bachelor of Environmental Studies degree from the University of Waterloo and a Master of Arts from the University of Toronto. He is a Canadian Registered Safety Professional and holds a certificate as a Transit Safety and Security Practitioner from the U.S. Federal Transit Administration. John is past Chair of the American Public Transportation Association's Rail Safety Committee.



James Ross

Following his service with The Royal Canadian Regiment in the Canadian Forces, James commenced his career at the TTC as a Subway Operator in 1998, and has risen steadily through the ranks to his current position as the Chief Operating Officer (acting).

As Acting COO, he is responsible for the day-to-day operation of the subway network, with almost 4,000 employees in Stations, Subway Infrastructure, Plant Maintenance, Revenue Operations, Subway Transportation, and the Transit Control Centre. His team ensures a high level of performance, quality and customer service each and every day.

James is also responsible for the TTC's Automatic Train Control project, modernizing Line 1 Yonge-University by installing a brownfield solution communication-based train control (CBTC) system, while minimizing the disruption to the line's 750,000 daily riders.

James is currently the Chair of APTA's Operating Control Centers Technical Forum and a member of the Rail Transit Subcommittee.



James Fraser

As the Acting Deputy Chief Operating Officer, Jim is responsible for the Subway Operations team, leading Rail Cars and Shops, Rail Transportation, Subway Infrastructure and Plant Maintenance departments in providing the day-to-day service of the subway and Scarborough Rapid Transit.

Over Jim's 18 years at the TTC he has been the Head of Rail Cars and Shop, the Head of Rail Transportation, the Director of Program Management for Transit Expansion Program and the Head of Capital Programming at Engineering Construction and Expansion.

Prior to joining the TTC, Jim was a Principal Consultant with PricewaterhouseCoopers' Center of Excellence in Maintenance and served 20 years with the Canadian Army Officer where he led maintenance organizations providing support to fleets and infrastructure.

TTC Leadership



Gemma Piemontese

As the Chief People Officer of the Toronto Transit Commission (TTC), Gemma oversees all Human Resources, Training and Development, Human Rights and Diversity, Policy Development, Employee Service Centre as well as Investigative Services. Gemma has dedicated her entire career to public transit, and in particular Human Resources.

Since joining the TTC in 1982, Gemma has spent most of her career in the Human Resources Department and has held various positions. She was the first woman on the TTC Executive Team and holds directorships with the TTC Sick Benefit Association and TTC Pension Fund Society. Gemma is also affiliated with the International Association of Public Transit, the Ontario Municipal Human Resources Association, is a member of the Governing Body for the Toronto Chief Human Resources Officer Leadership Summit as well as volunteers her time with the Dreams Take Flight national charitable organization.

She graduated with a Business Administration Diploma with High Honours from Seneca College and then attained Human Resources and Law Procedures Certificates from Ryerson University in Toronto. Gemma was the recipient of the Lifetime Achievement Award in March 2018 – this award recognizes the long-term contribution to the TTC or transportation industry as a whole. During her tenure, Gemma has impacted many people personally. She has been the catalyst to the culture change and works hard to promote a culture of fairness and accountability.



Megan MacRae

Megan MacRae is the Executive Director of Human Resources at the Toronto Transit Commission. As a member of the TTC Executive Team she oversees the provision of all Human Resources services throughout the organization including labour relations and collective bargaining, compensation and recruitment, occupational health and employee development. Additionally, she oversees the Fitness for Duty program, having led the introduction of random drug and alcohol testing at the TTC.

Megan began her labour relations career in the Canadian airline industry and moved towards public transit in Ontario's Provincial Agency before joining the TTC in late 2008. In her almost 10 years at the TTC, Megan has held a variety of positions at the TTC, including Employee Relations Consultant, Director of Compensation Services and Director of Employee Relations, and has led two rounds of bargaining. She sits on the Board of Directors of the Pension Fund Society – TTC's pension plan valued at over six billion dollars and engages in various speaking engagements associated with TTC's leadership in Canada in the drug and alcohol testing space. She also sits on the Board of Directors for the Ontario Municipal Human Resources Association.

Megan has her undergraduate degree in Industrial Relations from McGill University and her Masters in Industrial Relations from Queens University.



Joan Taylor

Joan Taylor began her career in the public sector in 1988, with the Ministry of Municipal Affairs working in strategic planning and municipal finance. In 1990, she joined the City of Toronto where over the next 23 years she took on progressively responsible positions in research, finance and administration, project and program management, policy development, stakeholder relations and issues management.

As Chief of Staff, Joan's primary responsibilities include stakeholder relations, establishment of the first portfolio management office for the TTC and tracking and monitoring the deliverables of the organization's Five-Year Corporate Plan. In 2013, Joan was working in the City Manager's Office as the Director of Executive Management when she was seconded by the TTC to work alongside the CEO as Chief of Staff. Joan holds a BA in Political Science and a Masters in Public Administration.



Brad Ross

Brad Ross has worked in public sector communications for more than 30 years and has been Executive Director of Corporate and Customer Communications for the TTC since 2008. Before joining the TTC, Brad was manager of media relations and issues management for the City of Toronto.

Brad is a frequent guest speaker at conferences and at post-secondary institutions, and is a member of Centennial College's professional advisory committee. Brad is responsible for customer communications, advertising, TTC website, special events, social media, media relations, issues and crisis management, and employee communications.

Brad is also active on social media, with more than 30,000 Twitter followers, engaging with customers, the public and media alike on behalf of the TTC.

SPOTLIGHT ON TTC Service



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

181

**Bus
routes**

15

**Streetcar
routes**

75



**Subway
stations**



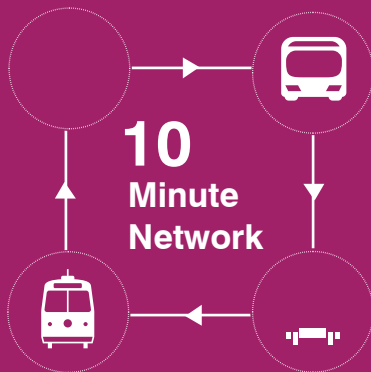
**All day,
everyday**

Most TTC services operate from
approximately 5:30am–1:30am, Monday
to Saturday, and from 8am on Sundays



6 minutes
or better

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



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

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



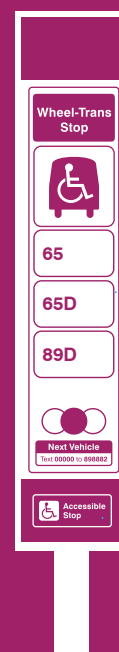
Customer Journey Time



New metric being developed for all service planning; includes time spent walking to or waiting for transit, as well as time en route



New stop markers



New streetcar and bus stop markers with more service information, more clearly presented

THE TTC WAY

Developed in consultation with a diverse group of customers and TTC employees working together, this describes how we treat others and how we expect to be treated. It even applies to how we hope customers will treat each other when riding with us.

It sounds like common sense,
doesn't it?

When we all follow The TTC Way, we have a much better chance of getting where we need to go on time — whether that's you getting to work, a visitor arriving at a landmark, or the TTC completing a major project.

**Respect
one another.**

**Value each
other's time.**

**Tell people
what's
happening.**

Stay safe.

Mind your space.

Help others out.

Snapshot of Toronto



► Toronto Facts

Toronto is Canada's largest city, the fourth largest in North America, and home to a diverse population of about 2.9 million people. It's a global centre for business, finance, arts and culture and is consistently ranked one of the world's most livable cities.

► Infrastructure

Below are some facts about what's moving around in, on and under Toronto. There are 5,600 km of roads, 970 bridges and culverts, 7,945 km of sidewalks, 322 km of public laneways, 280 km of off-street trails and 2,283 traffic control signals.

Toronto has North America's third largest public transit system after New York City and Mexico City. The Toronto Transit Commission

(TTC) was established 1921 and carries more than 530 million annual riders with:

- 876 subway cars
- 241 streetcars
- 1,920 accessible buses
- 208 paratransit buses that provide 4.1 million rides annually
- GO Transit is the inter-regional rail and bus system for the Greater Toronto Area (GTA)
- Toronto is served by VIA Rail, the network that provides all rail service throughout Canada
- Historic Union Train Station is the hub of Toronto's transportation network. 96 per cent of all GO Train riders pass through its concourse
- Pearson International Airport is the busiest in Canada, 4th busiest in North America. The Greater Toronto Airports Authority is responsible for air traffic above the Toronto area
- North America's largest continuous underground

pedestrian system, PATH, connects approximately 1200 stores and restaurants, approximately 80 buildings office towers, six subway stations, Union Station, five major hotels and several entertainment centres under Toronto's financial core.

- PATH is also the largest underground shopping complex within 3.7 million square feet of retail space.
- The current Union Station Revitalization Project includes a PATH extension along York Street

► Diversity

Toronto, with a population of 2.9 million people (5.5 million in the GTA – Greater Toronto Area) is heralded as one of the most multicultural cities in the world and is ranked as the safest large metropolitan area in North America by Places Rated Almanac.

Approximately 200 languages and dialects are spoken here, and just over 45 per cent of Toronto residents speak a language other than English or French at home.

- In 2006, the City of Toronto was home to eight per cent of Canada's population, 45 per cent of all recent immigrants and 20 per cent of all immigrants
- Between 2001 and 2006, Canada received 1,109,980 international immigrants. The City of Toronto welcomed about one quarter of all immigrants (267,855) to Canada during this period of about 55,000 annually
- Half of Toronto's population (1,237,720) was born outside of Canada, up from 48 per cent in 1996
- The top five visible minority groups in Toronto were South Asian at 298,372, Chinese at 283,075, Black at 208,555, Filipino at 102,555, Latin American at 64,860

► Business and Economic Development

Toronto is Canada's financial and business capital. Rated as one of the top four global cities with economic clout (Cities of Opportunities Report, PwC, 2014), and topped the North American Cities of the Future, fDi, behind only New York, Toronto is a dynamic, diverse, rising city that provides the ideal business environment for companies looking for a competitive edge.

- With 2.9 million residents, Toronto is the fourth largest city in North America
- One-quarter of Canada's population is located within 160 km (100 miles) of the city and more than 60 per cent of the population of the USA is within a 90-minute flight
- Toronto is one of the most livable and competitive cities in the world as demonstrated by various international rankings and reports
- Toronto's more than 89,800 businesses choose from a large, highly skilled, multilingual workforce of 1.4 million people – one sixth of the country's workforce

