



APTA 2017 Award

Five years ago, the TTC launched its inaugural Corporate Plan to modernize every aspect of its business and to transform the customer experience. We set out to do in five years, what many companies would take double that time to achieve: a top-to-bottom modernization of our infrastructure, processes and the prevailing culture to restore pride in the TTC and to put right decades of under-investment and slow decline.

Five years on, the TTC is transformed. Record customer satisfaction scores reflect riders' increasing satisfaction with our service. It is cleaner, more punctual and exponentially more responsive. We have secured unprecedented capital investment, hit record levels of ridership and attracted international interest from peers, eager to see what we have done and learn how we did it.

Anchored around our vision of "A transit system that makes Toronto proud," we have introduced new vehicles, rolled out a new fare payment system, commissioned a spectacular new streetcar barn, re-engineered our business processes and delivered a world class transit plan to the 2015 Pan Am Games. We are putting the finishing touches to a stunning 8.6 kilometer subway extension that will open at year end, we are rolling out a new state-of-the-art signaling system now under test on our busiest line and we have made huge progress in making the TTC fully accessible.

Culture change and how we inspire, develop and manage people is at the heart of our renaissance, led by our belief that it is through a transit system's people and their embrace of a common goal, that sustainable improvement is achieved. Our people programs are rapidly changing the culture at the TTC, delivering a more capable, professional and diverse workforce that wants to succeed.

Where, only a few years ago, people stopped coming to visit the TTC, they are back. Where peers ceased asking for advice, our views are now actively sought. Where, not so long ago, we struggled to retain talent, we now get unsolicited applications from blue chip candidates.

All this has been achieved on what remains one of the lowest operational subsidies of any North American transit system. It has been delivered through the passion, professionalism and commitment of the 14,000 employees of the TTC. As their CEO, I am immensely proud of them and of what we have achieved as one team.

Customer Service

A key element in the TTC's five-year plan is to improve the customer experience by providing services that meet or exceed customer expectations. We make public our promises for each year in a Customer Charter and report at the end of the year on how we have delivered against those promises. First launched in 2013, the TTC is now delivering against its fifth Charter and has delivered on more than 95% of promises to date. The TTC also surveys its customers and makes public the results of the quarterly Customer Satisfaction Survey:

- 77% of customers are satisfied with the TTC – significantly improved from 2012 (73%).
- 82% of TTC customers would be proud to recommend the TTC to a visitor or tourist
- 92% of customers perceive better than average value for money on their last TTC trip

Our new (2015) Customer Relationship Management system allows all TTC divisions to have a direct link to the Customer Service Centre and allows both customers and TTC staff alike to better track the progress of complaints. Since implementation, our resolve rate has dropped from 17 days to 6 days and internal use has grown from 131 users to 299 users.

In 2015, the city of Toronto hosted the incredibly successful Pan American/Parapan American Games – the largest multi-sport games hosted in Canada to date. Our goal was to profile the TTC as a positive and integral part of the Games experience – for both visitors and regular or infrequent customers. Service was excellent during the Games; spectators and volunteers moved seamlessly to and from venues while service levels were maintained for regular customers. Service disruptions and incident response times were minimized through the use of mobile rapid response teams. More than 1600 Games Ambassadors (TTC staff) were deployed at key stations and transit hubs to help customers and spectators find their way and welcome visitors to our city. We showed Toronto, and the world, that given the right resource, we truly are a transit system that makes Toronto proud.

Maintenance

The increase in the TTC's bus purchase program allowed for a reduction of our 18-year bus life policy to 13 years. Bus reliability has increased from 6,000 MKBD (mean kilometers between delays) in 2014 to 10,300 MKBD at end of 2016 with a target of 12,000 MKBD by 2019. Similar initiatives for the TTC accessible bus fleet, Wheel-Trans, have successfully improved the reliability from 5,900 MKBD in 2013 to 11,900 MKBD in 2016.

A reliability target of 772,500 MKBD in 2016 for the Toronto Rocket subway trains has been attained and places the TTC in one of the top subway transit systems in the NOVA Group for reliability.

In 2016, we opened a new \$500M state of the art maintenance facility for the new streetcars (Leslie Barns) that provides safe access to the top, sides and underneath of the streetcars for maintenance activities, and is complete with paint spray booth, vehicle wash, interior clean system and sand distribution systems. Our neighbours and the surrounding community also benefited from new landscaping, street lighting, paving and benches.

The exterior door chimes and pre-boarding announcement system for all 840 subway cars (T1 and TR) and 28 Scarborough RT cars are scheduled for completion in 2017. A 20-year overhaul program has been implemented for T1s in combination with an end of life reliability centred maintenance program. This has resulted in an improvement in T1 reliability from 200,000 to 302,900 MKBD at the end of 2016.

Asset management plans were developed in 2015 and 2016 for the 291 escalators and 87 elevators in the TTC subway system to ensure high availability for use by our customers. Availability for our customers has been reached and sustained for escalators at 97% and for elevators at 98%.

Operations

The TTC has a fleet of 828 accessible subway cars operating on three lines and 28 RT operating on the Scarborough Rapid Transit – Line 3. In 2016 we introduced 40 new cars into service: 4 trains of 4 cars (16 cars) and 4 trains (6 cars each – 24 cars). In 2016, we replaced over 5 km of track across Lines 1 and 2, and nearly a kilometer of power rail on Line 3.

We introduced One Person Train Operation (OPTO) on Line 4 in October 2016 that has improved the safety and efficiency of the service. OPTO Line 4 has since achieved steady state of operations and will result in an annual labor savings of \$1.1M. When OPTO is implemented on Line 1 by the end of 2019, an additional annual labor savings of \$17.5 M will be achieved.

We laid over 181,000 meters of cabling, installed and completed hundreds of pieces of critical equipment in preparation for the new automatic train control (ATC) signaling system that will go live from Dupont to Wilson stations in fall 2017, and will add much needed capacity and reliability to our busiest subway line.

In December 2017, we will open the Toronto-York-Spadina Subway Extension (TYSSE), comprising 8.6 km of new tunnels and six new subway stations. This key project also represents the first TTC rapid transit line to cross the City of Toronto boundary. Each new station will offer WiFi and feature state-of-the-art fare card technology. The second phase of ATC will be delivered for TYSSE territory to coincide with the opening of the extension.

The TTC has committed to reducing the number of delay minutes across the subway network and the number of incidents by 50% over 5 years between 2015 and 2019. On Line 1, we achieved a 17.4% reduction in the number of minutes and a 9.6% reduction in the number of incidents. On Line 3, we met targets of 21.4% reduction in the number of incidents and a 22.2% reduction in the number of delay minutes. On Lines 2 and 4, we remain on track to meet or beat the 50% target reduction.

Over-crowding was reduced and passenger circulation improved by building a second subway platform at Union Station – the busiest passenger transportation facility in Canada, serving 250,000 passengers per day.

Between 2013 and 2016, Wi-Fi service was installed at all subway stations in the downtown “U” of Line 1, and most stations on Line 2. The Wi-Fi and cellular service, developed through a public-private partnership, comes at no cost to the TTC or its customers. In fact, the TTC receives revenue of \$25 million over 20 years. All stations will be complete by the end of 2017. End-of-line cleaners on Lines 1 and 2 improved the cleanliness of in-service trains. Customer satisfaction for cleanliness has increased from 71% to 76% between 2014 and 2016.

The TTC maintains a fleet of 170 legacy streetcars (ALRV and CLRV models) and has ordered 204 new 100 per cent low-floor streetcars that are accessible and will increase capacity by 40 per cent over the existing fleet destined for retirement. To date, we have received and deployed 33 of these new streetcars. All 204 will be delivered by 2019. Our streetcar network carries 15% of our ridership on 6% of route kilometres and despite this, complaints decreased 40% from Q4 2015 to Q4 2016.

The TTC has a bus fleet of 1,807 accessible 12-metre (40-foot) buses and 153 accessible 18.3-metre (60-foot) articulated buses providing greater capacity to busy bus routes. The TTC also offers para-

transit service: 531 para-transit vehicles (includes 330 contract vehicles), and seven community buses. Thanks to the federal government's Public Transit Infrastructure Fund, we will accept delivery of 822 new accessible 12-metre buses over the next three years.

A pilot plan was introduced to improve efficiency on two of our busiest bus routes. The pilot showed a 30% increase in service reliability and consistency, improved arrival and departure times, significant reductions (75%) in short-turns, fewer customer complaints and reduced stress on operators. The program has been extended to all of our routes and we have reduced short-turns throughout the system by 80%.

Hard-fought budget increases in 2015/16 allowed for new and enhanced transit services. Service on more than 40 routes increased, operating all day, every day to match subway hours. The additional 1,350 weekly hours to restore periods of operation increased overall service by 0.8%. Thirty-four of the city's busiest bus and streetcar routes received off-peak improvements. The additional 3,010 weekly hours to improve the off-peak crowd standard increased the overall service hours by 1.8% and is projected to add 1.8 million new customer trips. Fifty-two routes now operate every 10 minutes or better. The additional 3,100 weekly hours for the 10 minute network increased the overall service hours by 1.9% and is projected to add 1.8 million new customer trips.

We also improved service for 5 million customers annually by adding to our Blue Night Network (a bus and streetcar network that operates during subway maintenance hours each night). The additional 700 weekly hours to expand the Blue Night Network increased overall service hours by 0.4% and is projected to add 300,000 new customer trips. In 2016, we introduced five new and revised express bus routes across the city and have seen a 25% increase in ridership. These are the first routes to be introduced as part of the TTC's Express Bus Network Study. We launched the first extension of our streetcar network in 16 years with the introduction of the 514 Cherry route.

Work continues on the roll-out of the PRESTO fare payment system. In 2016, PRESTO card readers were installed on more than 1,800 buses and 200 plus Wheel-Trans vehicles. New PRESTO fare gates were installed in 42 subway stations (52 entrances) making PRESTO available on all TTC vehicles and at least one entrance of every subway station. When fully deployed, the TTC will be the largest transit system in Canada using PRESTO.

Access

A Wheel-Trans (para-transit) 10-year strategy was developed, approved and implementation began in 2016. The strategy ensures people with disabilities can use the conventional transit system, while still providing personal service for those who can't. It will provide customers with the freedom and dignity that comes with spontaneity of travel. In 2016, the TTC Board approved \$50 million in capital spending that will support \$300 million in cost avoidance over 10 years.

The TTC's bus fleet is entirely wheelchair and scooter friendly, as are the new articulated streetcars. All of the subway fleet is fully accessible, and nearly half of all subway and SRT stations are barrier-free. The TTC created and works closely with the Advisory Committee on Accessible Transit (ACAT), which allows for ongoing public participation in decisions affecting accessible transportation.

Safety

The TTC has installed a completely new, risk-based Safety, Health and Environmental Management System, a first for North American transit systems, with a corporate risk register and governance structure to support it.

A Safe Service Action Plan was implemented in 2015 following a rash of bus and streetcar crashes. From the start of 2015 to the end of 2016 there were six deadly crashes involving buses or streetcars. In the four years before that, there were 21 fatal collisions. Of the six fatal crashes in 2015 and 2016, we determined that only one was “preventable,” (a crash the TTC was responsible for). Since 2010, fatal bus crashes have declined from a rate of 0.06 deaths per million miles to 0.02 per million in 2016. The rate for streetcars declined from 0.25 per million miles to zero in 2016.

The TTC’s Transit Enforcement Unit (TEU) is responsible for protecting the integrity of the transit system and performing security functions. Our Transit Enforcement Officers regained Special Constable status giving them the power and responsibilities of a peace officer. The unit also has increased staffing by 80 individuals over the past three years, allowing for service improvements such as all-door boarding on streetcars.

The TTC won the Canadian Urban Transit Association’s (CUTA) 2015 Leadership Award for Safety and Security for its innovative Court Advocate program. Over the five years since we began, the number of assaults on employees has decreased from 345 victims in 2010 to 285 victims in 2016.

The TTC is also a leader in suicide prevention. Crisis Link is a unique poster/payphone program designed to encourage anyone contemplating suicide to use a free direct-dial button on the payphone at platform level, connecting callers with a trained counsellor at the Distress Centres of Toronto. Distress Centres staff contact the TTC’s Transit Control to implement the appropriate measures to ensure the individual remains safe. Since Crisis Link was implemented, there have been no suicide incidents directly following a Crisis Link call.

Sustainability

The TTC has introduced many programs and initiatives to be a leader in sustainable development and green operations. All new TTC buildings, including new stations on the Toronto-York-Spadina Subway Extension (TYSSE) and the newly opened Leslie Barns follow the Toronto Green Building Standard (TGS). The TGS integrates environmental performance requirements to improve air and water quality, reduce greenhouse gas emissions, enhance urban ecology and reduce solid waste to landfill. We are a pledge signatory to the Union Internationale des Transports Publics’ (UITP’s) Charter on Sustainable Development (CSD).

To encourage more sustainable transportation links to the TTC, we installed bike repair stands at 29 subway stations. Customers can make minor repairs to their bicycles, making it more convenient to complete the first mile/last mile of their trip. Bike parking at six stations was also upgraded.

Marketing

The TTC continues to focus on providing real-time information to customers. In the subway system, platform video screens display next train arrival times and other service information. Screens have been added to bus and streetcar bays to provide next vehicle information and installed at station entrances to provide customers with information about subway services before they pay their fare.

The TTC makes its data available to third-party developers, resulting in a number of apps, allowing customers to choose the app that best meets their needs.

The TTC is also highly engaged with customers through social media channels. On Twitter, the [@TTCnotices](#) account has 309,600 followers and [@TTChelps](#) (a direct line to the TTC's Customer Service agents) has 32,900 followers.

The TTC brand underwent a revitalization in 2016 moving the brand from one of a mere function of the city to what it really is: a critical part of Torontonians' everyday lives. Successes over the past few years have included:

- A partnership with Maple Leaf Sports and Entertainment (Toronto professional hockey/basketball/soccer teams) that provided us with \$175,000 of advertising assets extending our reach beyond the TTC customer to the MLSE customer with a reach of 3.4M.
- A partnership with the National Ballet of Canada that included the development of an award-winning (2016 North American Award of Excellence for Best Public Sector campaign and Best Multi-channel campaign), advertising campaign with a reach of 42 million. This campaign cost \$35,000 to produce and had a promotional value of \$515,000.
- A sponsorship agreement with Corby Spirit and Wine allowing the TTC to provide free transit service on New Year's Eve. By leveraging partner resources, PR, and social media strength, we have expanded well beyond the typical TTC channels and have increased New Year's Eve ridership by 19.8 % since 2013.
- The opening of a TTC online shop that sells newly designed TTC branded merchandise. An annual sales goal of \$75,000 was exceeded within two months of opening the shop.

TTC has begun implementation of a new wayfinding system that uses consistent symbols, colours and numbers to clearly communicate to the city's diverse audience. This allows for more effective wayfinding for those who may have language or literacy barriers by providing more visual cues and links to maps and other wayfinding tools along the customer journey.

In 2016, we began to refresh the paint scheme on our fleet and create a stronger, more modern livery design, consistent with our refreshed brand. Between 2017 and 2019, 822 new buses will be delivered, all with a new, modern paint scheme that matches the look of our new streetcars. As current in-service buses come in to be overhauled, the new paint scheme will be applied.

The TTC's YouTube channel features short explainer videos for the public and customers to better understand the TTC's operations. The TTC's CEO takes part, speaking directly to customers, explaining specific issues, such as necessary weekend subway closures. Customer Town Halls are held annually as is the Forum for Accessible Transit. These events allow the TTC to report progress to customers and receive feedback. Meet the Managers events are held monthly at subway stations allowing customers to personally interact with senior management. TTC Managers return from these events with specific, actionable feedback from customers.

Community Relations

Our capital projects (e.g. construction and expansions) impact the communities in which we operate. Our Community Relations team conducts proactive outreach for major capital projects. In 2016, there were 39 outreach events and public meetings, and 187 smaller meetings and site visits/project tours held for capital projects and planning initiatives, such as the 10-year strategy to transform Wheel-Trans. We also consult City of Toronto councillors on construction projects to provide information on communications plans related to impacts on local businesses and communities.

The TTC also hosted 52 APTA members at the APTA Track and Noise/Vibration Technical Forum in 2016. TTC staff shared the TTC expertise on Track Fixation/Rail Fasteners and Track Slab Design.

We also engage in community events and fundraising activities. In 2016, more than \$906,900 was raised for the United Way, continuing our role as a corporate leader for the United Way (2015 - \$930,000 and 2014 - \$854,104). TTC is an active partner in community events such as the Pride Parade, the Caribbean Festival and the Beaches Easter Parade. Extra service was also run in support of events such as: Toronto Santa Claus Parade, Nuit Blanche, and CIBC Run for the Cure.

Workforce Development

In 2016, the TTC was recognized as one of the Greater Toronto Area's Top Employers. The award acknowledges the progress the TTC has made in achieving the People objective of its Five-Year Corporate Plan, which strives to foster an empowered, customer-focused workforce and be an organization that actively develops its 14,000 employees.

In 2016, the TTC conducted its second Employee Engagement Survey with a response rate of 42 per cent (36 % in 2014). Survey questions were divided into eight categories: job; safety; team; company; working environment; manager/supervisor; training and development; and performance and reward. Employee satisfaction with the TTC as an employer was 8 on a scale of one to 10.

A revamped Rewards and Recognition Program was launched in 2014. The program rewards employees for demonstrating the core values of the TTC's five-year plan. The program culminates in an Employee of the Year Award at an annual gala dinner.

Ensuring staff are well-trained and able to meet business needs is a priority. In 2015, the TTC expanded its e-learning library of 250 courses to more than 5,000. This voluntary career development tool includes more than 3,000 professional development modules, job aids and other materials.

Attendance and employee costs

The TTC has a comprehensive attendance management program that addresses all forms of absenteeism. It progresses from an information letter, to counselling sessions, independent medical evaluations and ultimately possible employment termination if an absence is culpable. We also have a comprehensive return to work program where employees with disabilities are accommodated into suitable work based on their medical restrictions.

Minority and Women Advancement

In 2016, our Diversity and Inclusion Program was named "Best Diversity Program" by Canadian HR Reporter magazine. The TTC recently renewed its commitment to diversity and inclusion by expanding the mandate of our Human Rights Department and centralizing all diversity and inclusion functions through our newly named Diversity and Human Rights Department.

The city of Toronto is one of the most diverse cities in the world and the TTC's workforce reflects that diversity with 38 per cent of staff reflecting the city we serve. Women make up 15 per cent of the overall TTC workforce and the executive team now has 40% female representation. Attracting more women is a priority through outreach and co-op programs geared towards women, and consulting with female employees on how to make the TTC even more attractive to female candidates.

Financial Management

In 2016, the TTC's Operating Budget was \$1.737 billion. Nearly 85 per cent of all local transit trips in the GTA are made on the TTC. With more than 1.7 million customers on an average weekday, the TTC maintains a cost-recovery rate of more than 70 per cent from the fare box – one of the highest on the continent. TTC subsidy per rider remains the lowest in North America at \$0.89. The TTC collects \$70 million in ancillary revenue through parking fees, advertising, rents from subway concessions and property agreements, and the full cost recovery for transit service provided beyond the city boundaries at the request of surrounding municipalities.

In 2016, the federal government initiated the Public Transit Infrastructure Fund (PTIF), which sees up to \$681 million in capital funding available for the TTC over the next 2 to 3 years. PTIF funds will be used for state-of-good-repair projects, including replacement buses.

Our IT team won a national award for excellence in 2016 in recognition for the work they are doing to renew decades-old systems and processes with the roll-out of SAP Wave 1 (human resources, finance and payroll) in 2017.

Conclusion

After nearly 95 years in service – and at more than 30 billion customers carried – the TTC has grown to become one of the most visible and vital public service organizations in the Greater Toronto Area. Our performance has demonstrated our ability to provide excellent transit and customer service. We have moved from planning to implementation on many of the initiatives outlined in our five-year plan. We have not only upgraded our infrastructure, but we have adopted a new culture: that of a good neighbour and a competent business, one that is trusted to put the customer at the centre of every decision it makes and one that is making Toronto proud.

Fleet

The TTC will take delivery of 204 low-floor, accessible streets by 2019 and 822 12-metre buses by 2019. The bus fleet is currently undergoing a refreshed paint scheme to create a stronger, more modern livery design.



Union Station/Leslie Barns

Over-crowding was reduced and passenger circulation improved by building a second platform at Union Station. We opened Leslie Barns, a \$500M state-of-the-art streetcar facility.



PRESTO

The roll-out of the PRESTO fare payment system continues. PRESTO is now available on all TTC vehicles and at least one entrance at every subway station.



Meet the Managers/Forum on Accessible Transit/Customer Town Hall

These events allow customers to interact with and provide feedback to TTC senior management.



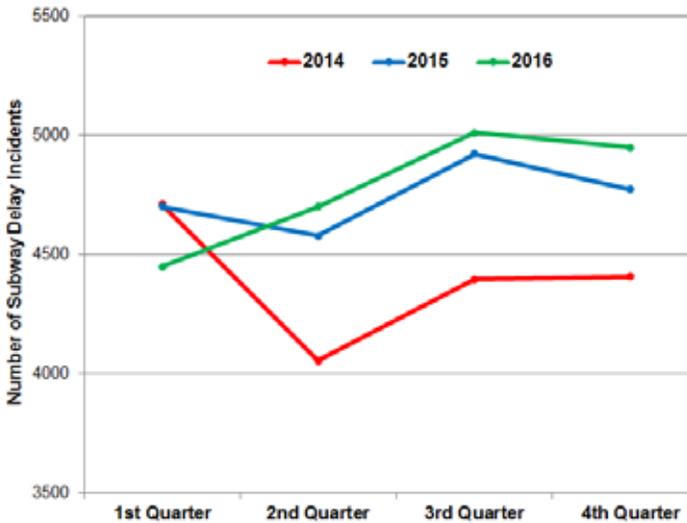
Managers return from these events with specific, actionable feedback from TTC customers.

Marketing

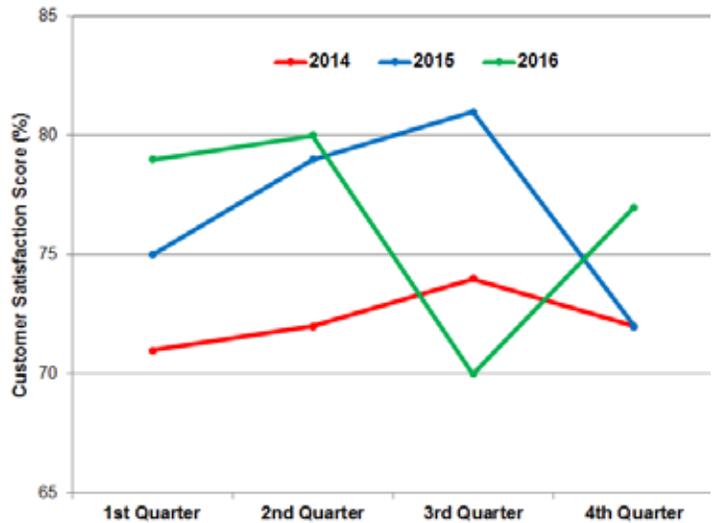
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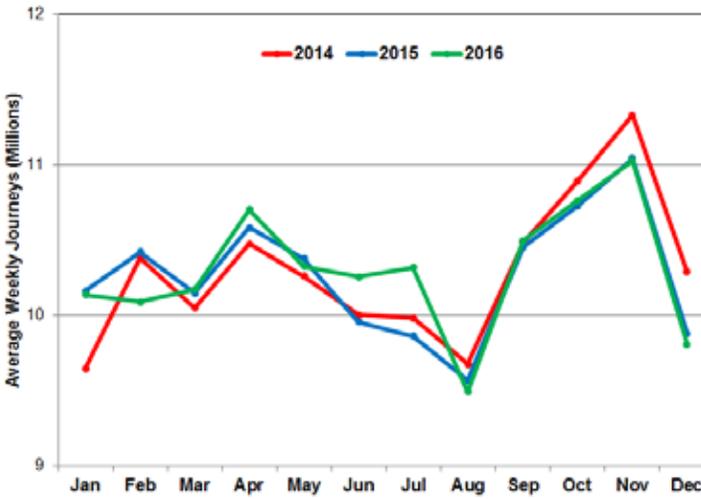
Subway – number of delay incidents



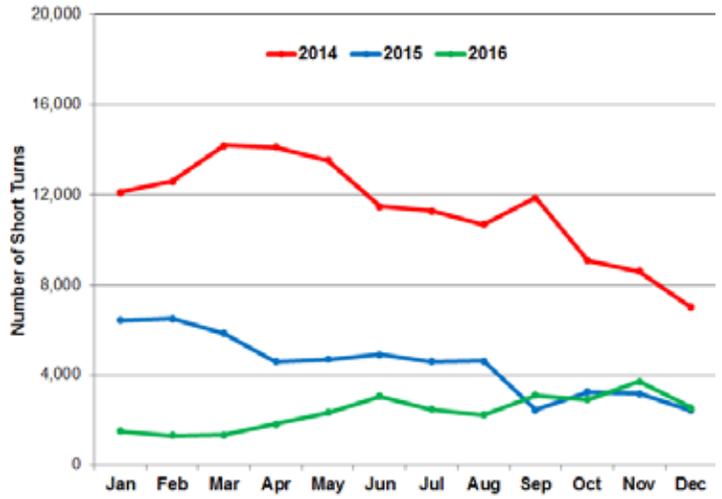
Customer Satisfaction score



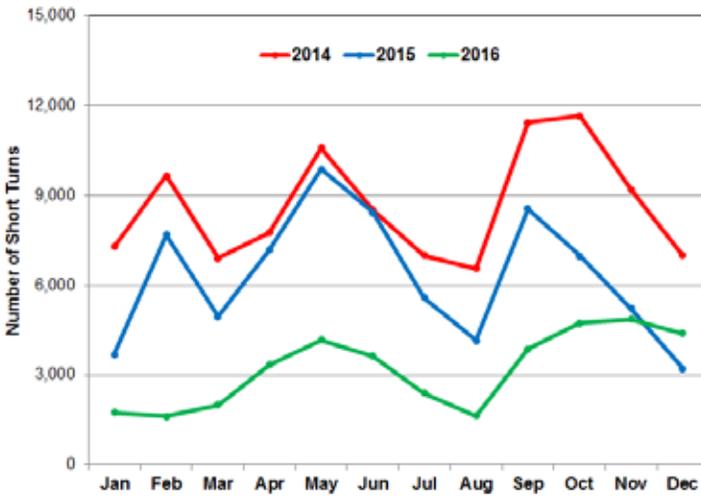
TTC Customer Journeys



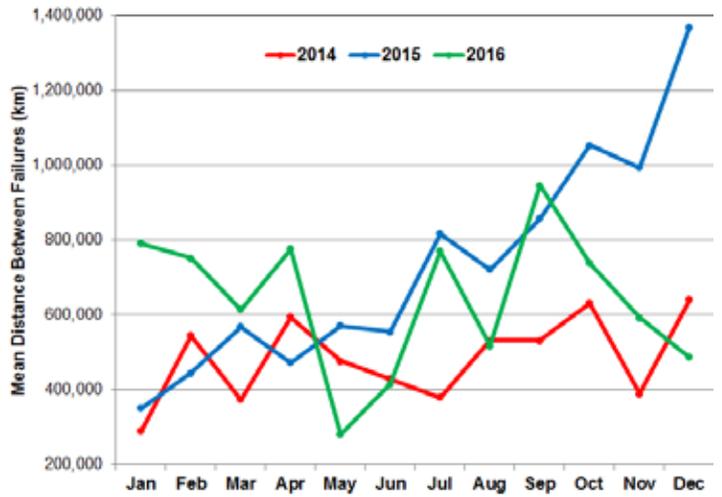
Streetcar Short Turns



Bus Short Turns



TR Train: Mean Distance between Failures



Station Cleanliness

