



**For Action**

## **5-Year Service Plan & 10-Year Outlook – Status Update**

**Date:** June 12, 2019  
**To:** TTC Board  
**From:** Chief Customer Officer

### **Summary**

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This report provides a status update on the *5-Year Service Plan & 10-Year Outlook*, which began in January 2019 and is scheduled for completion in December 2019. This status update includes an overview of the *Plan's* purpose and work plan, a summary of early findings, and emerging vision and opportunities.

The purpose of the *Plan* is to set a vision and identify strategies to enhance mobility in the City of Toronto over the next five years for hundreds of thousands of local and regional residents who use the TTC daily to access Toronto's many employment, educational and cultural opportunities. The *Plan* will be developed in consultation with customers and stakeholders and:

- Identify key opportunities to improve transit services
- Evaluate and prioritize network-level service improvements
- Outline a five-year service-focused business plan

The *Plan* will also continue the TTC's corporate focus on preparing transparent, multi-year plans and will:

- Set the foundation for future annual service plans
- Identify and link service-related operating and capital cost requirements
- Bridge the gap between the TTC's near-term planning with long-term City and Provincial plans

Over the last five years, the TTC has carried out extensive research to better understand the needs of both customers and non-customers. Using these findings and the results of the technical review, an emerging vision and opportunities have been identified, which will be the basis for engagement with the community in mid-June and early July of 2019.

The emerging vision of the *Plan* is for the TTC to focus on near-term improvements that can be delivered within five years that enhance the TTC's core-competency, mass transit: moving large volumes of customers safely, reliably and swiftly across the city.

The five emerging opportunities are:

1. Improve surface transit schedules
2. Prioritize transit on key surface transit corridors
3. Enhance the customer experience at key surface transit stop areas
4. Provide new connections with new higher-order transit services
5. Accelerate integration with regional transit agencies and complementary modes of transport

Taken together, these opportunities will attract and retain customers while adapting to the changing mobility landscape.

## **Recommendations**

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It is recommended that the TTC Board:

1. Endorse the project purpose and work plan detailed in the Comments section of this report.
2. Endorse the emerging vision and opportunities detailed in the Comments section of this report as the basis for engagement with the community in an upcoming stakeholder workshop and community consultations scheduled for mid-June and early July.

## **Financial Summary**

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This report provides an update on the 5-Year Service Plan & 10-Year Outlook. The approval of the recommendations in this report does not have a financial implication.

The opportunities identified in this report are intended to initiate discussions with stakeholders and the public at upcoming community consultations. The operating and capital costs associated with these and other opportunities will be refined and included in the 5-Year Service Plan & 10-Year Outlook that will be presented to the Board in December 2019.

The Chief Financial Officer has reviewed this report and agrees with the financial impact information.

## **Equity/Accessibility Matters**

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This report outlines the objective, work plan and approach to undertaking the *5-Year Service Plan & 10-Year Outlook* which is specifically focused on conventional transit services. The *Plan* complements the *Wheel-Trans 10-Year Strategy*. Strategies and initiatives identified will look to make the conventional system more attractive to potential new customers, such as Wheel-Trans registrants taking Family of Services trips, and to diverse travellers in Toronto. Proposed initiatives will support the

Accessibility for Ontarians with Disabilities Act (AODA) objectives of more-spontaneous travel options for customers with disabilities.

The strategies and initiatives identified will also support and enable TTC to align with various City and Provincial strategies, including the *Toronto Poverty Reduction Strategy*, *Toronto Strong Neighbourhoods 2020 Strategy*, *TransformTO Climate Action Strategy*, *Next Stop Health: Transit Access and Health Inequities in Toronto*, *Official Plan* and Metrolinx's *Regional Transportation Plan*. These foundational documents set goals for making transit more accessible and attractive to everyone as well as increasing access for equity-seeking groups to employment, educational and cultural opportunities.

Consultations will take place as part of the development of the *Plan*. As a key component of the consultation process, TTC will make every effort to reach out to diverse equity-seeking groups to ensure that a wide range of perspectives are heard, community priorities are identified, and to ensure that the initiatives proposed as part of the *Plan* remove barriers to accessing public transit and do not introduce new ones.

## **Decision History**

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The TTC is undertaking a *5-Year Service Plan & 10-Year Transit Outlook* to enhance mobility in the City of Toronto. The *Plan* advances the TTC *2018-2022 5-Year Corporate Plan*.

[https://www.ttc.ca/About the TTC/Commission reports and information/Commission meetings/2018/January 25/Reports/Decisions/1 TTC Corporate Plan 2018-2022 Decision.pdf](https://www.ttc.ca/About%20the%20TTC/Commission%20reports%20and%20information/Commission%20meetings/2018/January%2025/Reports/Decisions/1%20TTC%20Corporate%20Plan%202018-2022%20Decision.pdf)

The *Plan* will address service related items identified in the ridership growth strategy and outstanding service requests from the TTC Board on service planning topics.

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

[https://www.ttc.ca/About the TTC/Commission reports and information/Commission meetings/2017/December 11/Reports/19 Outstanding Board Items.pdf](https://www.ttc.ca/About%20the%20TTC/Commission%20reports%20and%20information/Commission%20meetings/2017/December%2011/Reports/19%20Outstanding%20Board%20Items.pdf)

[http://www.ttc.ca/About the TTC/Commission reports and information/Commission meetings/2019/May 8/Reports/9 Outstanding Board Items.pdf](http://www.ttc.ca/About%20the%20TTC/Commission%20reports%20and%20information/Commission%20meetings/2019/May%208/Reports/9%20Outstanding%20Board%20Items.pdf)

## **Issue Background**

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The TTC's *2018-2022 Corporate Plan, Advancing to the Next Level*, outlines a strategy for the TTC to be "strong and sustainable in a more-crowded, competitive, climate-changed world." The *Corporate Plan* also outlines the following critical paths and cornerstone to achieve this:

- Critical Path 1: Transform for financial sustainability
- Critical Path 2: Enable our employees to succeed
- Critical Path 3: Move more customers reliably
- Critical Path 4: Make taking public transit seamless
- Critical Path 5: Innovate for the long term
- Cornerstone: Safety and security

Each of the critical paths identify strategies and initiatives to improve service including relieving overcrowding, improving schedules, reducing customer journey time, increasing ridership and expanding the higher-order transit network.

To achieve the strategies and initiatives in the *Corporate Plan*, the TTC has initiated a *5-Year Service Plan & 10-Year Outlook*.

## Comments

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This section provides an overview of the *Plan*, summarizes early findings from the background and technical review and highlights an emerging vision and opportunities that will be shared during community consultations between mid-June and early July 2019.

### 1. Plan overview: Purpose and work plan

The purpose of the *Plan* is to set a vision and identify service strategies to enhance mobility in the City of Toronto over the next five years for hundreds of thousands of local and regional residents who use the TTC daily to access Toronto's many employment, educational and cultural opportunities.

The *Plan* will be developed in consultation with customers and stakeholders and:

- Identify key opportunities to improve transit services based on a review of guiding corporate, City and Provincial plans and policies, population and employment growth, a network performance review and immediate and longer-term enhancements to the higher-order transit network;
- Prioritize network-level service improvements to be implemented over the next five years under multiple resource scenarios; and
- Outline a five-year service focused business plan including financial, fleet and facility and workforce requirements.

The *Plan* will continue the TTC's corporate focus on preparing transparent, customer-facing, multi-year plans that:

- Set the foundation for future annual service plans that will outline, in-detail, service improvements for the upcoming year;
- Identify and link service-related operating and capital cost requirements over a five-year period which will provide the public, the TTC Board and elected officials with a transparent blueprint; and

- Bridge the gap between the TTC’s near-term transit planning with long-term population and employment growth projections, rapid transit plans and the Official Plan.

The *Plan* will also strive to be realistic in the actions it identifies to ensure what is being planned can be delivered. This includes planning within the constraints of the TTC Operating Budget and Capital Budget. As such, the *Plan* will be developed noting the following key financial assumptions over the next five-years:

- Operating Budget: The TTC 2020 Operating Budget will increase to account for the annualized cost associated with implementing new service in 2019 only. Between 2021 and 2024, multiple funding scenarios will be prepared to account for a range of possible funding scenarios from a -1% to +1% change in the Operating Budget.
- Capital Budget: The availability of fleet including buses, streetcars and subway trains and facilities will generally align with the *TTC Capital Investment Plan*, noting that vehicle requirements across all modes are predominantly unfunded and any new procurement for buses, streetcars and subway trains cannot be achieved beyond 2021 based on current available funding.

The *5-Year Service Plan & 10-Year Outlook* work plan includes six major tasks and three rounds of consultation as described in **Attachment 1** and is scheduled to be presented to the TTC Board at its December 12, 2019 meeting. Of note is Consultation 2 where a summary of early findings and an emerging vision and key opportunities, as described later in this report, will be shared with the community for discussion. A city-wide stakeholder meeting will be held as well as six pop-up consultations that are open to members of the public. **Table 1** outlines the schedule for the pop-up meetings.

**Table 1: Consultation 2 schedule**

Location	Date / Time
Kennedy Station	July 3, 2019 (7-10am)
Union Station	July 3, 2019 (3-6pm)
Finch Station	July 4, 2019 (7-10am)
Don Mills Station	July 4, 2019 (3-6pm)
Kipling Station	July 5, 2019 (7-10am)
Jane-Finch Mall	July 5, 2019 (3-6pm)

## 2. Background and technical review

Task 1 of the *5-Year Service Plan & 10-Year Outlook* has been completed. Task 1 consists of a comprehensive background and technical review which sets the foundation for the *Plan*. The review identifies important complementary Corporate, City and Provincial plans and policies and major city-building objectives as they relate to the economic, social and environmental vitality of Toronto. The background and technical

review also assesses system performance, changes in population and employment, and the needs of both customers and non-customers.

**System performance**

System performance can include a wide range of metrics that inform about planning, operations, maintenance and safety of the system. **Table 2** presents high-level system-wide measures related to the use and availability of TTC services.

**Table 2: System performance (2008-2018)**

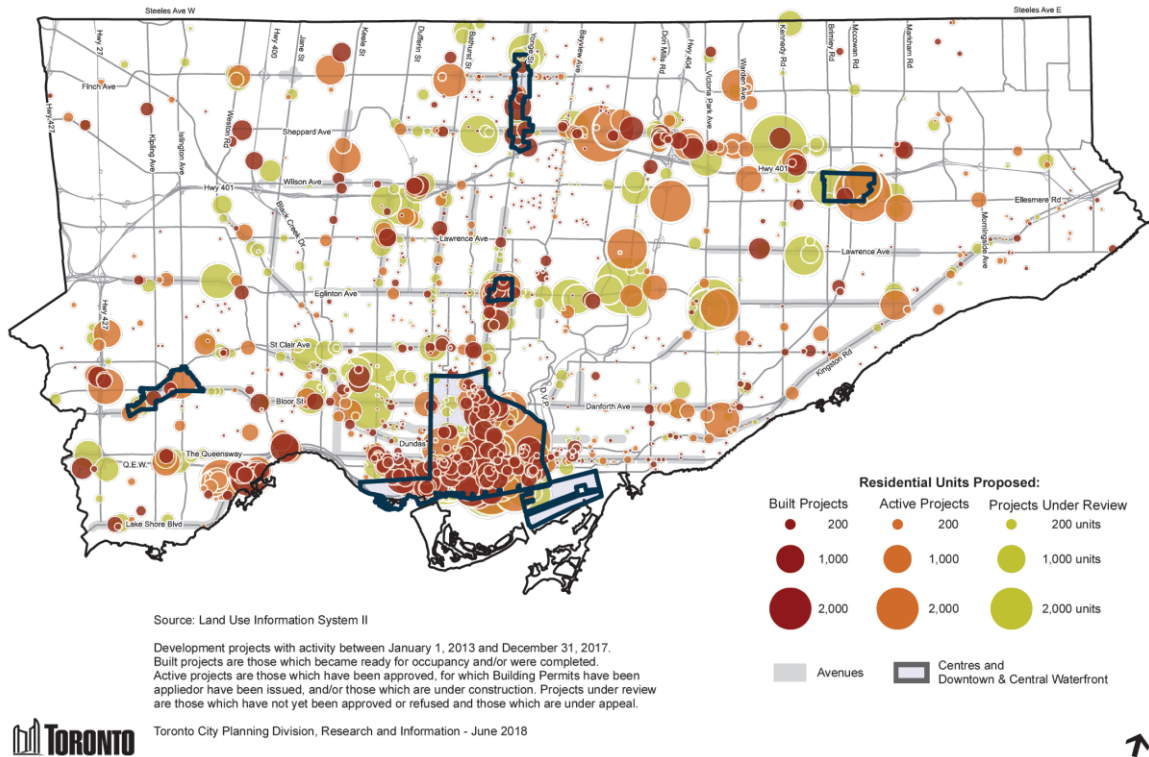
Metric	2008	2018	% Change
Service Area Population	2,503,000	2,958,000	18%
Ridership	466,700,000	521,404,000	12%
Annual Service Hours	7,728,000	9,676,000	25%
Ridership per Capita	185	175	-5%
Service Hours per Capita	3.1	3.3	6%
Ridership per Service Hour	60.4	53.9	-11%

Over the last ten years, population has grown and as such so has the annual service hours that the TTC operates. Since 2015, the TTC has implemented a number of service initiatives that have increased access to service at all times of day to reflect the vibrancy of the city the TTC serves. Some of these initiatives include: Line 1 extension to Vaughan, express bus services, All-Day Every-Day network and the overnight network.

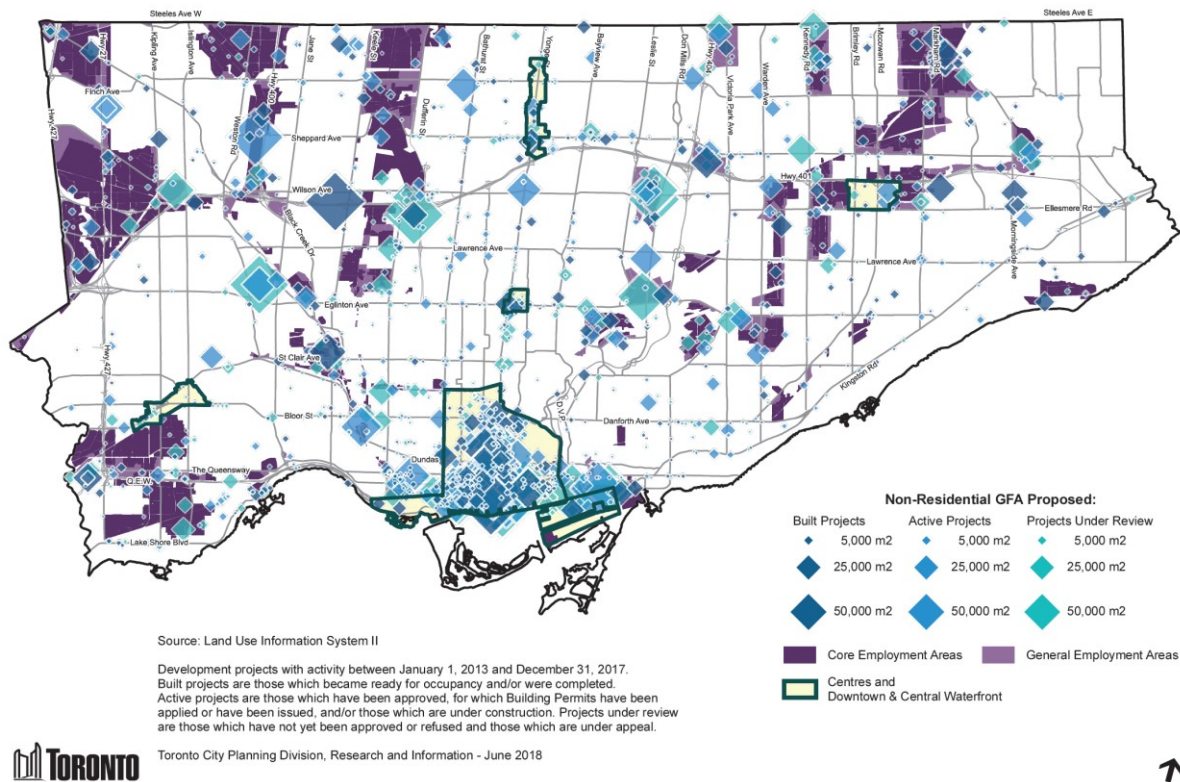
**Population & employment growth**

Toronto’s population and employment is growing based on a range of forecasts and various planning and economic assumptions. The projected population and employment growth, guided by the City’s Official Plan, is more pronounced along the city’s Avenues, Centres and Downtown in order to achieve the key goal of reduced auto dependency. A review of development applications indicates that over the next five years this growth has and will occur across the city as seen in **Figure 1** and **Figure 2**. Residential growth in the city, along with other factors such as road congestion and the increasing cost of vehicle ownership, is occurring in a manner that will increase demand for transit in the city at a rate that exceeds population growth. This relationship has been observed since the adoption of the Official Plan in 2003. Since 2001, population and employment grew at 0.6% and 0.9% per annum respectively, while TTC ridership grew 1.7%. Annual service plans will quantify these growth “hot spots” to identify potential service improvements.

**Figure 1: City of Toronto proposed residential development**



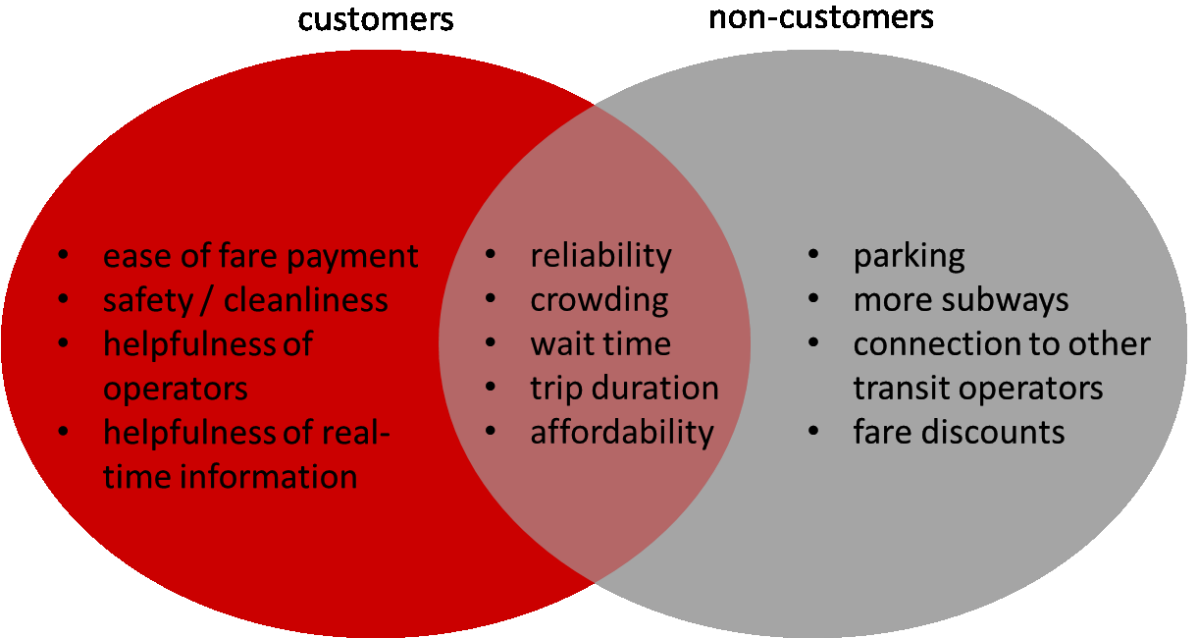
**Figure 2: City of Toronto proposed non-residential development**



**Customer and non-customer needs**

Over the last five years, the TTC has carried out research to better understand both customer and non-customer expectations. Through this research, the TTC has identified five common needs that customers and non-customers expect the TTC to meet (**Figure 3**). These shared needs — reliability, crowding, wait time, trip duration and affordability — provide a framework to identify opportunities to improve the experience for customers and encourage non-customers to use the TTC’s services more.

**Figure 3: Customer and non-customer needs**



**3. Emerging vision and opportunities**

The background and technical review lead to an emerging vision and opportunities. The emerging vision and opportunities will be shared with the community during consultations in mid-June and early July.

The emerging vision for the *Plan* is for the TTC to focus on improvements that directly enhance the TTC’s core-competency, mass transit: moving large volumes of customers safely, reliably and swiftly across the city. The emerging opportunities are:

1. Improve surface transit schedules
2. Prioritize transit on key surface transit corridors
3. Enhance the customer experience at key surface transit stop areas
4. Provide new connections with new higher-order transit services
5. Accelerate integration with regional transit agencies and complementary modes of transport



**Table 3** indicates how these emerging opportunities will help meet the needs of both customers and non-customers.

**Table 3: Emerging opportunities to address customer and non-customer needs**

Opportunity	Customer and non-customer needs				
	Reliability	Crowding	Wait time	Trip duration	Affordability
Improve surface transit schedules	X	X	X	X	
Prioritize transit on key surface transit corridors	X	X	X	X	X
Enhance customer experience at key surface transit stop areas	X	X	X	X	
Provide new connections with new higher-order transit services	X	X	X	X	X
Accelerate integration with regional transit agencies and complementary modes of transport			X	X	X

## Opportunity 1: Improve surface transit schedules

*The TTC can improve reliability, crowding, wait times and trip duration by updating all surface route schedules to provide customers with more punctual and dependable service.*

Our research indicates that customers and non-customers value service reliability. They express this value in many related ways including the importance of increased reliability, shorter trip durations, shorter wait times and less crowding.

Starting in 2015, the TTC has undertaken a multi-year, multi-faceted program to improve service reliability. The program includes the following initiatives:

- Route Management – new practices to deliver reliable service
  - (2015) Customer focused metrics
  - (2015) Reliable schedules
  - (2018) Centralized transit control centre
- Vehicle Reliability – operate reliable vehicles to minimize in-service failures
  - (2015 to 2019) 204 new low-floor streetcars
  - (2015 to 2019) 1,180 new buses
  - (2015) Optimum spare ratio
  - (2015) Preventative maintenance programs
  - (2017) Optimum bus life program
- Operating Practices – secure additional vehicle and operator resources
  - (2016) “Run-as-directed” vehicles
  - (2018) Resilient workforce program
- Technology – leverage technology to make better decisions
  - (2009) PRESTO
  - (2018) Automatic passenger counter (APC) technology
  - (2019) New CAD/AVL system

The service reliability program has resulted in significant improvements. Between 2016 and 2018, mean distance between failures has increased 100% (bus), short-turns have decreased by 33% (**Figure 4**), and on-time departures have increased by 5% (**Figure 5**).

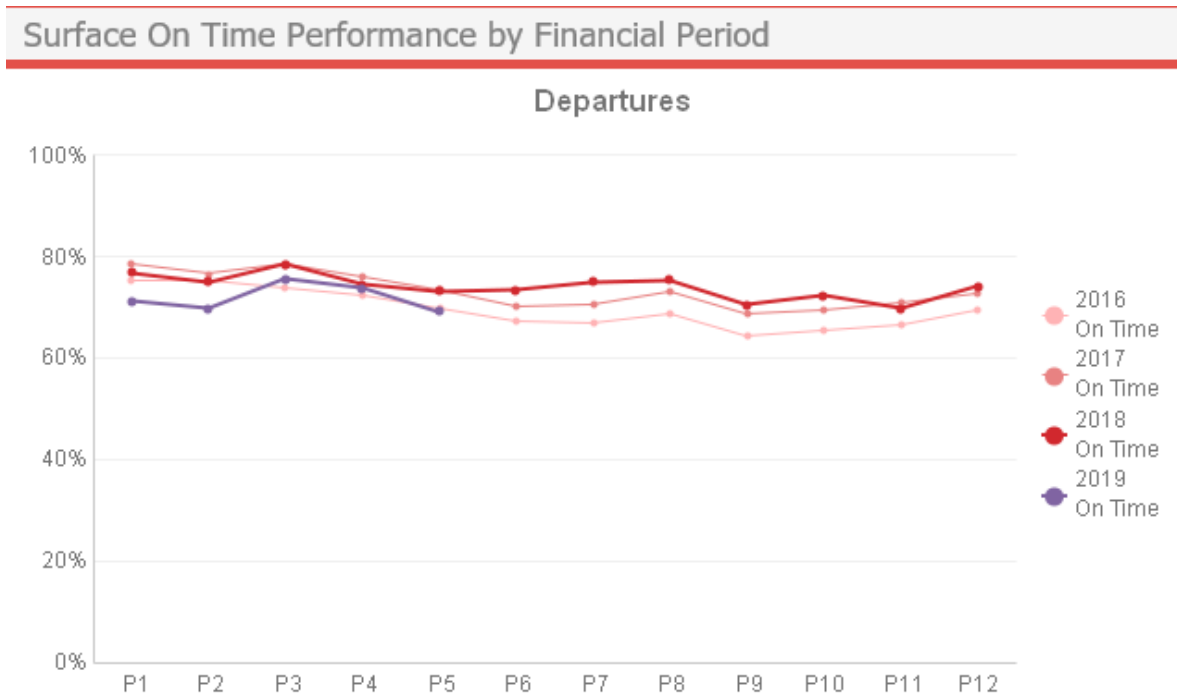
These improvements to service reliability have been made despite the vast majority of surface routes operating in mixed traffic. Surface routes that operate in mixed traffic are susceptible to daily variations in operating conditions due to numerous factors including but not limited to ever-increasing traffic congestion due to population growth in the city and the region and service disruptions due to unplanned events such as collisions and utility works and major construction projects on arterial roadways throughout the city.

Although improvements have been realized, there is an opportunity to further improve surface transit schedules. With the implementation of new technology, there is an opportunity to better understand the variations in traffic congestion and effects on customer demand which will allow the TTC to further improve surface transit schedules to ensure the TTC delivers the service it advertises.

**Figure 4: Short turns (2016-2018)**



**Figure 5: On-time departures (2016-2018)**



## **Opportunity 2: Prioritize transit on key surface transit corridors**

*The TTC can improve reliability, affordability, crowding, wait time and trip durations for hundreds of thousands of customers per weekday by prioritizing transit on high-demand, key corridors.*

The TTC operates 18 surface transit corridors (12 bus, 6 streetcar) on arterial roadways that attract more than 30,000 customer-trips on an average weekday as seen in **Figure 6** and **Attachment 2**. Of these 18, there are 12 corridors (9 bus, 3 streetcar) that attract over 40,000 customer-trips on an average weekday.

Across the Greater Toronto and Hamilton Area (GTHA) there are three non-TTC corridors that attract more than 30,000 customer-trips per weekday when all modes are considered (rail and bus). They are the Lakeshore West GO line, Lakeshore East GO line and Milton GO line.

In Canada and the US, there are approximately 23 bus corridors that operate on arterial roadways that attract more than 30,000 customer-trips per weekday<sup>1</sup>. Approximately half of these routes are operated by the TTC with some transit signal priority and a handful of other treatments. The other half of these routes are operated by New York (MTA – 6), Vancouver (Translink – 2) and San Francisco (SFMTA - 3). Outside of Toronto, almost all of these busy corridors prioritize transit with a range of treatments including dedicated bus lanes, queue jump lanes, enhanced stop amenities, and other tools that are either already in-operation or in the planning stage. **Figure 7** compares priority treatments in New York City (MTA) with the TTC's Wilson Avenue corridor.

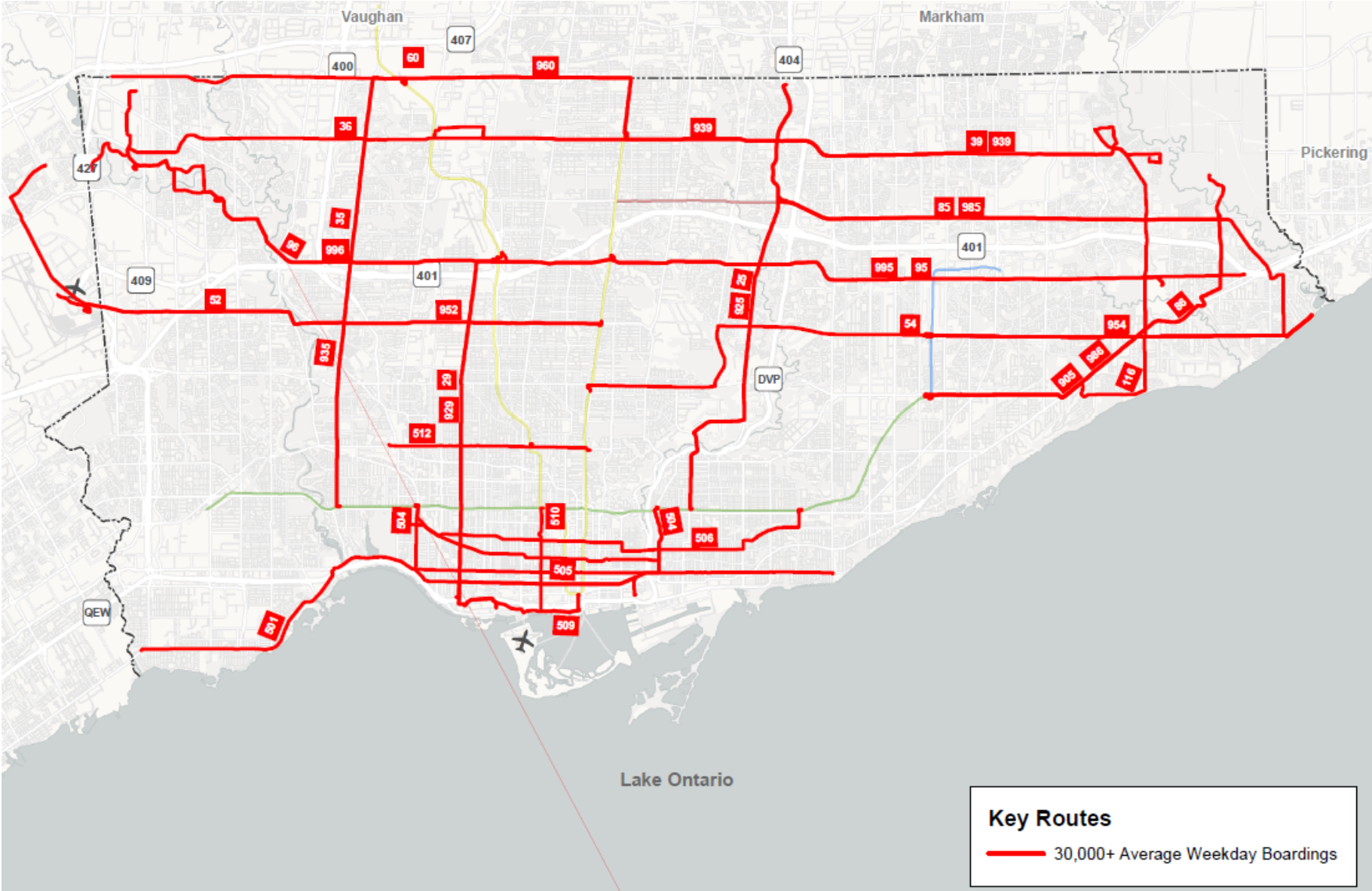
There is an opportunity for the City to prioritize transit on these key corridors and other busy corridors including where multiple routes converge on a single roadway to enter a station such as along McCowan Road into Scarborough Centre Station or where there is high-customer demand over short distances such as along the 63 Ossington bus route south of Bloor Street towards Liberty Village.

These high-demand, key corridors have generally been identified as surface transit priority corridors in the *Official Plan (OP)* as seen in **Figure 8**. Surface transit priority includes a range of treatments which includes queue jump lanes, transit signal priority, exclusive transit lanes, transit plazas and pedestrian zones, HOV lanes, parking/stopping restrictions and turn restriction and many more. The transportation policies in the OP are currently under review and a draft Official Plan Amendment will be considered by Council in July 2019. As part of this review, the map in **Figure 8** will be replaces/updated.

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<sup>1</sup> Based on a high-level peer review of Canadian and US transit agencies including: Atlanta (MARTA), Boston (MBTA), Chicago (CTA), New York (NYCT), Washington (WMATA), San Francisco (MTA), Vancouver (Translink), York Region (YRT/Viva)

**Figure 6: Key surface transit corridors – 30,000+ customer-trips per weekday**



**Figure 7: Transit priority measures on high-demand, key surface corridors**

**MTA – SBS Route Q44 on Offset Bus lanes**  
Source: <http://web.mta.info/mta/planning/sbs/aboutUs.htm>

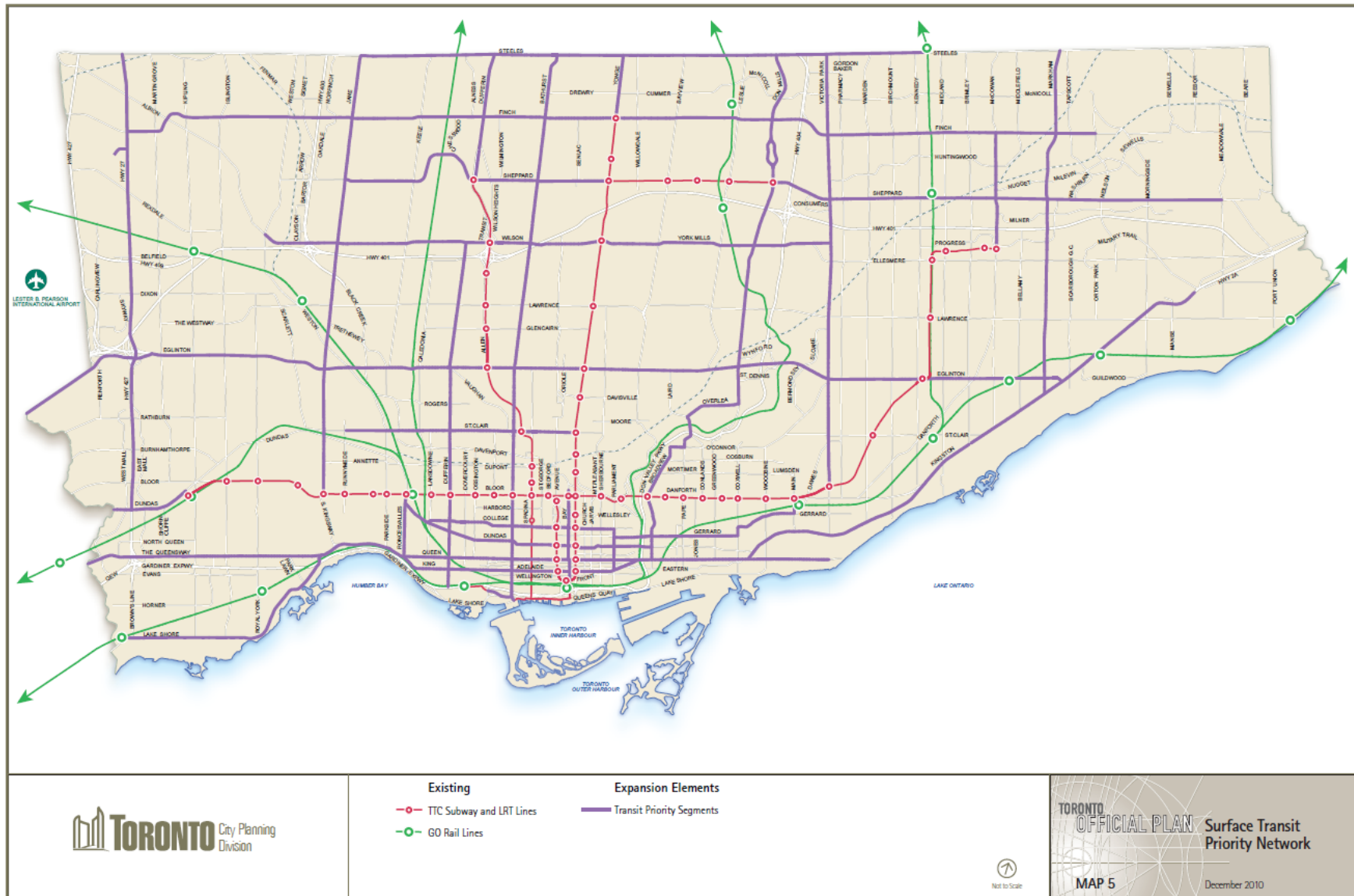


**MTA – SBS Route B44 Bus Stop**  
Source: <http://web.mta.info/mta/planning/sbs/aboutUs.htm>



**Southwest corner of Jane Street and Wilson Avenue**

Figure 8: Map 5 surface transit priority network – Official Plan



**Opportunity 3: Enhance the customer experience at key surface transit stop areas**

The TTC can address reliability, crowding, wait times and trip duration by improving comfort and safety at high-demand, key stop areas.

There are 22 surface transit stop areas (i.e. intersections on arterial roadways) in Toronto<sup>2</sup> where more than 4,500 customer-trips are made per weekday. An example of one of these key stops is shown in **Figure 9** which is located at Jane Street and Finch Avenue West. A map of all 22 key stop areas can be found in **Figure 10**. Of these 22 key stop areas, 13 are located at intersections where there is only bus to bus connections.

To appreciate the magnitude of 4,500+ customer-trips per weekday, there are six GO Stations that exceed this threshold: Union, Clarkson, Oakville, Pickering, Ajax and Whitby.

Enhancing the customer experience at key stop areas and other busy locations provides place-making opportunities to improve transit in the City. Enhancements at key stops include, but are not limited to, the provision of amenities and construction of operational improvements:

- Enhanced shelters which are larger, protected and heated
- Expanded and pleasant waiting areas
- Provision of real-time information communicating expected arrival times
- Provision of Wi-Fi for customers
- Construction of accessible platforms
- Expansion of on-street bus bays to accommodate multiple bus berths

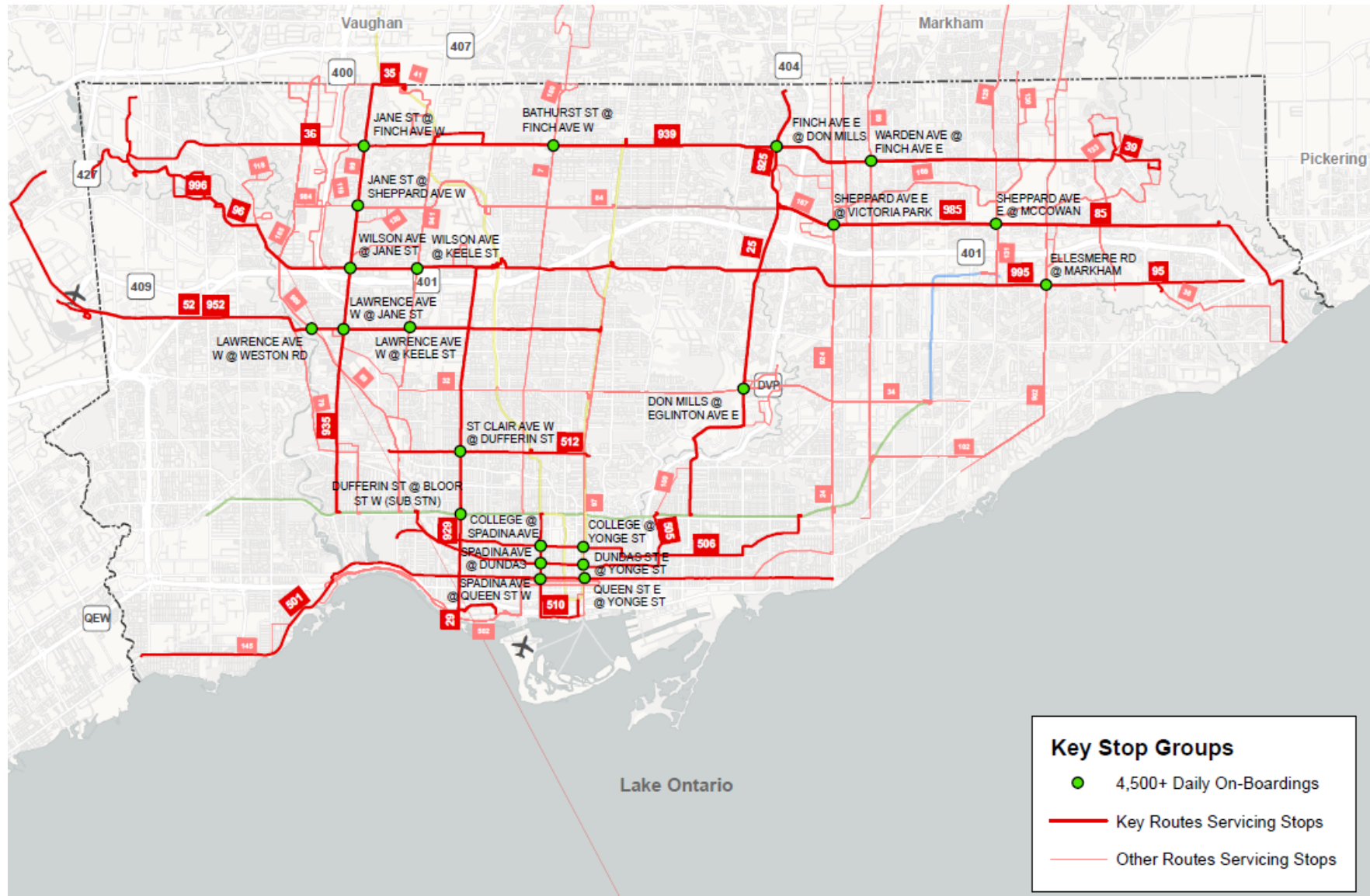
**Figure 9: Key stop – Jane Street and Sheppard Avenue West**



<sup>2</sup> Excluding bus terminals at subway stations



**Figure 10: Key stop areas – 4,500+ customer-trips per weekday**



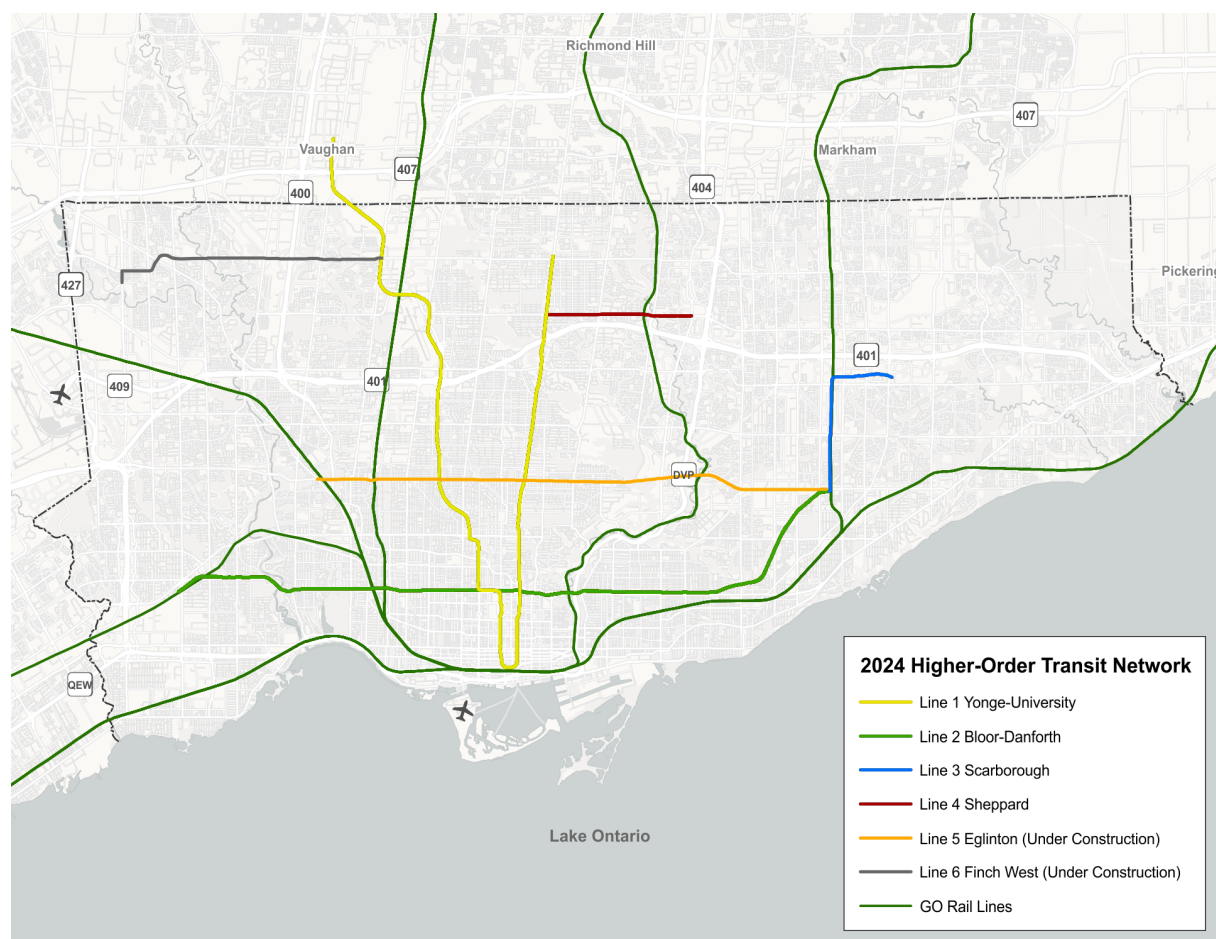
#### Opportunity 4: Provide new connections with new higher-order transit services

*The TTC can address reliability, affordability, crowding, wait time and trip duration by providing new seamless connections to Line 5 Eglinton and Line 6 Finch West.*

Over the next five years, the city's transit network will be transformed by new higher-order transit services as seen in **Figure 11**. Services planned beyond 2024 are not shown.

There is an opportunity for the TTC to increase access for customers to employment, educational and cultural opportunities without increasing travel times by providing new seamless connections to new higher-order transit services.

**Figure 11: Higher-order transit network (2024)**



## **Opportunity 5: Accelerate integration with regional transit agencies and complementary modes of transport**

*The TTC can improve wait times, trip duration and affordability by accelerating integration with other transit services and modes of transportation to improve access.*

The TTC recognizes that the way people move around the city is starting to change. Changes in land use patterns, advancements in technology, and changes in demographics and lifestyles have started to transform how people think about mobility.

Residents of the GTHA routinely travel across municipal borders. Thirty-five percent of all AM peak period trips with either an origin or destination in Toronto cross the municipal boundary<sup>3</sup>. Peak period transit travel is still heavily focused on the downtown core. Forty-six percent of all trips destined to Planning District 1 (downtown core) are made by transit. The transit mode share for the same period to all other areas of the city is only twenty percent<sup>4</sup>.

This *Plan* presents an opportunity to integrate service with neighbouring transit agencies to improve transit for existing customers and new riders that travel across municipal boundaries.

In addition to cross-boundary travel, we know that as a result of the sharing economy, mobility trends have been changing. A multitude of mobility options in Toronto have been growing rapidly and are becoming increasingly more tailored to the individual and trip type. The transportation system is shifting from a traditional model of owning our own transportation or using public transit to a “mobility as a service” system where we either own our own transportation or access shared-mobility options.

This *Plan* presents an opportunity to better integrate the TTC with all modes, including shared modes. The TTC believes this will greatly improve access which the city and region’s prosperity depends upon.

## **4. Conclusion**

This report provides a status update on the *5-Year Service Plan & 10-Year Outlook* which began in January 2019 and is scheduled for completion in December 2019. This status update includes an overview of the *Plan’s* purpose and work plan, a summary of early findings, and emerging vision and opportunities.

Based on the work completed to-date, an emerging vision and opportunities have been identified which will be the basis for engagement with the community in mid-June and early July of 2019.

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<sup>3</sup> 2016 Transportation Tomorrow Survey

<sup>4</sup> 2016 Transportation Tomorrow Survey

The emerging vision of the *Plan* is for the TTC to focus on near-term improvements that can be delivered in five-years that enhance the TTC's core-competency, mass transit: moving large volumes of customers safely, reliably and swiftly across the city.

The five emerging opportunities include:

1. Improve surface transit schedules
2. Prioritize transit on key surface transit corridors
3. Enhance the customer experience at key surface transit stop areas
4. Provide new connections with new higher-order transit services
5. Accelerate integration with regional transit agencies and complementary modes of transport

Taken together, these opportunities will attract and retain customers while adapting to the changing mobility landscape.

## **Contact**

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## **Signature**

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Kathleen Llewellyn-Thomas, P.Eng.  
Chief Customer Officer

## Attachments

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### Attachment 1: 5-Year Service Plan & 10-Year Outlook work plan and schedule

#### 1. Scope

##### *Task 1 – Background review*

In Task 1, the focus will be on a comprehensive background review to set the foundation for the Plan. The review will identify the City's major city-building objectives as they relate to the economic, social and environmental vitality of Toronto. The background review will also focus on gaining a better understanding of our customers: who they are, where they travel, why they travel and what do they see as the key areas for improvement. The background review will also assess existing service performance, identify future conditions that need to be accounted for (Line 5 Eglinton, Line 6 Finch West), and review population and employment. Ultimately, Task 1 will conclude with a summary of opportunities that will drive the development of strategies to improve transit in the City of Toronto.

##### *Consultation 1 – Expectations*

A key component of Task 1 is a short online survey where the public will be asked about our emerging findings and their priorities for the TTC. This information will be used to guide Task 2 – developing a vision and strategic directions for the Plan.

##### *Task 2 – Vision and strategic directions*

In Task 2, the Plan's vision and strategic directions will be set. This will provide a strategic framework that will guide the Plan. An example of a strategic direction could be to prioritize surface transit on busy corridors.

##### *Consultation 2 – Identification of concepts*

Consultation 2 consists of the development of a public Discussion Guide / Toolkit with ideas to address opportunities. The TTC will also host six community pop-up events with the public and a city-wide stakeholder meeting (e.g. advocacy groups, associations, and partner agencies). An online survey that matches the Discussion Guide will also be available for customers and stakeholders to provide feedback. The purpose of this consultation is to identify new and innovative service and infrastructure improvements that will effect change and transform the TTC. In these sessions we expect to obtain ideas on improvements that can be quickly implemented in a 5-year horizon and major concepts that can inform future transit planning. These ideas will form the long list of transit improvements identified in Task 3.

##### *Task 3 – Long list of transit improvements*

Through in-person engagements and consultations, as noted in Consultation 2, a long list of transit improvements will be developed. The transit improvements could range from service (e.g. service integration with neighbouring transit agencies) to infrastructure (e.g. transit priority measures, dedicated rights-of-way) improvements and will directly link back to the strategic directions identified in Task 2. An example of an

improvement could be to expand express services in conjunction with transit priority measures to support a strategic direction of reducing travel times for customers living in the outer suburbs and in neighbouring municipalities.

#### *Task 4 – Evaluation*

The TTC will develop an evaluation framework based on numerous dimensions, including inputs captured in Consultation 1, the TTC's Service Standards and the City's evaluation framework for transit planning projects. The evaluation framework will be used to categorize, short-list and prioritize the long list of transit improvements identified in Task 3.

#### *Task 5 – Recommended plan*

In Task 5, the TTC will develop a recommended 5-Year Service Plan & 10-Year Outlook. The recommended plan will be presented to the public and stakeholders for feedback as described in Consultation 3. The Plan will also identify operating and capital cost requirements to implement the selected improvements. The Plan will include a phasing and monitoring plan to ensure objectives are measurable and can be regularly reported to the TTC Board.

#### *Consultation 3 – Review the plan*

In Consultation 3, the TTC will share the recommended Plan with the public, stakeholders and the TTC Board. The purpose of this consultation is to obtain confirmation that the Plan meets expectations and identifies actionable improvements that achieve the Plan's vision and strategic directions. A second public Discussion Guide / Toolkit will be developed. A second city-wide stakeholder meeting will be held and an online survey will be available for feedback.

#### *Task 6 – Final report*

A final report will be prepared and presented to the TTC Board in December 2019.

## 2. Schedule

TIMING		2019									
		March	April	May	June	July	August	September	October	November	December
<b>Task 1 - Background review</b>											
	Consultation 1 - project website, short online survey										
<b>Task 2 - Vision and strategic directions</b>											
<b>Task 3 - Long list of transit improvements</b>											
	Consultation 2 - stakeholder engagement, pop-up public meetings, online engagement										
<b>Task 4 - Evaluation</b>											
<b>Task 5 - Recommended plan</b>											
	Consultation 3 - stakeholder engagement, online engagement										
<b>Task 6 - Final Reporting</b>											
	Board Meeting Presentation										

## Attachment 2: 18 key surface transit corridors

### Key bus corridors (2018)

Route	Route #s	Avg. Weekday Boardings
Finch East	39, 939	53,400
Eglinton East-Morningside-Meadowvale	86, 986, 116, 905	48,900
Finch West	36	47,600
York Mills	95, 38, 133	44,500
Jane	35, 935	44,600
Lawrence West-Dixon	52, 952	44,000
Don Mills	25, 925	43,500
Dufferin	29, 929	42,600
Sheppard East	85, 985	41,000
Wilson	96, 165	38,000
Lawrence East	54, 954	36,900
Steeles West	60, 960	33,500

### Key streetcar corridors (2018)

Route	Route #s	Avg. Weekday Boardings
King	504	84,000
Queen	501	55,300
Spadina-Harbourfront	509, 510	52,500
College-Carlton-Gerrard	506	39,200
St Clair	512	35,500
Dundas	505	32,600