



## **Ridership Growth Strategy (RGS) – Status Update**

**Date:** July 10, 2018

**To:** TTC Board

**From:** Deputy Chief Executive Officer

### **Summary**

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The TTC's Ridership Growth Strategy (RGS), with all its components, is an extension of the new TTC Corporate Plan 2018-2022. While the Corporate Plan sets a high-level direction for the TTC over the next five years and beyond, the RGS is more detailed and translates this direction into tangible actions and improvements that aim to:

1. Move more customers, more reliably
2. Make taking public transit seamless

This progress report highlights initiatives completed by the TTC in 2018 to support the Corporate Plan and meet the strategic objectives of the RGS:

1. Retain current customers
2. Increase transit rides per current customer
3. Attract new customers to the system

### **Financial Summary**

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There are no financial impacts associated with the Board's receipt of this report. All costs quoted in this report were either included in the 2018 TTC Operating Budget, approved by the TTC Board on November 28, 2017 and City Council February 12, 2018 or reflect actions specifically approved by the Board through the Capacity Improvements on Bus and Subway Services report approved by the TTC Board on May 8, 2018.

### **Equity/Accessibility Matters**

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The TTC is working toward making Toronto's transit system barrier free by implementing changes that will make its services and facilities more inclusive and accessible to everyone, thereby attracting more customers to its system. Presently, all TTC bus services are operated using accessible, low-floor buses. New low-floor accessible streetcars are currently being deployed and all routes will have accessible streetcars by 2019. All subway stations will become accessible by 2025.

Current initiatives outlined in this report and in TTC's Multi-Year Accessibility Plan will increase the number and geographic coverage of accessible transit services and facilities to serve more customers. The RGS will support the City's Poverty Reduction Strategy (2015), while also satisfying the Accessibility for Ontarians with Disabilities Act (AODA) objectives of more spontaneous travel options for customers with disabilities, and the Ontario Human Rights Code.

## **Decision History**

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This work builds on the initial Ridership Growth Strategy, which was developed in 2003:

[https://www.ttc.ca/PDF/Transit\\_Planning/ridership\\_growth\\_strategy\\_2003.pdf](https://www.ttc.ca/PDF/Transit_Planning/ridership_growth_strategy_2003.pdf)

At the March 2016 meeting, the TTC Board received a Ridership Update 2016 Report:

[http://www.ttc.ca/About\\_the\\_TTC/Commission\\_reports\\_and\\_information/Commission\\_meetings/2016/March\\_23/Reports/2016\\_Ridership\\_Update.pdfv](http://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2016/March_23/Reports/2016_Ridership_Update.pdfv)

Commissioner Carroll moved a motion:

That TTC staff report back to the Commission by the third quarter of 2016 with a development plan for a comprehensive multi-year strategy to address current ridership stagnation and to achieve a steady rate of ridership growth annually thereafter:

[http://www.ttc.ca/About\\_the\\_TTC/Commission\\_reports\\_and\\_information/Commission\\_meetings/2016/March\\_23/Reports/Decisions/5\\_2016\\_Ridership\\_Update.pdf](http://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2016/March_23/Reports/Decisions/5_2016_Ridership_Update.pdf)

At the July 2016 meeting, the TTC Board received a Ridership Update 2016 Report:

[http://www.ttc.ca/About\\_the\\_TTC/Commission\\_reports\\_and\\_information/Commission\\_meetings/2016/July\\_11/Reports/3\\_2016\\_Ridership\\_Update.pdf](http://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2016/July_11/Reports/3_2016_Ridership_Update.pdf)

At the November, 2017 meeting, the TTC Board received the Subway Closures 2017 Year in Review and 2018 Forecast report:

[https://www.ttc.ca/About\\_the\\_TTC/Commission\\_reports\\_and\\_information/Commission\\_meetings/2017/November\\_13/Reports/10\\_Subway\\_Closures\\_2017\\_Year\\_in\\_Review\\_and\\_2018\\_Forecast.pdf](https://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2017/November_13/Reports/10_Subway_Closures_2017_Year_in_Review_and_2018_Forecast.pdf)

At the December, 2017 Board meeting, the TTC Board received the Ridership Growth Strategy preliminary report:

[https://www.ttc.ca/About\\_the\\_TTC/Commission\\_reports\\_and\\_information/Commission\\_meetings/2017/December\\_11/Reports/10\\_Ridership\\_Growth\\_Strategy\\_2018\\_2022\\_Preliminary\\_Report.pdf](https://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2017/December_11/Reports/10_Ridership_Growth_Strategy_2018_2022_Preliminary_Report.pdf)

At the January 25, 2018 Board Strategy meeting, the TTC Board endorsed the RGS, including the RGS Action Plan 2018-2022, and the RGS Consultation Plan, as well as the RGS Work Plan 2018 for implementation:

[https://www.ttc.ca/About the TTC/Commission reports and information/Commission meetings/2018/January 25/Reports/2 Ridership Growth Strategy 2018-2022.pdf](https://www.ttc.ca/About%20the%20TTC/Commission%20reports%20and%20information/Commission%20meetings/2018/January%2025/Reports/2%20Ridership%20Growth%20Strategy%202018-2022.pdf)

## Issue Background

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The last five years have seen significant improvements and modernization efforts in all areas of the TTC. This transformation has been acknowledged by customers, who report a significantly improved satisfaction score, and by peers at the American Public Transportation Association (APTA), who named the TTC 2017's the Outstanding Public Transit System of the Year.

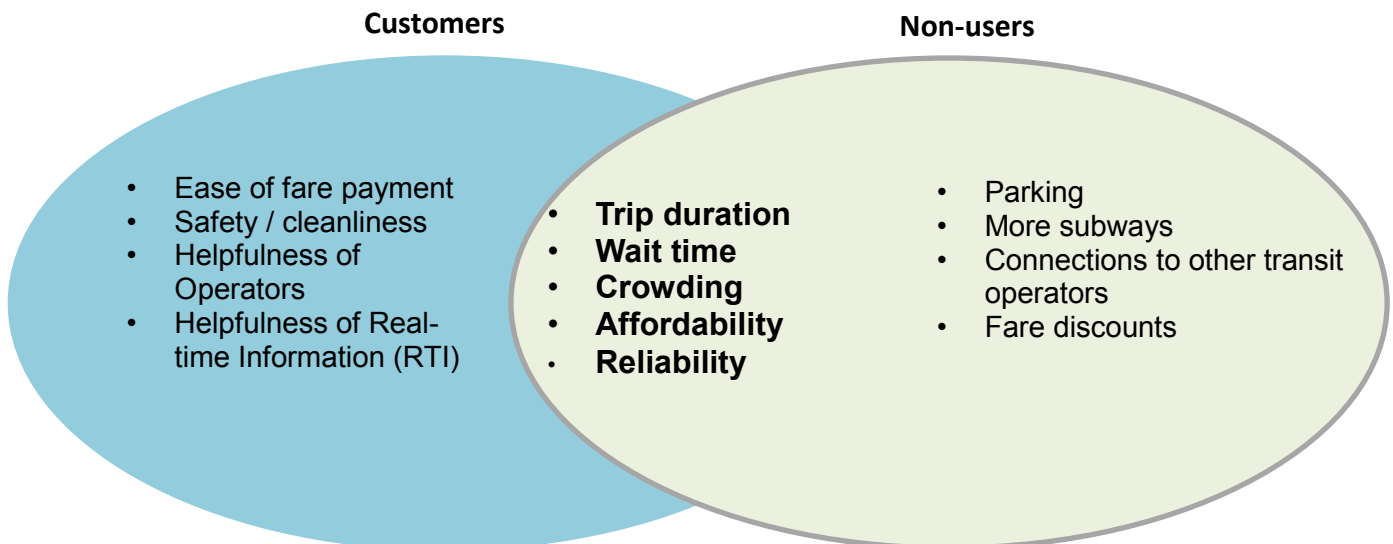
While the highly visible improvements the TTC continues to make have been recognized by the organization's stakeholders, the ridership growth trajectory, except for off-peak bus ridership, levelled in the past three years. This trend is expected to continue in 2018.

## Comments

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With the Board's support and direction, the TTC has focused its efforts in 2018 on maximizing improvements that address the key drivers of satisfaction for customers and non-transit users (those who could become customers) outlined in Figure 1.

Figure 1: Customer and Non-user Needs and Drivers of Customer Satisfaction:



There are multiple areas of the business that the TTC has focused on improving this year that ranged from service improvements to introducing new fare products and accessibility initiatives.

Overall, these initiatives have improved service and the customer experience for an estimated 125 million customer trips. This advances the strategic objectives to move the TTC closer to meeting the RGS objectives to retain current customers, increase transit rides of those customers, and attract new customers to the system.

Each of the initiatives was categorized in one of the two Critical Paths:

### Move more customers, more reliably

#### 1. Improve service reliability on Line 1

What we did / Will do		
<ul style="list-style-type: none"> <li>• <b>More trains:</b> The TTC will manage crowding on Line 1 in the AM peak period by providing additional capacity to ensure a reliable service                             <ul style="list-style-type: none"> <li>○ February: added two “run-as-directed” trains to fill service gaps;</li> <li>○ September: will add a third train.</li> </ul> </li> <li>• <b>Improved crowd management:</b> <ul style="list-style-type: none"> <li>○ This spring: added 10 station staff to help manage crowding at Bloor-Yonge and St. George stations.</li> </ul> </li> <li>• <b>More Service to northwest Toronto:</b> <ul style="list-style-type: none"> <li>○ May: provided more service to northwest Toronto between 6 p.m. and 9 p.m. by adjusting schedules.</li> </ul> </li> <li>• <b>Improved AM Service:</b> <ul style="list-style-type: none"> <li>○ September: infrastructure improvements at Wilson Yard will be made to ensure that all AM peak period trains are deployed on time.</li> </ul> </li> </ul>		
Incremental net operating cost		Annual ridership impact
2018	2019	
\$1.4 million	\$2.4 million	Benefits up to 40 million customer trips

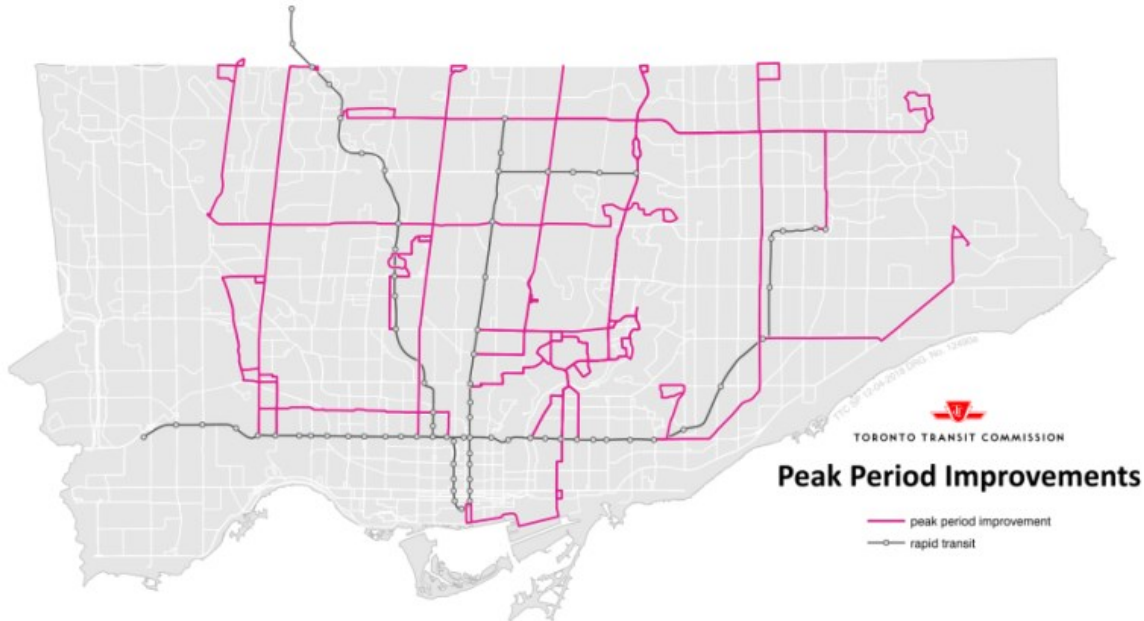
#### 2. Transit surface priority

What we did / Will do		
<p>Transit priority on major corridors is key to having a more reliable surface network, and to minimize customer journey time. This year we will continue to advance the development of our surface network:</p> <ul style="list-style-type: none"> <li>• Queue-jump lanes: Tender three planned queue jump lanes for construction;</li> <li>• Signal priority: Implemented (or significantly upgraded) at six intersections.</li> </ul>		
Incremental net operating cost		Annual ridership impact
2018	2019	
N/A	N/A	Benefits up to 6.1 million customer trips

### 3. Relieve peak crowding

#### What we did / Will do

- Fall: will add more buses to 23 routes in 27 periods of operation that exceed the TTC crowding standard to immediately reduce wait times and crowding levels on the routes outlined in the map

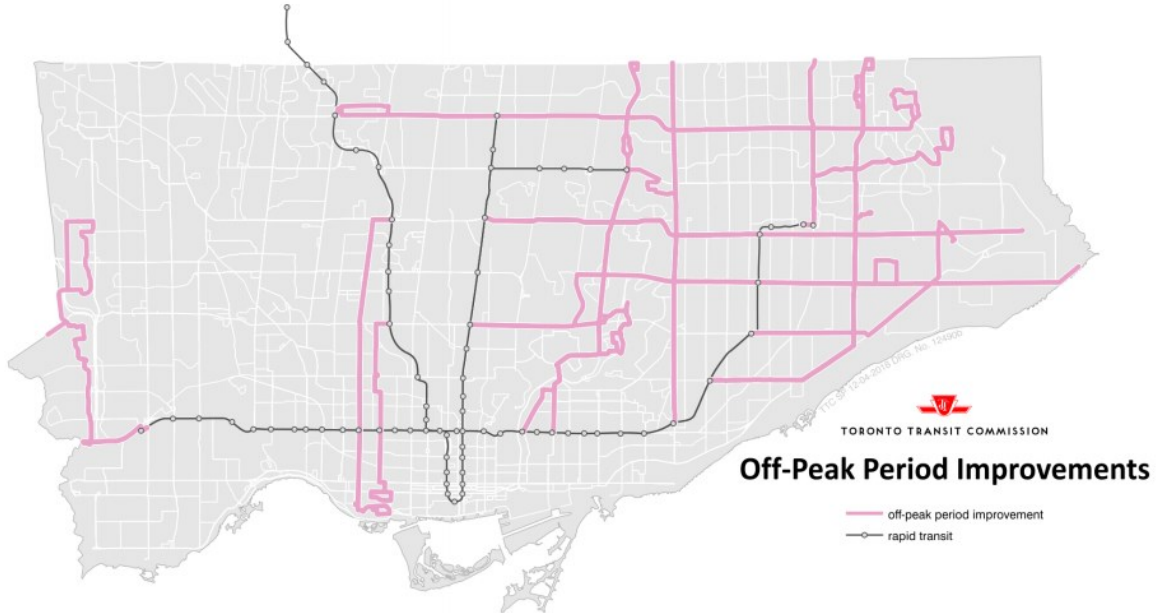


Incremental net operating cost		Annual ridership impact
2018	2019	
\$1 million	\$3.3 million	Benefits up to 23.7 million customer trips Attracts 285,000 new customer trips

#### 4. Relieve off-peak crowding


##### What we did / Will do

- Fall: add more buses on 14 bus routes in 24 periods of operation where customers are required to stand for more than 1.5km to immediately reduce wait times and crowding levels on the routes



Incremental net operating cost		Annual ridership impact
2018	2019	
\$0.7 million	\$2.2 million	Benefits up to 14.4 million customer trips Attracts 150,000 new customer trips

## 5. Implement Express Bus Network

What we did / Will do		
<ul style="list-style-type: none"> <li>• Fall: implement all seven new express services as outlined in the Express Network Study in peak periods:               <ul style="list-style-type: none"> <li>○ Dufferin Street and Markham Road will also operate in off-peak periods</li> </ul> </li> </ul>		
		
Incremental net operating cost		Annual ridership impact
2018	2019	
\$1.9 million	\$5.6 million	Benefit up to 11 million customer trips Attracts 695,000 new customer trips

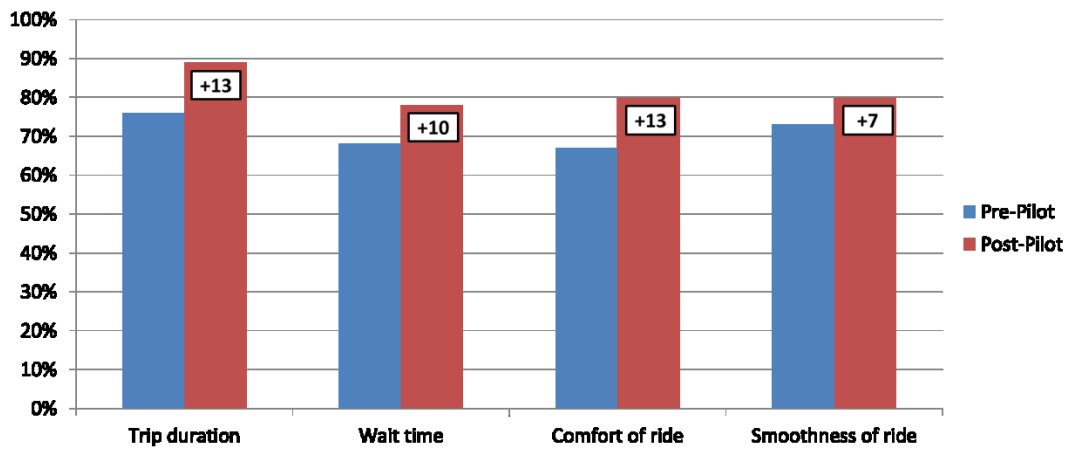
## 6. Neighbourhood area studies

What we did / Will do		
<p>The TTC added bus service in four areas around the city:</p> <ul style="list-style-type: none"> <li>• May – October: New seasonal service: 175 Bluffer’s Park connecting Line 2 to Scarborough Bluffs ;</li> <li>• June: New trial service: 176 Mimico GO connecting Humber Bay Shores to Mimico GO Station;</li> <li>• June – October: New seasonal service: 121 Fort York-Esplanade extending service to Ontario Place;</li> <li>• September: New trial service: 123F Sherway connecting Line 2 to The West Mall employment area.</li> </ul>		
Incremental net operating cost		Annual ridership impact
2018	2019	
\$0.37 million	\$0.54 million	Benefits up to 330,000 customer trips Attracts 220,000 new customer trips

## 7. Support King Street Pilot

### What we did / Will do

- Shorter and more predictable travel times through the King Street Transit Pilot area;
- Increased daily ridership from 72,000 to 84,000 per weekday;
- Increased capacity by 20% by introducing low-floor streetcars on 504 route (13 out of 33 vehicles were low-floor in June 2018)
  - Full low-floor conversion of the route by the end of the 2018;
- Additional trips operated during the busiest commute times to meet demand;
- Additional route management resources deployed to provide more reliable service;
- Improved customer satisfaction across key drivers.



Incremental net operating cost		Annual ridership impact
2018	2019	
\$230,000 (start-up cost)	\$0 (costs offset by incremental revenue)	25.2 million customer trips (including an increase of 3.6 million on King)



## 8. Surface stops

What we did / Will do		
<p>As part of an overall effort to improve the accessibility, safety, and location of surface stops, the TTC and City of Toronto staff will:</p> <ul style="list-style-type: none"> <li>• Upgrade a minimum of 300 stops to meet articulated and/or accessible standards;</li> <li>• In addition to ongoing commitments as part of the City Capital projects, complete 47 streetcar stop relocations and 18 bus stop relocations to support safety and/or reliability objectives;</li> <li>• Install approximately 400 shelters (City Staff initiative).</li> </ul>		
Incremental net operating cost		Annual Ridership Impact
2018	2019	
N/A	N/A	Available after full implementation

## Make taking public transit seamless

### 1. Two-hour transfers

What we did / Will do		
<ul style="list-style-type: none"> <li>• The two-hour transfer will also help alleviate potential barriers for people who need more time to travel or rest between transfer points, as well as improve flexibility and access for customers during their journey;               <ul style="list-style-type: none"> <li>○ August: Two-hour transfers will be enabled for PRESTO customers only.</li> </ul> </li> </ul>		
Incremental net operating cost		Annual Ridership Impact
2018	2019	
\$11.1 million	\$20.5 million	Benefits up to 5 million customer trips Attracts 3 million new customer trips

### 2. Discounted fares for PRESTO customers combining TTC and GO/UP Express

What we did / Will do		
<ul style="list-style-type: none"> <li>• PRESTO customers who combine TTC and GO Transit/UP Express trips gain a 50% discount off the TTC cost (\$1.50);</li> <li>• The total amount of provincial support will be up to a maximum of \$43.95 million paid over three years ending March 31, 2020.</li> </ul>		
Incremental net operating cost		Annual ridership impact
2018	2019	

What we did / Will do		
N/A	N/A	350,000 additional customer trips

### 3. Fair Pass Discount Program

What we did / Will do		
<p>The new Fair Pass provides eligible adults, with savings of \$1 and \$30.75 on a single-ride and a Monthly Pass respectively, exclusively on PRESTO</p> <ul style="list-style-type: none"> <li>• April: Eligible low-income adults include those who live in the City of Toronto and receive Ontario Disability Support Program (ODSP) and Ontario Works (OW) assistance;</li> <li>• The City of Toronto has committed \$48.2 million over four years to fund this program.</li> </ul>		
<b>Incremental net operating cost</b>		<b>Annual ridership impact</b>
<b>2018</b>	<b>2019</b>	
N/A	N/A	30,000 customer trips (since May)

### 4. U-Pass

What we did / Will do		
<p>A pass product for full-time post-secondary students priced at \$560 for eight months (equivalent to \$70 per month, a 40% saving) and requiring mandatory participation of all eligible students at the post-secondary institution:</p> <ul style="list-style-type: none"> <li>• Only available on PRESTO and administered through an online PRESTO portal by the post-secondary institution;</li> <li>• Ryerson University students are set to vote in the fall of 2018 for implementation in the fall of 2019.</li> </ul>		
<b>Incremental net operating cost</b>		<b>Annual ridership impact</b>
<b>2018</b>	<b>2019</b>	
N/A	\$0	To be determined: Requires participation of a major university

## 5. Expand bike infrastructure

What we did / Will do		
<p>To facilitate access to our system and increase first-mile/last-mile travel options, the TTC is focused on improving bike infrastructure at our stations by:</p> <ul style="list-style-type: none"> <li>• Modernizing bike parking at 49 subway stations;</li> <li>• Continue our partnership with Bike Share to increase Bike Share stations throughout the TTC system;</li> <li>• Expanding the Bike Repair Stops program by an additional 15 stations (44 total);</li> <li>• The federal government and City of Toronto's PTIF committed \$850,000 to fund this program.</li> </ul>		
Incremental net operating cost		Annual Ridership Impact
2018	2019	
N/A	N/A	Available after full implementation

## 6. Pilot beacon wayfinding

What we did / Will do		
<p>The TTC has partnered with the CNIB/Rick Hansen Foundation to enhance community accessibility for people with sight loss:</p> <ul style="list-style-type: none"> <li>• The pilot project features a mobile app using indoor navigation technology to deliver verbal descriptions of building floor plans and other details of the physical environment to users <ul style="list-style-type: none"> <li>○ Currently at St Clair Station and the surrounding area at Yonge and St. Clair.</li> </ul> </li> </ul>		
Incremental net operating cost		Annual ridership impact
2018	2019	
N/A	N/A	Available after full implementation

Appendix: Initiatives' impact on drivers of customer satisfaction

Critical Path	Initiative	Description	Drivers of Satisfaction					
			Trip Duration	Wait Time	Crowding	Information	Reliability	Affordability
<b>Move more customers, more reliably</b>	Improve subway service reliability	Line 1 service reliability improvements	X	X	X		X	
	Transit surface priority	Advance transit in major corridors throughout the city	X	X			X	
	Relieve peak crowding	Reduce peak crowding on bus routes	X		X		X	
	Relieve off-peak crowding	Reduce off-peak crowding on bus routes	X		X		X	
	Implement Express Bus Network	Implement 7 new express routes on Dufferin, Markham, Weston, Islington, Lawrence West, Sheppard West and Sheppard East	X	X	X			
	Neighbourhood area studies	New services added, including: <ul style="list-style-type: none"> <li>Mimico GO shuttle</li> <li>West Mall</li> <li>Bluffer's Park</li> <li>Ontario Place</li> </ul>	X	X	X			
	King Street Pilot	Support the pilot with added service	X	X	X		X	
	Surface stops	Improve accessibility and usability of surface stops	X				X	
<b>Make taking public transit seamless</b>	Implement two-hour transfers	Add flexibility for PRESTO users	X		X			X
	TTC/GO Discount	Combine TTC and GO/UP rides for a discount						X
	Fair Pass	Discounted fares for low-income Toronto residents						X
	U-pass	Discounted fare for post-secondary students						X
	Expand bike infrastructure	Facilitate biking throughout the TTC system	X	X	X			X
	Pilot beacon wayfinding	Indoor navigation for customers with sight loss	X			X	X	

## **Contact**

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## **Signature**

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