

TORONTO TRANSIT COMMISSION REPORT NO.

MEETING DATE: December 9, 2014

SUBJECT: TTC OVERVIEW

INFORMATION ITEM

RECOMMENDATION

It is recommended that the Board receive a presentation for information.



The Road to Modernization

Andy Byford, CEO
Toronto Transit Commission

December 9, 2014
TTC Board Presentation



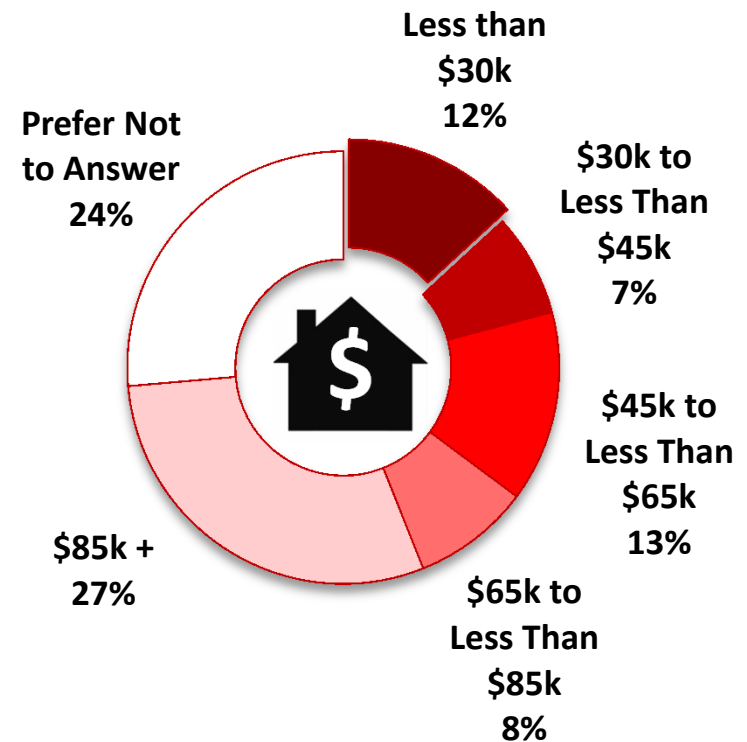
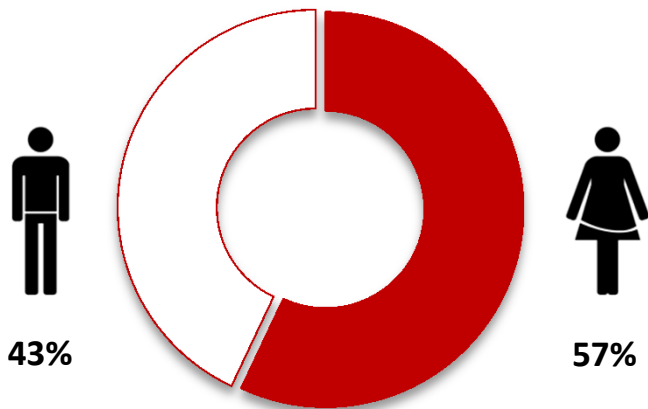
Agenda



1. The TTC at a Glance
2. Making Progress
 - Building the Team
 - Laying the Foundations
 - Delivering Efficiencies
 - Getting Things Done
3. Looking Forward
4. Pulling It All Together
5. Next Steps and Final Thoughts

The TTC at a Glance

About Our Customers

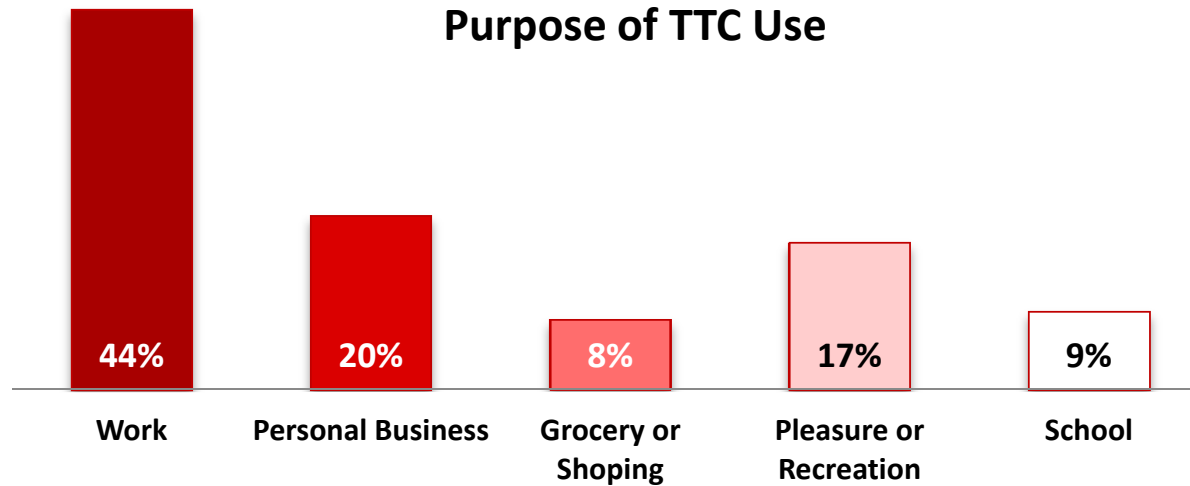


The TTC at a Glance

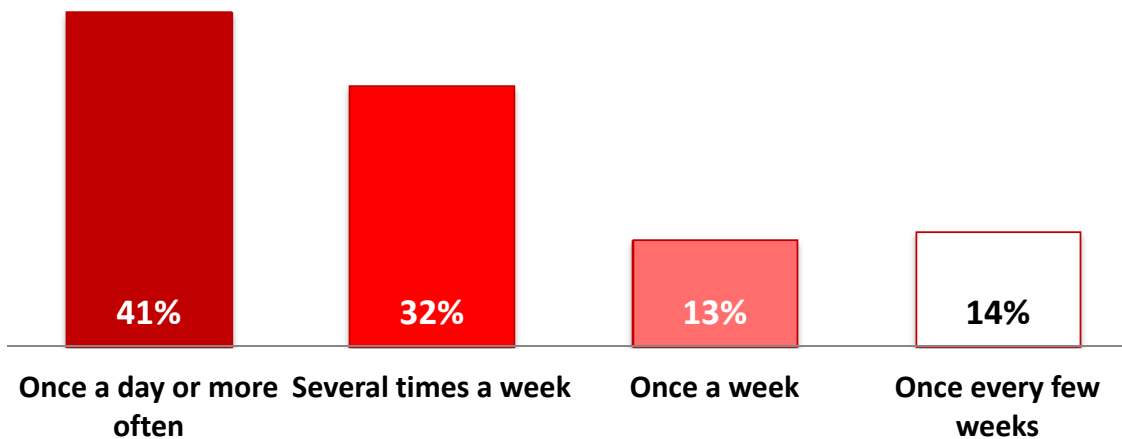
About Our Customers



Purpose of TTC Use



Frequency of TTC Use



The TTC at a Glance

About Our Customers



74%

**Last Trip
Rated 7 to 10 out of 10**

74%

**Customers are
“Proud of TTC
and What it Means to Toronto”**



The TTC at a Glance

About Our Customers



91%

**Score Average or Above on
Value for Money**

70%

**Believe Best Way to Improve is
More Service**

15%

**Believe Best Way to Improve is
Lower Fare**



The TTC at a Glance

Network

Travel Questions

Website: ttc.ca

By phone: 416-393-4636 or 1-866-642-9882
(8:00 a.m. - 6:00 p.m. daily).*

TTY Hearing Impaired Service:
416-481-2523 (8:00 a.m. - 6:00 p.m. daily).*

Elevator status ("Lift Line"):
416-539-5438 (LIFT).

Connect with Us

To get information, view our maps, plan your trip and stay up-to-date at all times, visit ttc.ca.
Download the Transit App from your mobile app store to get updates on vehicle arrival times.

Follow us on Twitter:
• @TTCNotices • @TTCheaps
See us on YouTube:
• YouTube.com/OfficialTTCchannel
Like us on Facebook:
• www.facebook.com/TTCNotices

Lost Articles Office

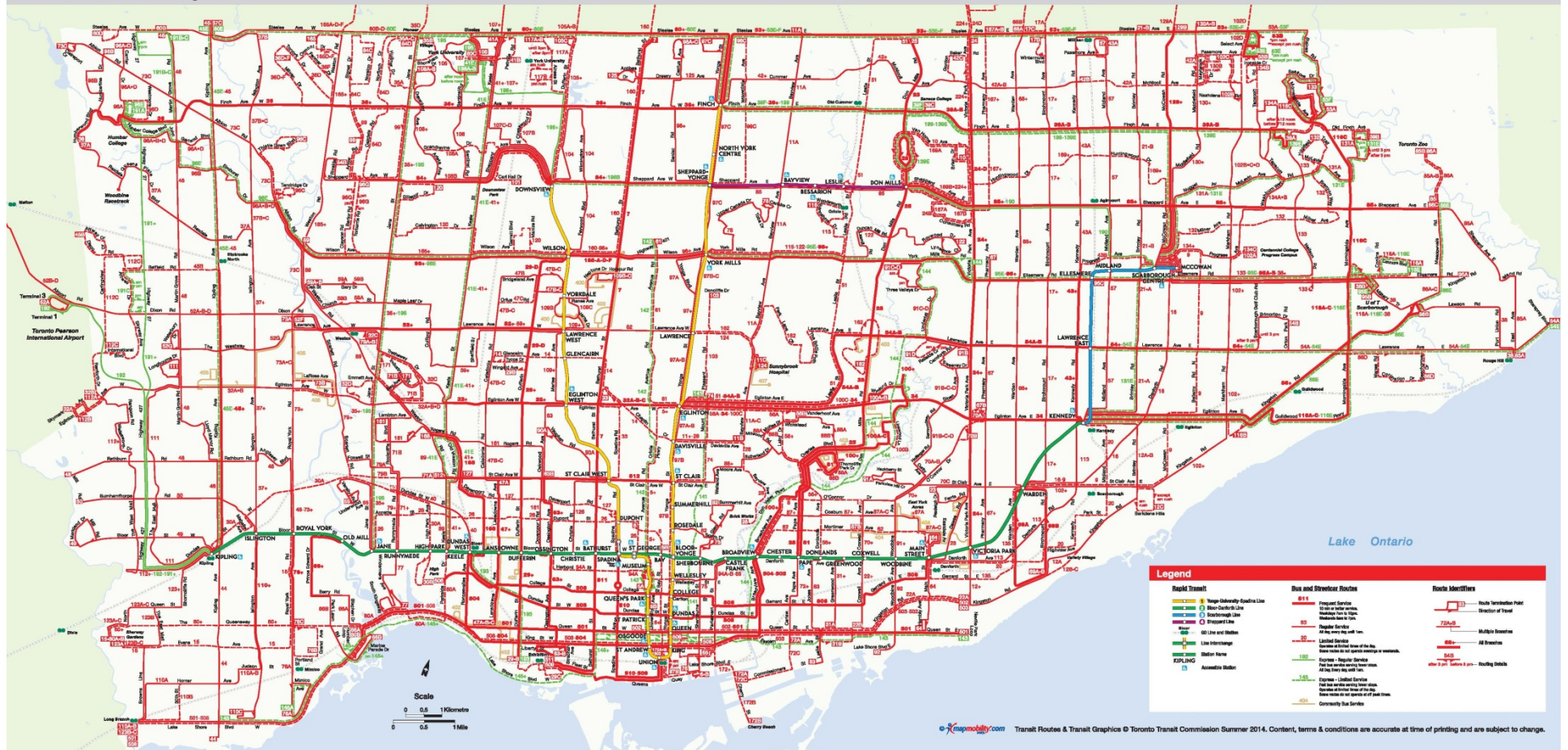
By phone: 416-393-4100,
TTY 416-338-0358
(12:00 noon - 5:00 p.m. weekdays).
In person: Bay subway station
(8:00 a.m. - 5:00 p.m. weekdays).*

Customer Service

By phone: 416-393-3030
(7:00 a.m. - 10:00 p.m. daily).
TTY Hearing Impaired Service:
416-338-0357 (7:00 a.m. - 10:00 p.m. daily).
*Except statutory holidays

"Getting There" by Jerry Waese.
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Visit shop.ttc.ca for more details.

TTC System Map



The TTC at a Glance

Network



540 Million Customer Trips / Year

Largest
in
Canada

3rd

Largest
in North
America

Fully Integrated & Multimodal
(A True Strength)

4 Subway
Routes

11
Streetcar
Routes

150
Bus
Routes

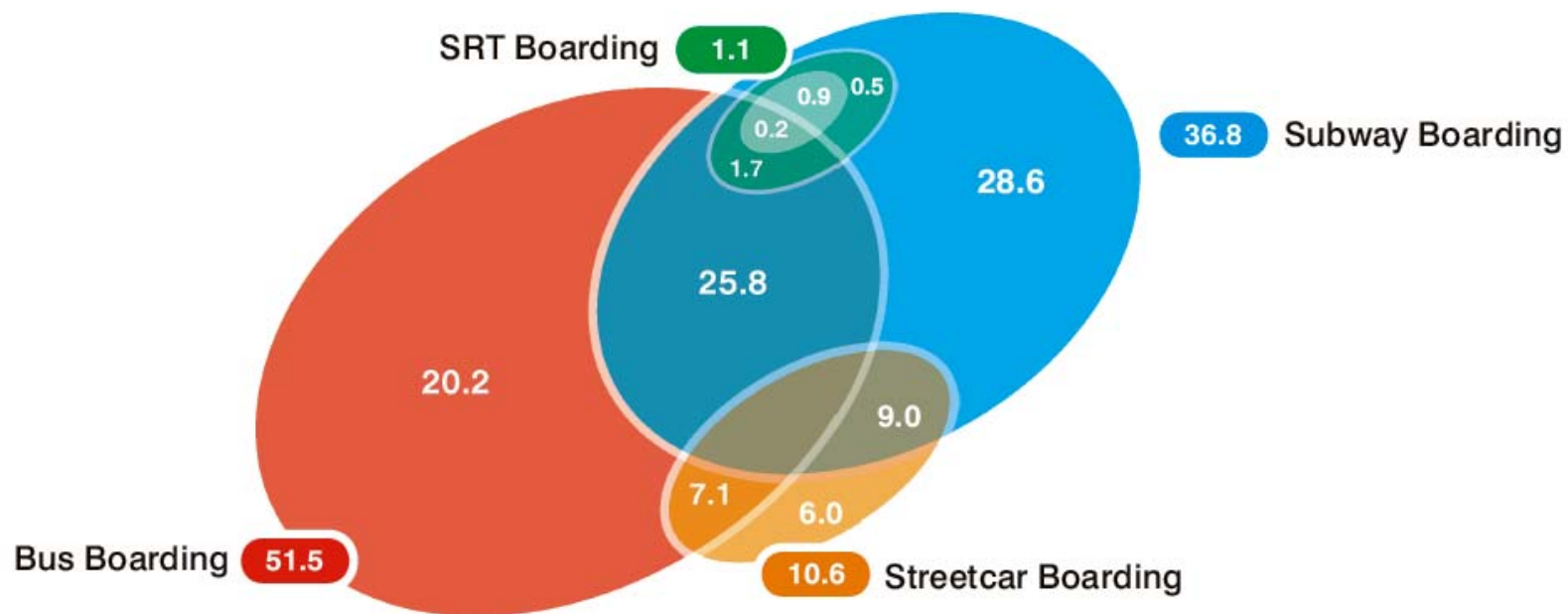
Wheel
Trans

The TTC at a Glance

Network



Fully Integrated & Multimodal (A True Strength)



The TTC at a Glance

Network



Busiest Routes		Ridership
1	Line 1 – Yonge University	750,000 / day
2	Line 2 – Bloor Danforth	500,000 / day
3	504 King	60,000 / day
4	510 Spadina / Harbourfront	55,000 / day
5	501 Queen	52,000 / day
6	Line 4 - Sheppard	50,000 / day
7	32 Eglinton West	50,000 / day
8	35 Jane	46,000 / day
9	Line 3 - SRT	45,000 / day
10	36 Finch West	44,000 / day

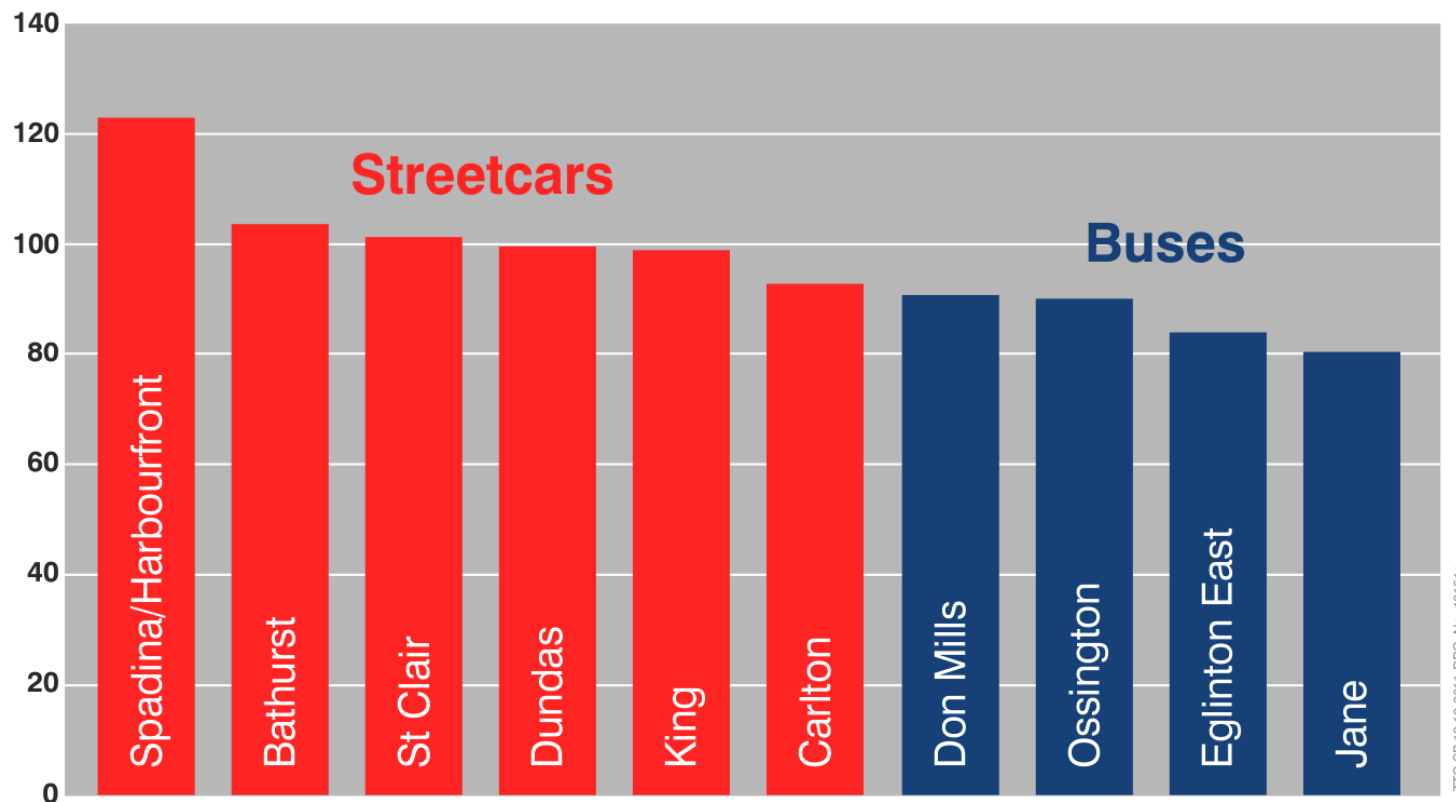
The TTC at a Glance

MATCHING MODE TO DEMAND



TTC's 10 Most Productive Routes

Passengers Per Service Hour



Matching mode to demand drives efficiency

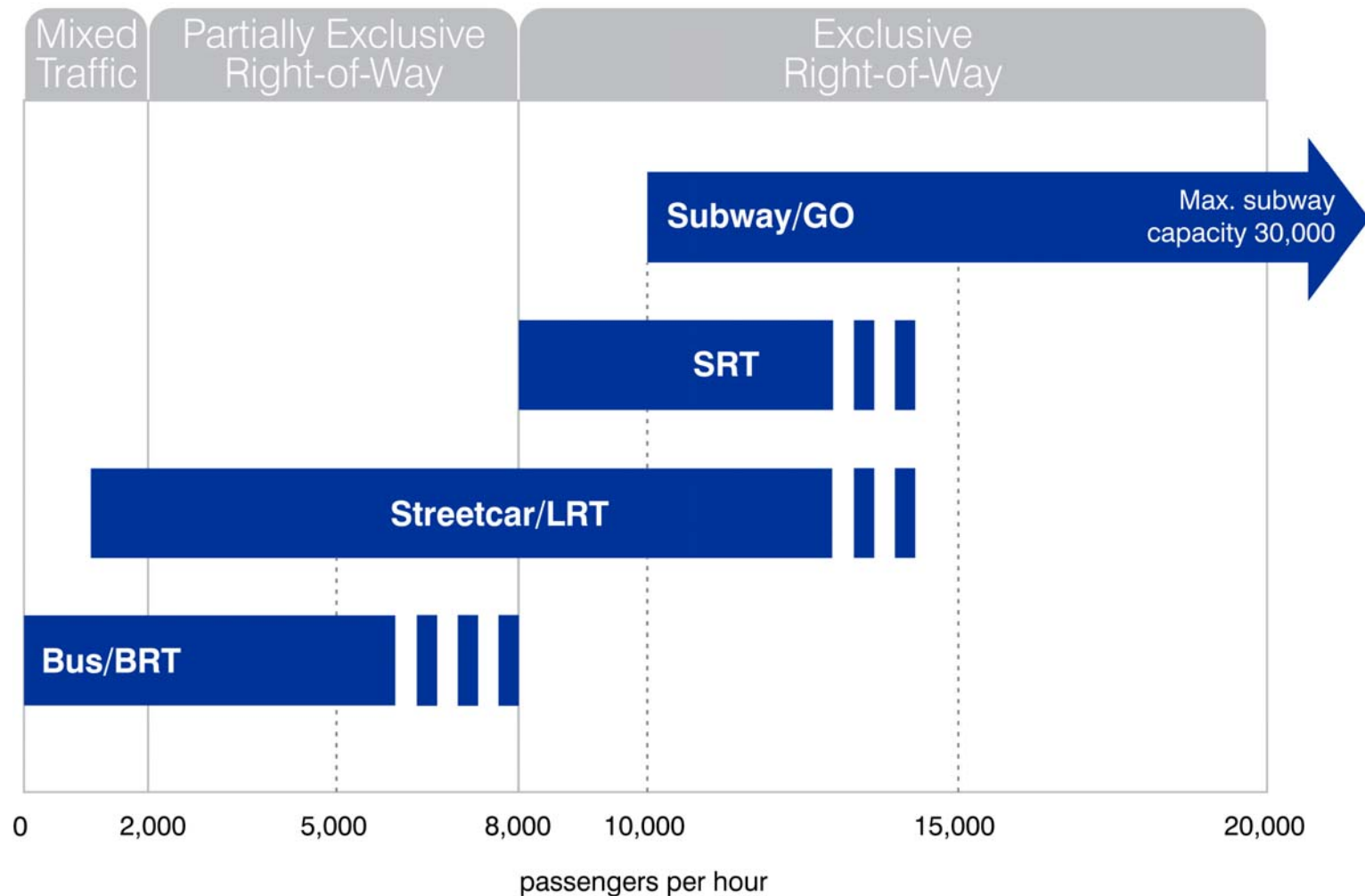
- Subways efficient because of size of vehicle
- Streetcars come next
- Buses becoming more efficient with articulated buses

The TTC at a Glance

MATCHING MODE TO DEMAND (continued)



Capacity of different choices



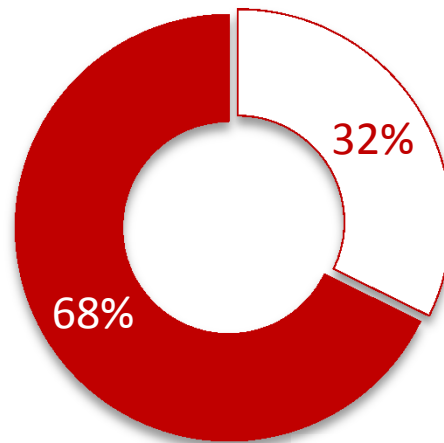
The TTC at a Glance

2014–2023 Base Capital Budget



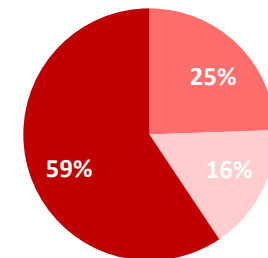
\$9.3 Billion over 10 Years
(TTC Requested Base Budget)

\$6.3 Billion
Council Approved
Budget



\$3 Billion
Unfunded

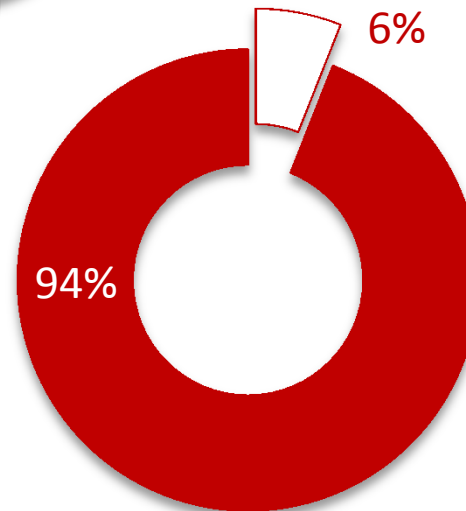
Funding Sources



■ Total City Funding
■ Provincial Funding
■ Federal Funding

\$8.7 Billion
State of Good Repair

- Replace subway trains
- Replace buses
- New bus garage
- Subway track
- Bridges and tunnel



\$0.6 Billion
Other

- Legislative
- Improvement, and
- Expansion



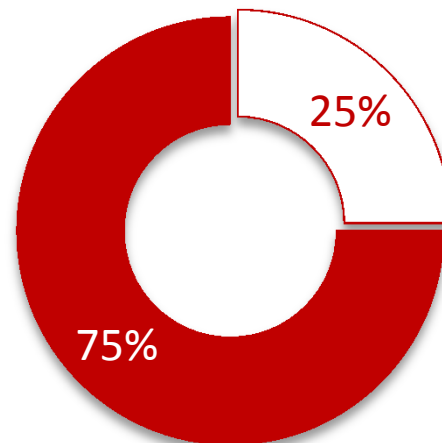
The TTC at a Glance

2014 Operating Budget



\$1.6 Billion

\$1.2 Billion
from Customers



\$0.4 Billion
from City of Toronto

**Great Leverage
Ratio**

**Transit Unmatched
in this Regard**



Paid by City

Paid by Customers

Variable Elasticity

- \$0.20 fare rise
~ -1.3% customers
- \$0.40 fare rise
~ -3.0% customers

2011 Service Cuts did Tremendous Damage

- Crowded Vehicles
- Less Service
- Long Term Problems

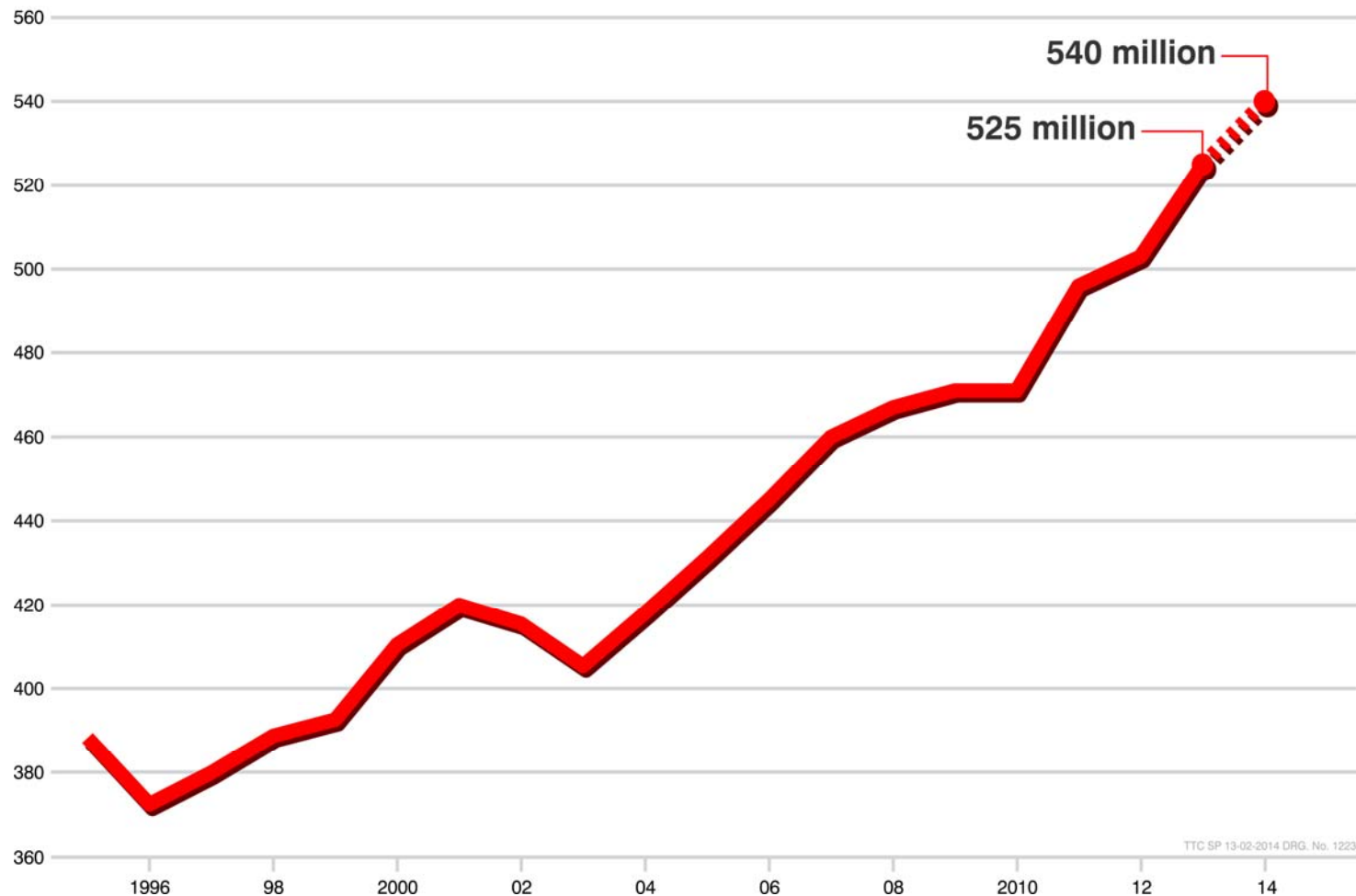
The TTC at a Glance

Ridership Demand



TTC Annual Ridership

from 1995 - 2014, millions



The TTC at a Glance

Operating Subsidy



Transit System	SUBSIDY (\$M)	REVENUE/ COST RATIO	TRIPS (M)	SUBSIDY/TRIP
York Region	100	33%	22	\$4.49
Durham Region	36	37%	10	\$3.46
Brampton	52	45%	18	\$2.82
Los Angeles	882	29%	349	\$2.53
Mississauga	77	49%	35	\$2.21
Philadelphia	527	36%	271	\$1.95
Boston	506	38%	262	\$1.93
Edmonton	151	43%	83	\$1.83
Hamilton	38	48%	22	\$1.76
Chicago	683	44%	407	\$1.68
Ottawa	163	51%	101	\$1.62
Vancouver	380	54%	235	\$1.62
Calgary	150	53%	102	\$1.47
Montreal	478	54%	413	\$1.16
New York	2,365	60%	2,301	\$1.03
TTC	411	73%	528	\$0.78

*TTC 2013, Can 2012, US 2011 figures



THE TTC AT A GLANCE

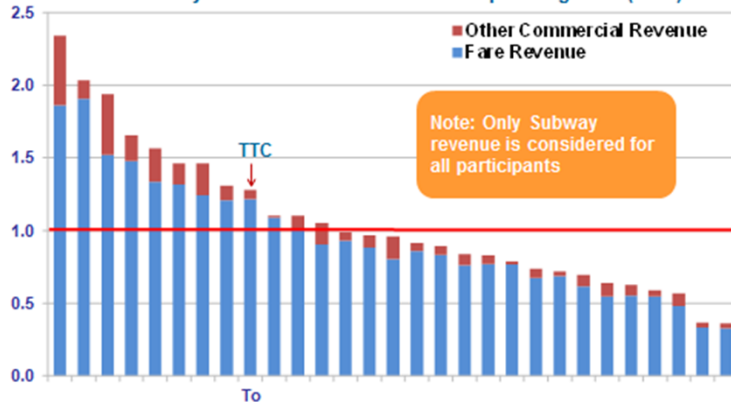
BENCHMARKS



- COMET / NOVA world benchmarking studies (2012 numbers have improved)

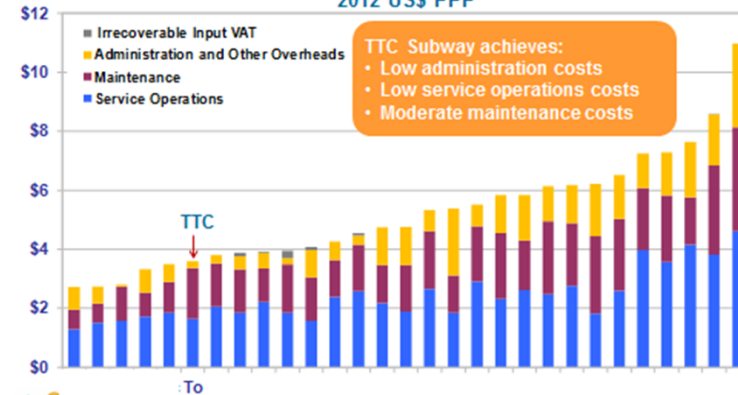
TTC is one of only 2 subways outside of Asia and South America that covers its own operating costs

Total Subway Commercial Revenue Over Operating Cost (2012)



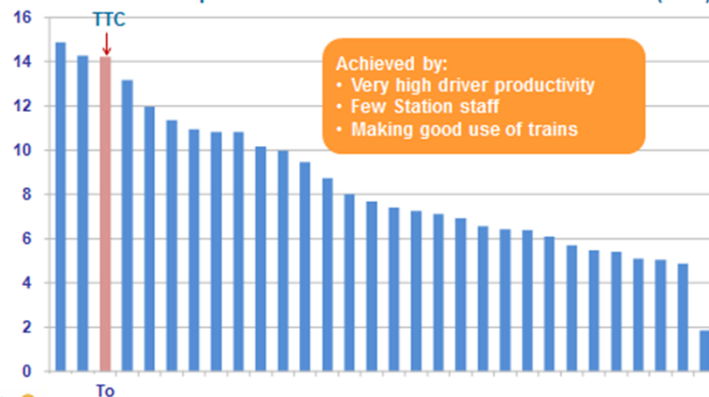
TTC subway operating costs are low by international standards

Operating Cost per Revenue Car Kilometre (2012)
2012 US\$ PPP



TTC subway labour productivity is exceptionally high

Car Kilometres per Total Own Staff and Contractor Staff Hours (2012)



In Conclusion

When compared with other metros in the world, Toronto's Subway offers excellent value for money



23





Making Progress



Laying the Foundations

2011 Quick Wins



- Immediate action taken
- Short term intervention required
- Challenge mediocrity
- Quick wins as evidence of credible management
- Credibility = support = funding
- Provided “goodwill” for inevitable disruptions
- Provided time to develop longer term plans



Laying the Foundations

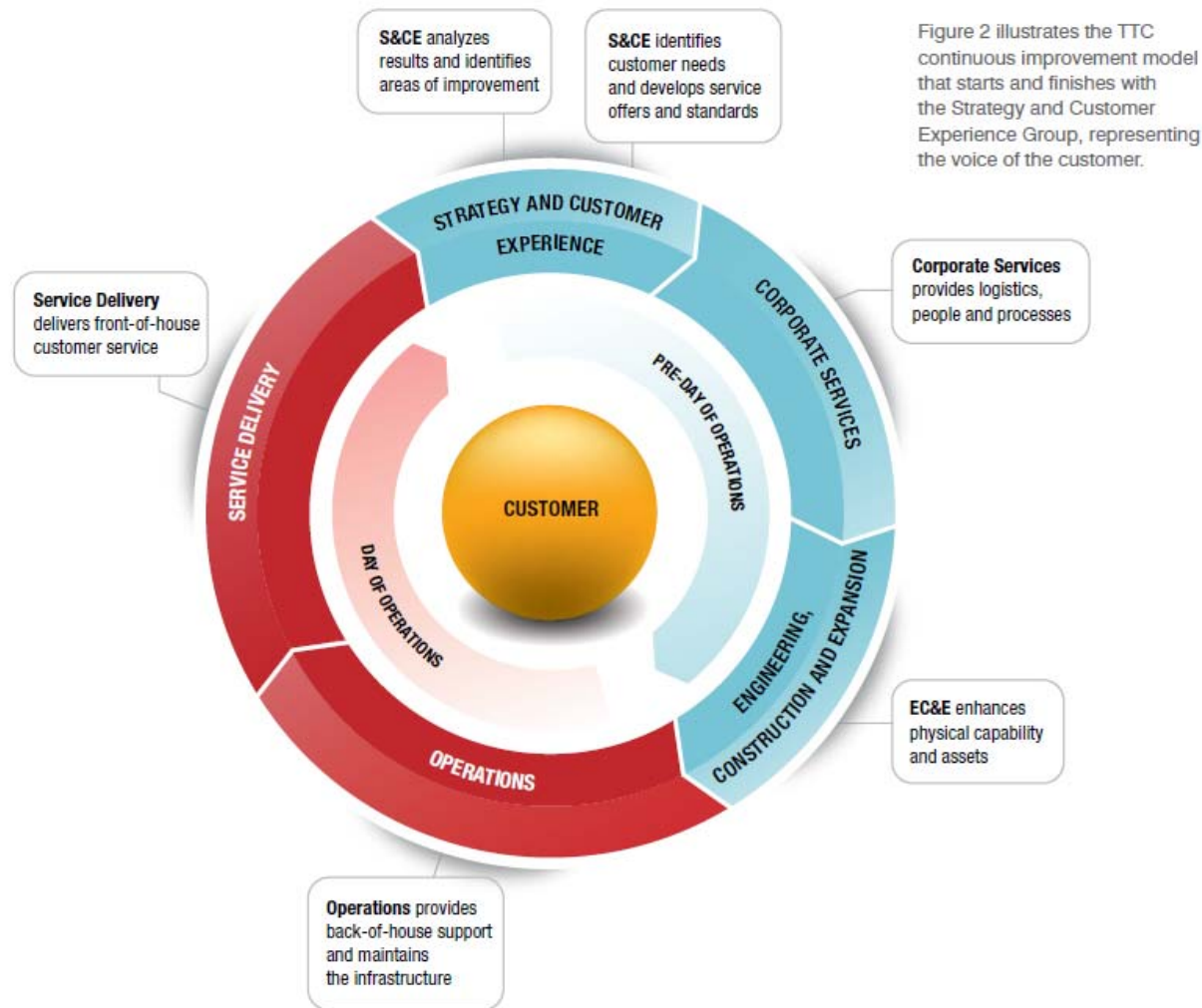
2012 Immediate Priorities



1. Identify the vision, determine the philosophy
2. Develop a master plan, targets and tools
3. Get right people in right jobs in new structure
4. Hold everyone accountable
5. Delight the customer with quick wins
6. Re-engage employees
7. Re-engineer processes, systems and equipment
8. Visible, effective management
9. Rebuild stakeholder confidence
10. Get the basics right, all day, every day

Building the Team

Clear Purpose and Accountabilities



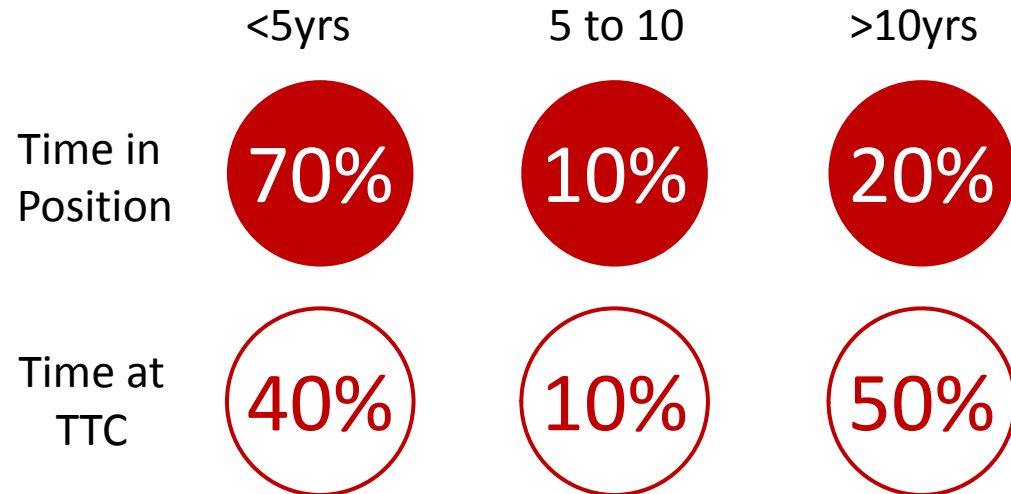
Building the Team

LEADERSHIP GROUP



Executive Team

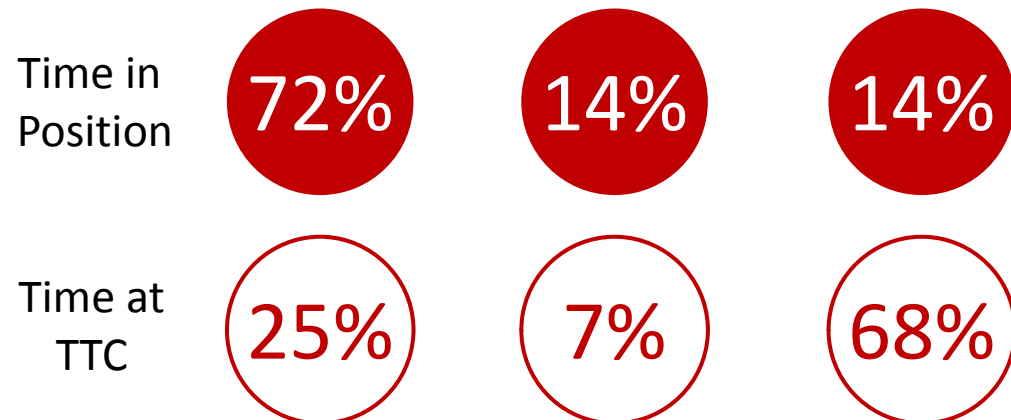
- Broad range of experience and service
- Balance of new thinking and highly valuable corporate knowledge and experience



Senior

Management Team

- International experience
- Attracting talent from other properties and from the private sector
- People want to work for the TTC again



Building the Team

EMPLOYEE ENGAGEMENT

- Hearts and minds
- Capability vs Conduct
- Listening and engaging
 - Monthly “Meet the Exec”
 - 4 Town Halls for 2,000 staff
 - 100 Town Halls for 8,000 union employees
- Address issues such as:
 - Washroom cleanliness
 - Break rooms
 - Uniforms



Laying the Foundations

2013 – 2017 Corporate Plan



Developed a five year plan with seven Strategic Objectives:

- Safety
- Customer
- People
- Assets
- Growth
- Financial Sustainability
- Reputation

Each strategic objective supported by detailed action plans and tracking mechanisms



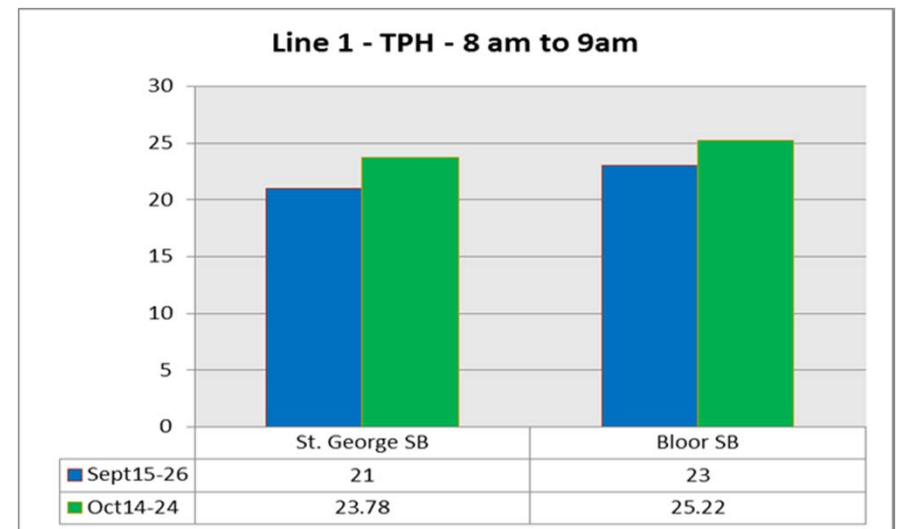
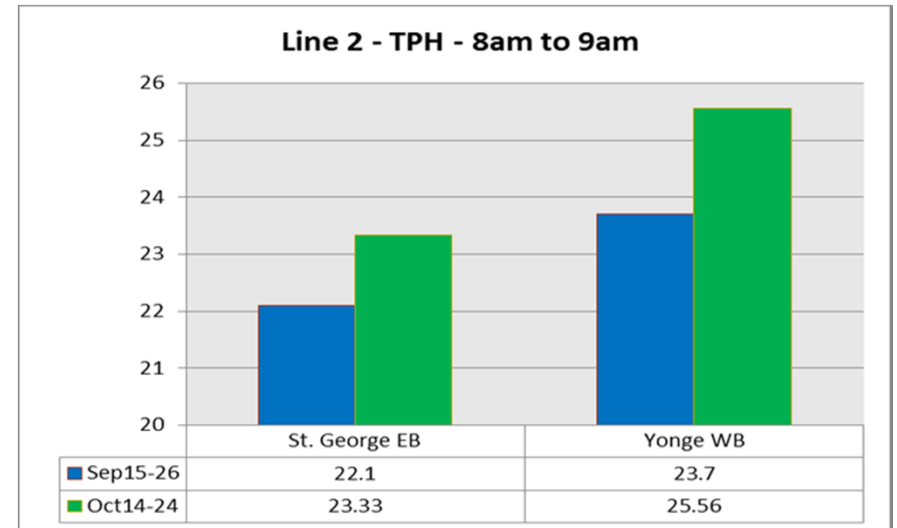
Getting Things Done

Subway Service



- New DCOO, new thinking
- Improved train throughput – extra trains
- Improved journey times – less holding of trains
- Improved end terminal operations – less “blocking back”
- Safety and financial benefits

12/9/2014

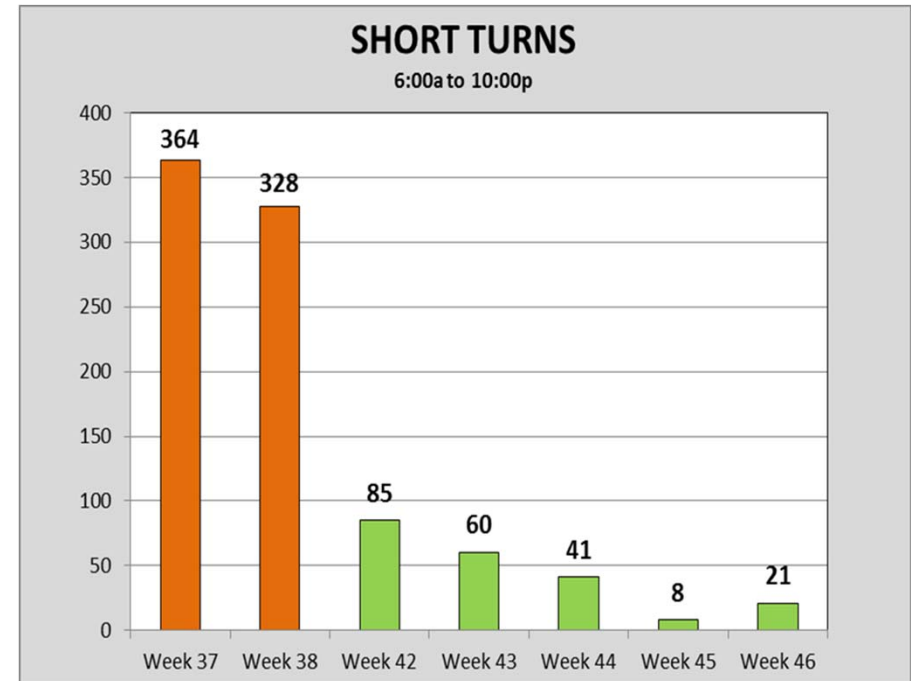


Getting Things Done

Bus & Streetcar Service



- New Chief Service Officer, new thinking
- Mandate to tackle bunching, gapping and short turns
- Intensive focus on 29 Dufferin bus and 512 St Clair streetcar
- Very positive customer feedback
- Techniques to be rolled out to other routes



Getting Things Done



2013 – 2017 Corporate Plan Achievements (As of December 3, 2014)

Key Initiative	Date Completed	Key Initiative	Date Completed
✓ Develop a New Station Management Model	Q1 2013	✓ Deploy Articulated Buses	Q4 2013
✓ Delivery of Toronto Rockets	Q2 2013	✓ Duty Station Manager Introduction	Q1 2014
✓ Develop Corp Fire Safety Program	Q2 2013	✓ Improved Wheel Trans Accessibility	Q2 2014
✓ Approve Emergency Management Program	Q3 2013	✓ Implement System Cleanliness - Stations	Q2 2014
✓ Develop Positive Political Engagement	Q4 2013	✓ Establish Support Persons Id	Q2 2014
✓ Complete Pape Station Modernization	Q4 2013	✓ Pilot Narrowcasting at Operating Divisions	Q3 2014
✓ Enable Wi-Fi and Cell at Two Stations	Q4 2013	✓ Corporate Emergency Plan	Q3 2014
✓ Develop a New TTC System Map	Q4 2013	✓ Carry Out Wheel Trans Survey	Q3 2014
✓ Develop Employee Rewards and Recognition	Q4 2013	✓ Accommodate Customer Call Volume	Q3 2014
✓ Implement Operator Refresher & Recert.	Q4 2013	✓ Develop a P.O.P & Fare Enforcement Strategy	Q3 2014



Getting Things Done



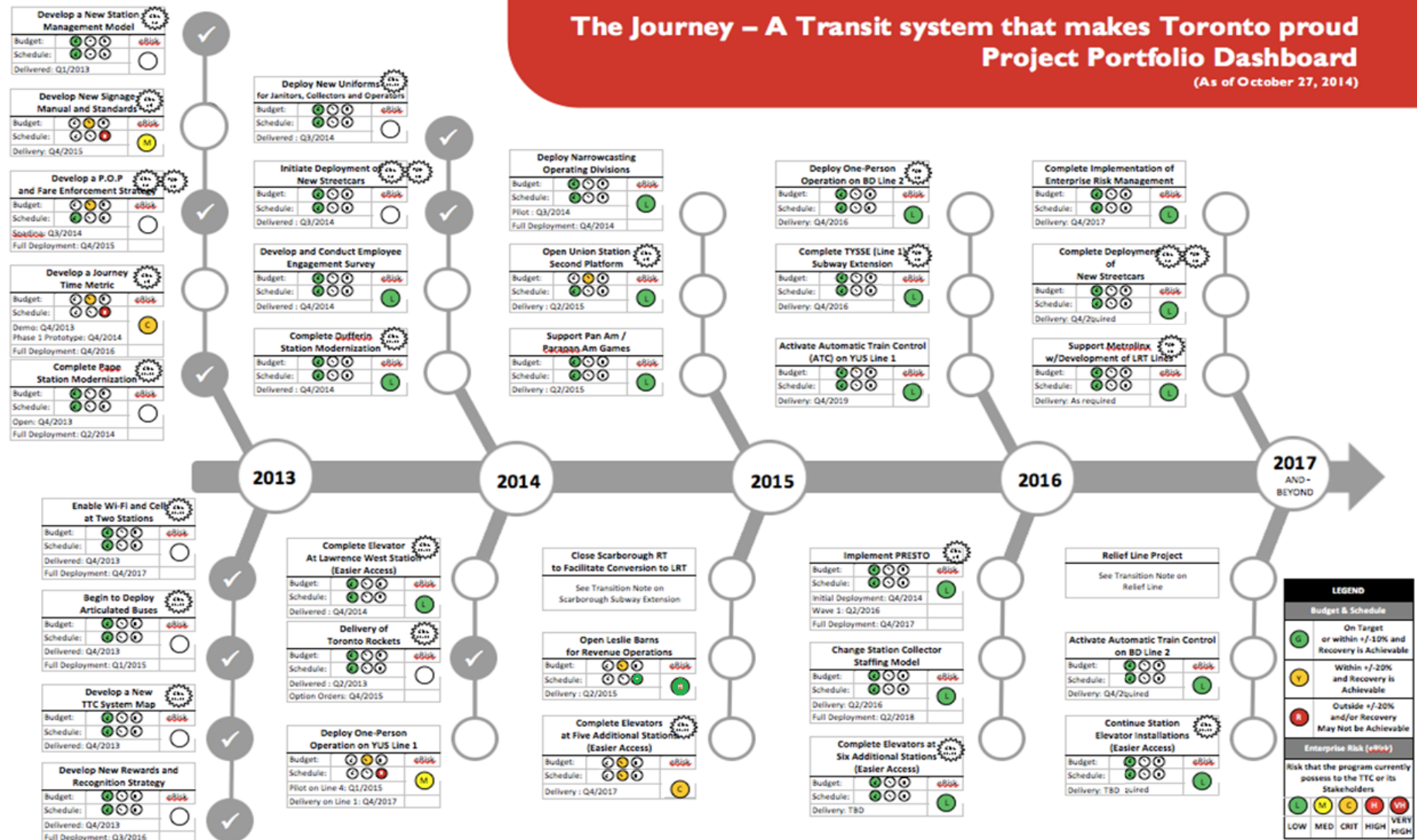
2013 – 2017 Corporate Plan Achievements (As of December 3, 2014)

Key Initiative	Date Completed	Key Initiative	Date Completed
✓ Deploy New Uniforms	Q3 2014	✓ Pilot Increase Subway Run Time	Q4 2014
✓ Create Case for a Revenue Protection Team	Q3 2014	✓ Pilot Double Step Backs at End of Terminal	Q4 2014
✓ Create Subway Car Fleet & Facility Plan	Q3 2014	✓ Complete Emergency Mgmt Simulations	Q4 2014
✓ Initiate New Streetcar Deployment	Q3 2014	✓ Complete Station Modernization at Dufferin	Q4 2014
✓ Create Bus Fleet & Facility Plan	Q3 2014		
✓ Create Streetcar Fleet & Facility Plan	Q3 2014		
✓ Carry Out Town Halls	Q4 2014		
✓ Conducted Employee Engagement Survey	Q4 2014		
✓ Complete Subway Stn Track Level Cleaning	Q4 2014		
✓ Complete Subway Stn Wall Cleaning	Q4 2014		



Getting Things Done

Project, Program, and Portfolio Management



Getting Things Done

MEGA-PROJECT 1: SPADINA EXTENSION



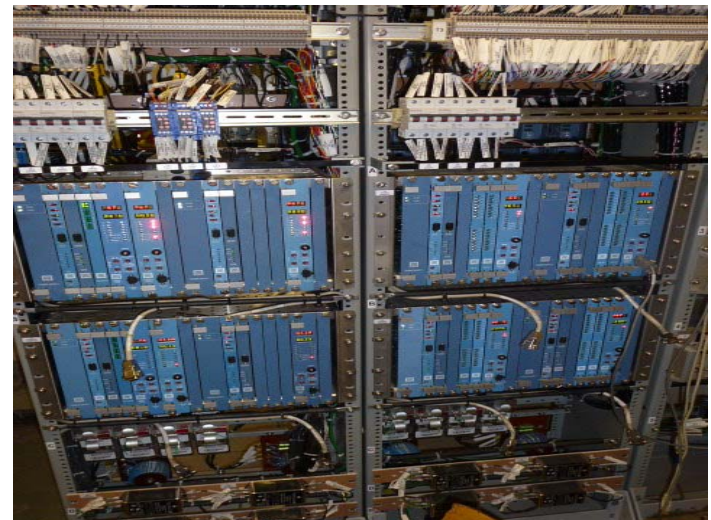
- Tunnels are complete
- Stations progressing
- Track being laid
- Schedule is at risk
- International panel brought in to review options on remaining work
- Everything possible will be done to protect budget and schedule



Getting Things Done

MEGA-PROJECT 2: AUTOMATIC TRAIN CONTROL (ATC)

- Union to Eglinton signals are original 1954 equipment
- System is safe but increasingly unreliable
- First task is to replace existing equipment and make it reliable
- Then install ATC
- This is painstaking, safety critical work that can only be undertaken when trains are not running
- The capacity hike and transformed reliability will be worth the wait



Getting Things Done

MEGA-PROJECT 3: PRESTO



- Contract signed in 2013
- 14 stations in operation today
- New streetcars went live last month
- 11 additional stations will be online in 2015
- Full roll-out by 2017
 - Exploring options to expedite
 - New faregates a visible change
- Allows for new pricing models
- Free up “Collectors”



Getting Things Done

MEGA-PROJECT 4: NEW STREETCARS



- 204 state-of-the art streetcars
- Very positive customer feedback
- Car house opens Q2 2015
- Presto enabled
- Roll-out plan and fleet plan developed
- Additional mitigation on 504 King
- Proof of Payment and fare inspection regime



Getting Things Done

MEGA-PROJECT 5: CULTURE CHANGE



- Our hardest challenge but arguably, the most important
- To be world class, we need our customers to feel valued
- We want staff to “think like a customer”
- Employee engagement is therefore critical
- Signature policy of the CEO
- Early, encouraging signs of progress



Delivering Efficiencies



- Since 2011 significant savings - \$35+ million / yr
- Corporate downsizing
 - Eliminated 300 administrative positions = \$21.6m / yr
- Articulated buses
 - More efficient vehicles = \$5.7m / yr
- Contracted out garbage, public washrooms, service line = \$2m / yr
- Joint purchasing with City
 - Employee benefits, electricity, diesel = \$3m / yr
- Push province to change accident claims
 - “No crash, no cash” = \$2-5m / yr
- New Collective Agreement
 - No new WT garage (\$190M), same fleet, reduced OT (\$1M+)

Looking Forward



Looking Forward

OPPORTUNITIES TO IMPROVE TRANSIT NOW



1. All door boarding and POP on streetcars
2. Reduce waiting and crowding on bus & streetcar routes
3. Ten-minute-or-better route network
4. Express bus route network
5. Transit priority measures
6. Improve service reliability
7. Operate all routes all day, every day
8. Time-based transfer
9. Expand overnight bus and streetcar service



Looking Forward

OPPORTUNITIES TO IMPROVE TRANSIT NOW



- Significant improvements to on-time performance via:
 - Queue jump lanes
 - Transit signal priority
 - Parking restrictions
 - Signal changes (left turn etc.)
 - Implementation of CAD/AVL = reduction in bunching/gapping/short turns
- Time-based transfers in 2015
- Off-peak improvements in 2015
- Expanded overnight service in 2015
- Peak improvements in 2017
- Increased express buses in 2017
- Net annual cost by end of 2017 = \$51m

Looking Forward

OPPORTUNITIES TO IMPROVE TRANSIT NOW



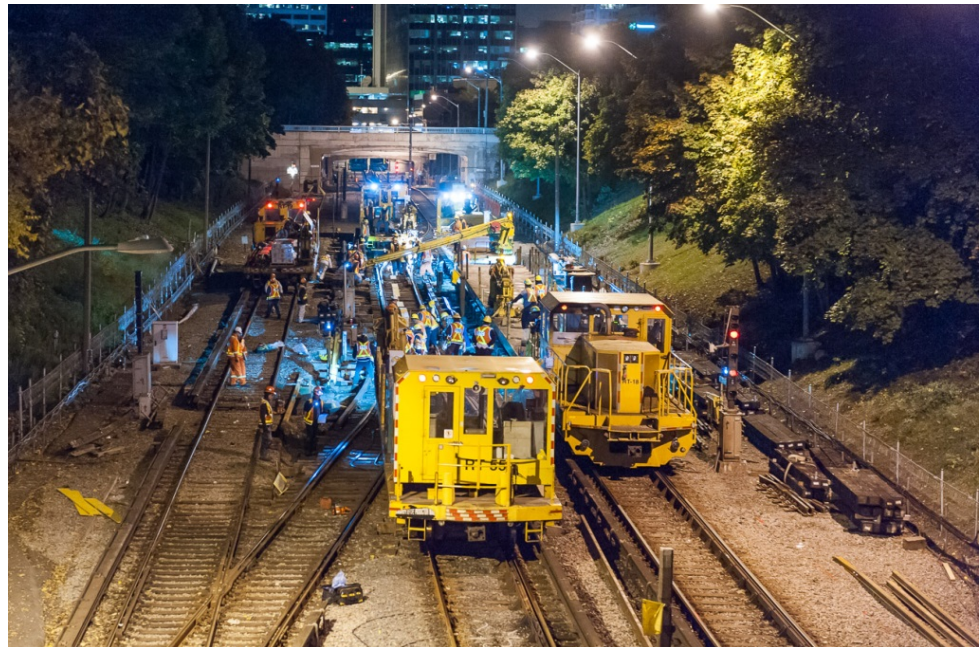
- New streetcars on most routes
 - +40% capacity
- Marked improvement in subway performance
 - Reduction in signal failures
 - Reliability and capacity with SRT improvements
- Transit Priority on arterials
- PRESTO delivered



Looking Forward



- Introducing business case methodology
- Asset management strategy underway
 - Life cycle costing
 - Preventative maintenance rather than on failure
- Enterprise Risk Management
- Health, Safety and Environment
- All help guide priority



Looking Forward



- Fare purchase – Debit and Credit
 - 2012 expanded Metropass from 8 stations to all 69
 - All products at all stations by end of 2014
- Station partnerships
 - Development entrance connections and refurbishment
- Bunching and Gapping
 - Have improved on-time by 10% cut short turns by 50%
 - Modern control system (CAD/AVL) purchased and now being executed
- New signal system on Line 1 (+25% capacity)

Looking Forward



- One person operation on subway
 - Eliminate Guard position for savings and improved reliability (pilot early 2015)
- Surface Vehicle Control (CAD / AVL)
 - Unified control room, deploy supervisors, address bunching / gapping / short turns
- Automate processes (SAP)
 - Finance / HR etc
- Top to bottom organizational review

Looking Forward

TAKING THE TOUGH DECISIONS (1)



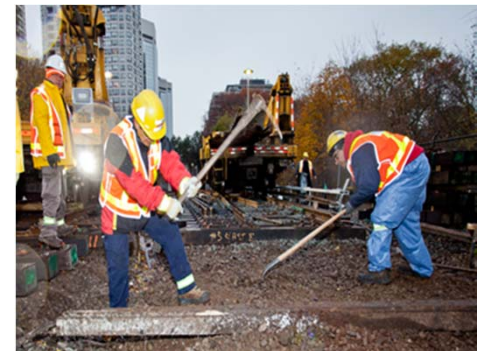
- We run our buses for longer hours, and for more years than most other properties
- We need to double bus reliability to equal best practice
- A two year program will achieve this and deliver more buses on the road
- This is an example of short-term pain for long-term gain



Looking Forward

TAKING THE TOUGH DECISIONS (2)

- In many areas, track is 50-60 years old
- Track and signals are safe – but worn-out and increasingly unreliable
- We must bite the bullet and undertake work that should have been addressed 10 years ago
- This will mean more weekend closures, bus shuttles and cost but the benefit will be worth it

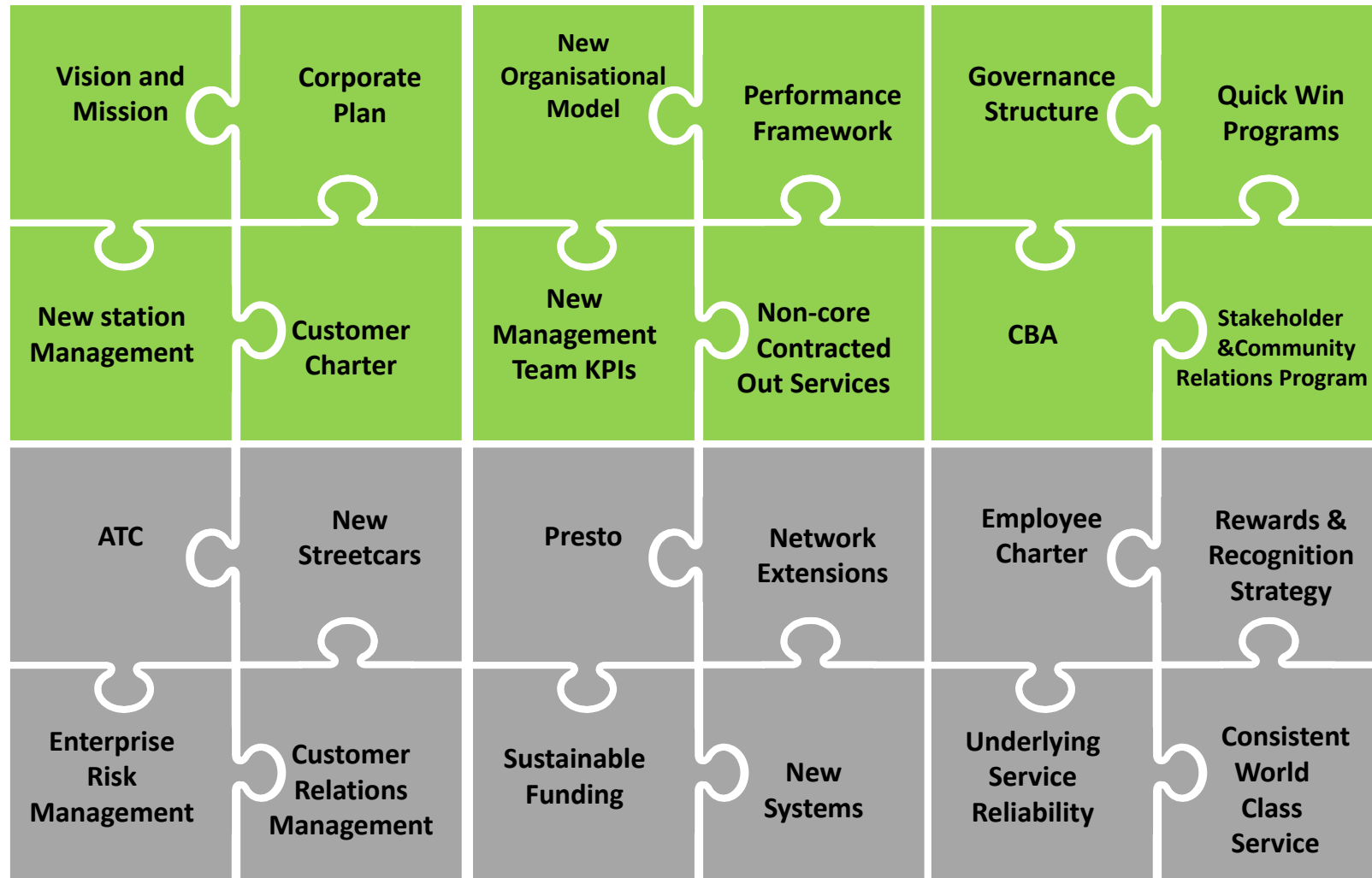




Pulling It All Together



PULLING IT ALL TOGETHER



Next Steps and Final Thoughts



NEXT STEPS AND FINAL THOUGHTS

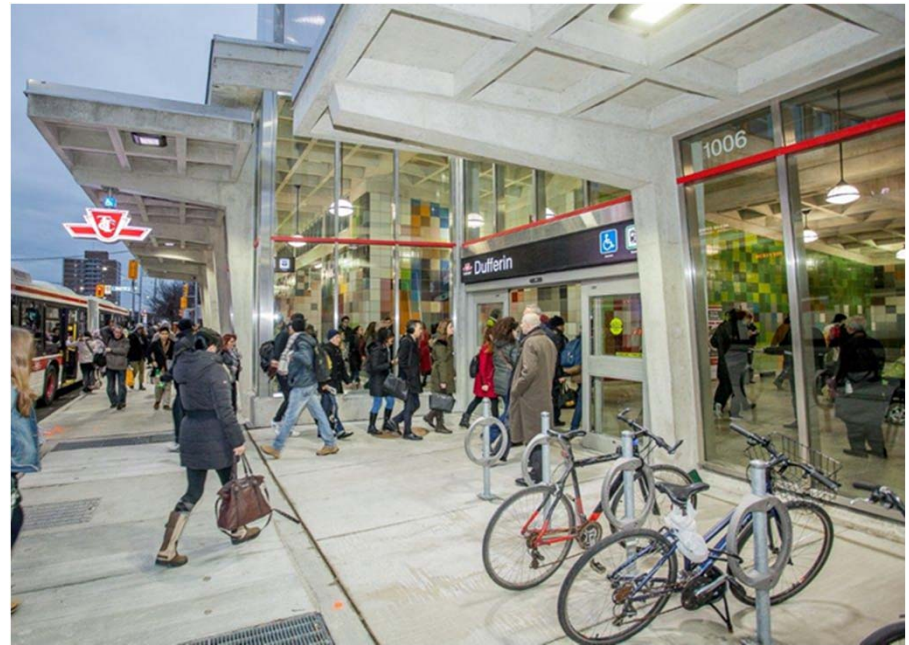


Continue to Make Progress:

- Aggressive internal targets: 50% cut in delays (all modes) over the next 5 years
- Support Pan Am Games
- Refreshed 5 year plan

What we need from you:

- Clear and strong stewardship and advocacy
- Challenge when appropriate
- Time to enable us to embed change



Thank you

Our Vision — A transit system that makes Toronto proud



Toronto Transit Commission • Five-Year Corporate Plan 2013-2017