



5-Year Service & Customer Experience Action Plan

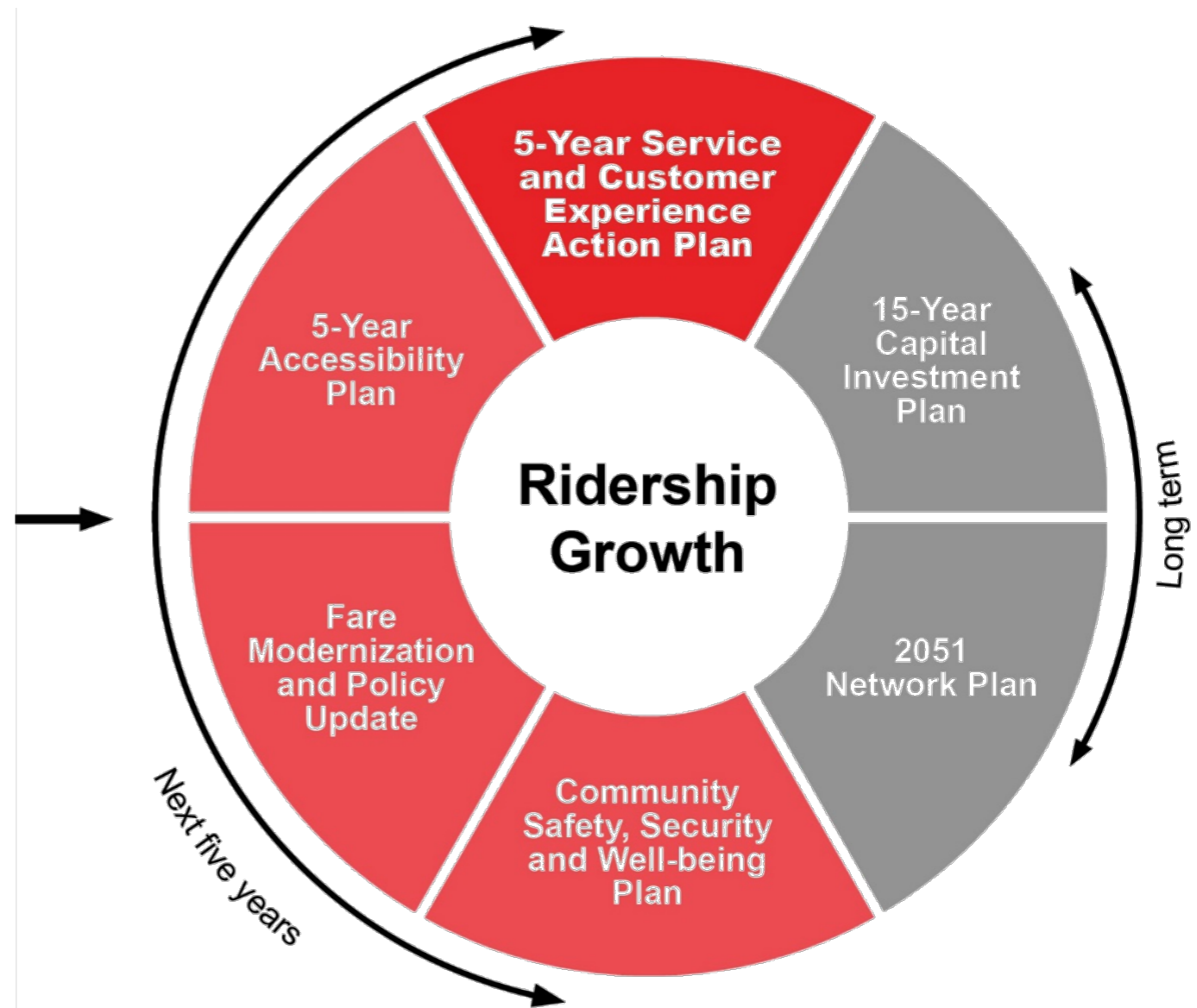
TTC Board Presentation

May 16, 2024



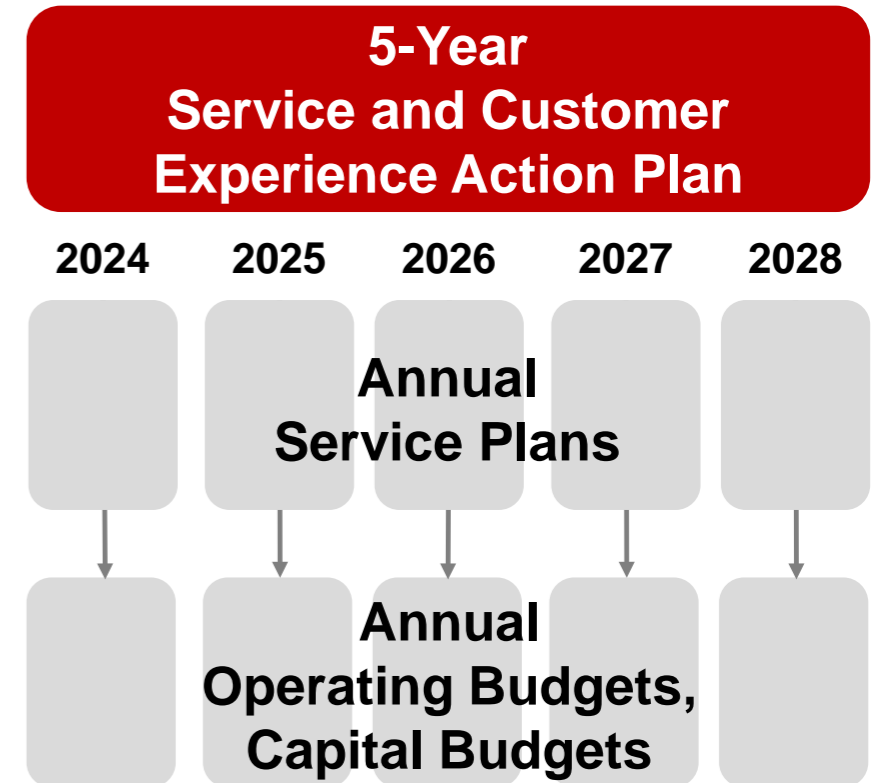
TTC Corporate Plan drives strategic directions

**Strategic Direction 2:
Attract New Riders and
Retain Customer
Loyalty**



What is the 5-Year Service & Customer Experience Action Plan?

- Blueprint to attract new and retain existing riders over next five years
- Identifies resource and funding requirements based on service needs and customer experience opportunities
- Guides annual service plans and future operating budgets and capital budgets



What factors are considered when preparing the plan?



Strategic Documents

- Province
- City
- TTC
- Peer transit agencies
- Industry trends and best practices



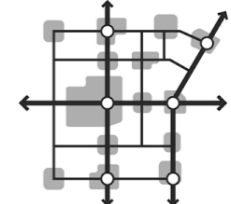
City Indicators

- Population growth
- Employment growth
- Development applications
- Economic indicators



Demographic Insights

- Age
- Income
- Housing
- Diversity
- Equity

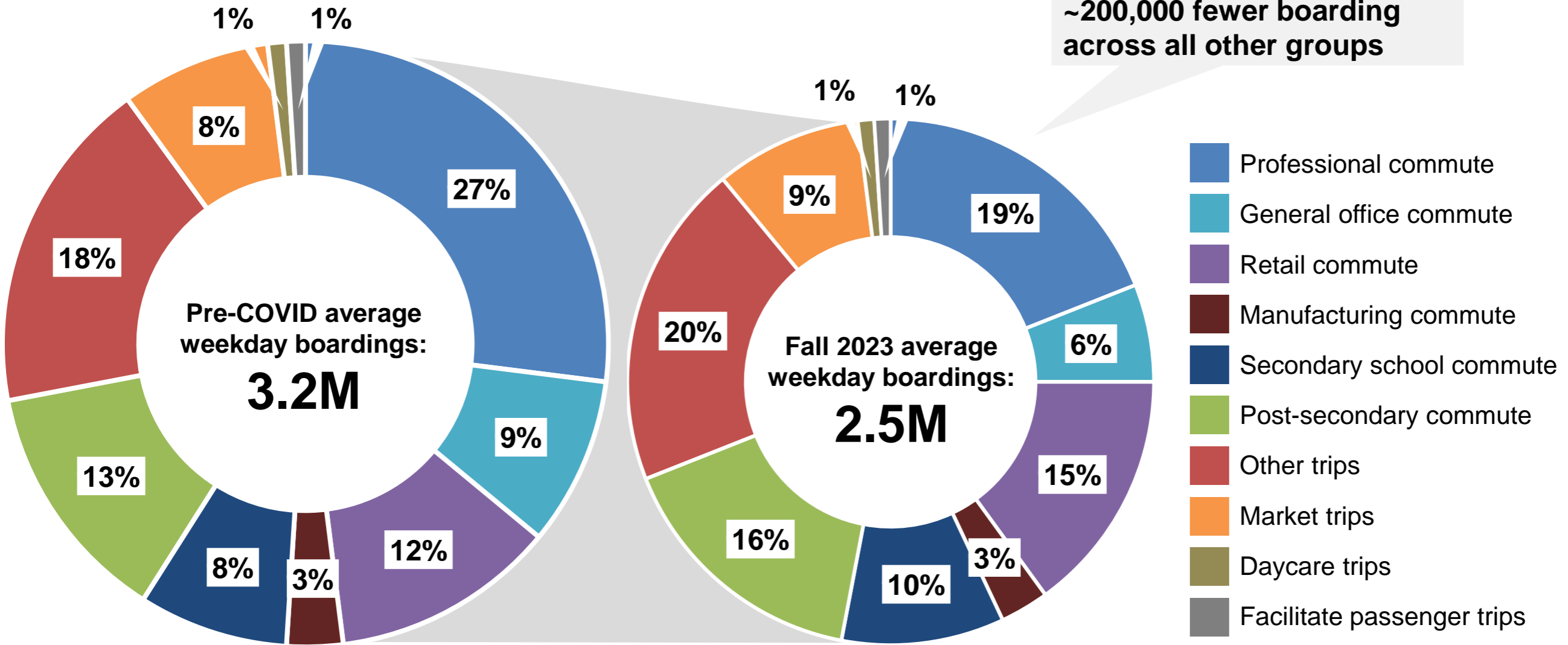


Ridership, Operational, Customer Trends

- Travel trends
 - **hybrid work**
- Route + network analysis
 - **fare and service integration**
- Operational performance
 - **congestion**
- Customer feedback

Why do our customers use TTC?

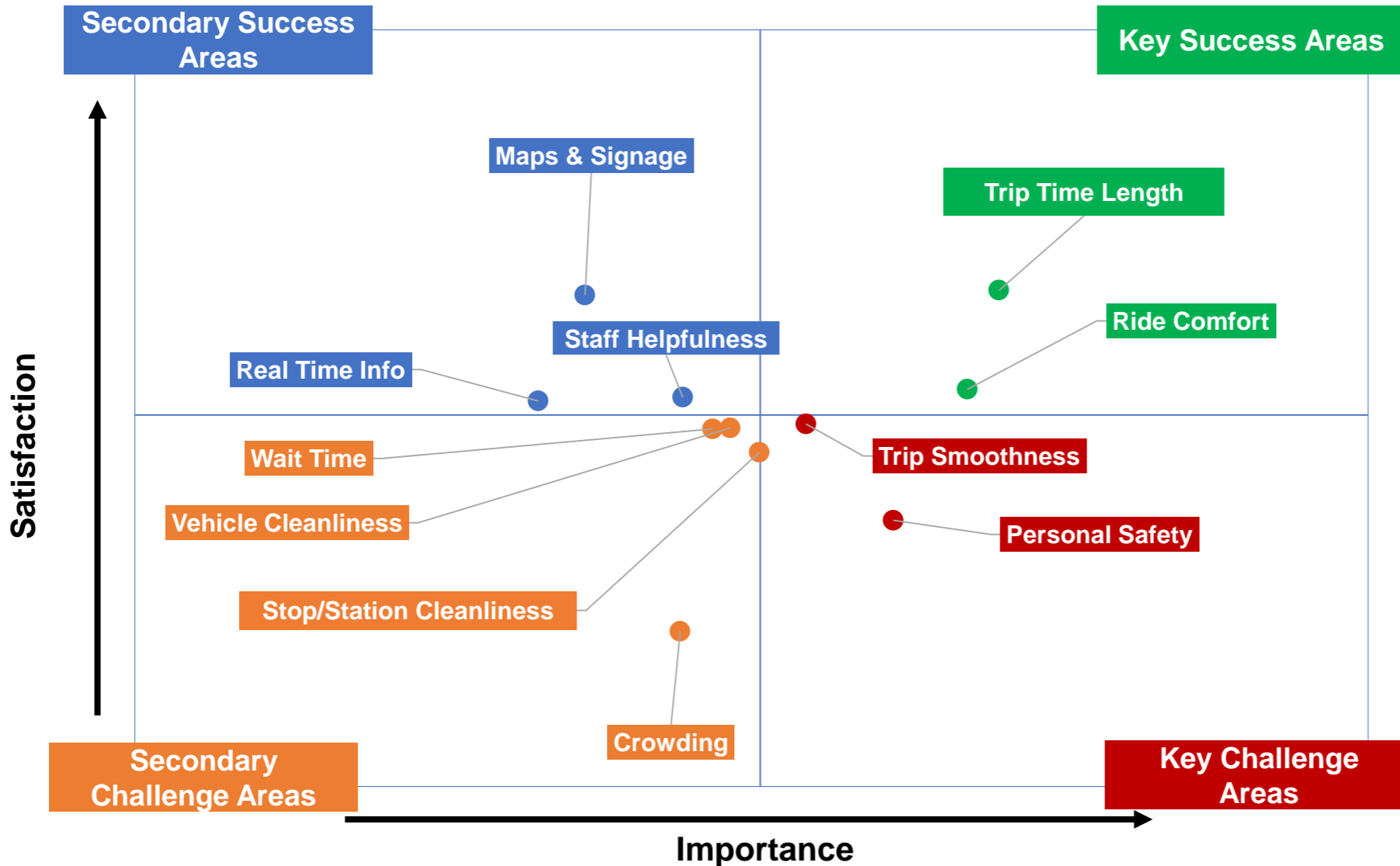
~500,000 fewer boardings for professional commute
 ~200,000 fewer boarding across all other groups



Approximately to scale; By Trip Purpose, 2016 TTS and Estimated Trip Purposes, Fall 2023



What do our customers want?



What we consistently hear from our customer:

Customers strongly value the basics – fast, reliable, safe and comfortable service



What do our customers want in the Plan?



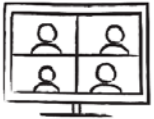
2,913

Survey participants



300+

Pop-up participants



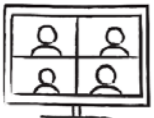
23

Community partner meeting participants



19

TTC employee focus group participants



20

Customer focus group participants



540

People engaged by Youth Ambassadors

"Improving service reliability is the single greatest improvement that will impact my experience with the TTC."

"Improving service should not just be about increasing frequency (albeit this is important) but also about speed improvements and reliability."

"We just want transit that's frequent and reliable."

| Improvements to surface transit are critical

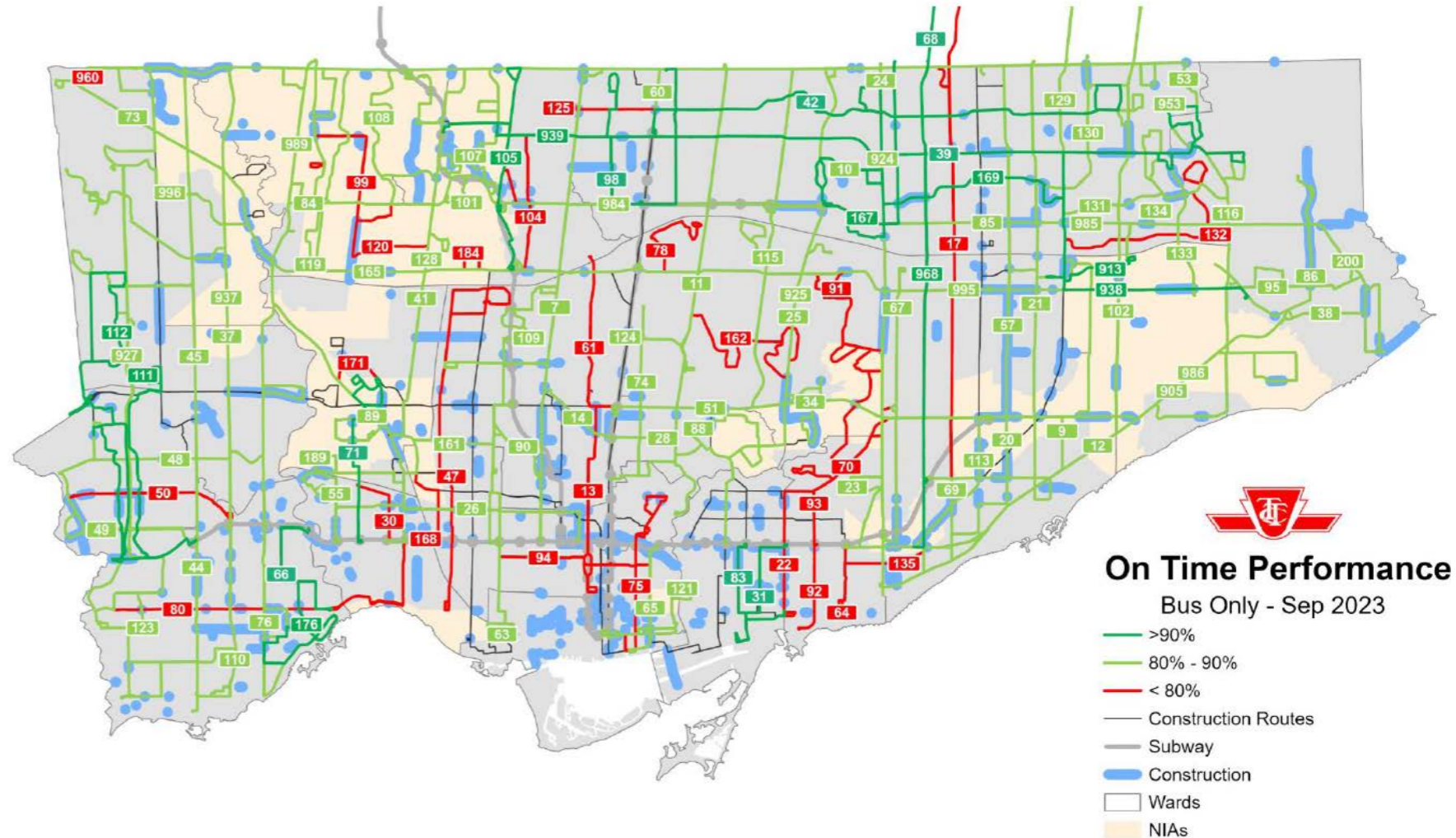
Customers value fast, frequent and reliable service

Nearly all routes operate in mixed traffic

Increases in traffic congestion result in slower and more unreliable service

Many routes require schedule improvements to ensure service is being delivered as advertised

Must continue the work started in first 5-Year Service Plan and implement transit priority on major bus corridors starting with Jane, Finch East, Dufferin, Steeles West



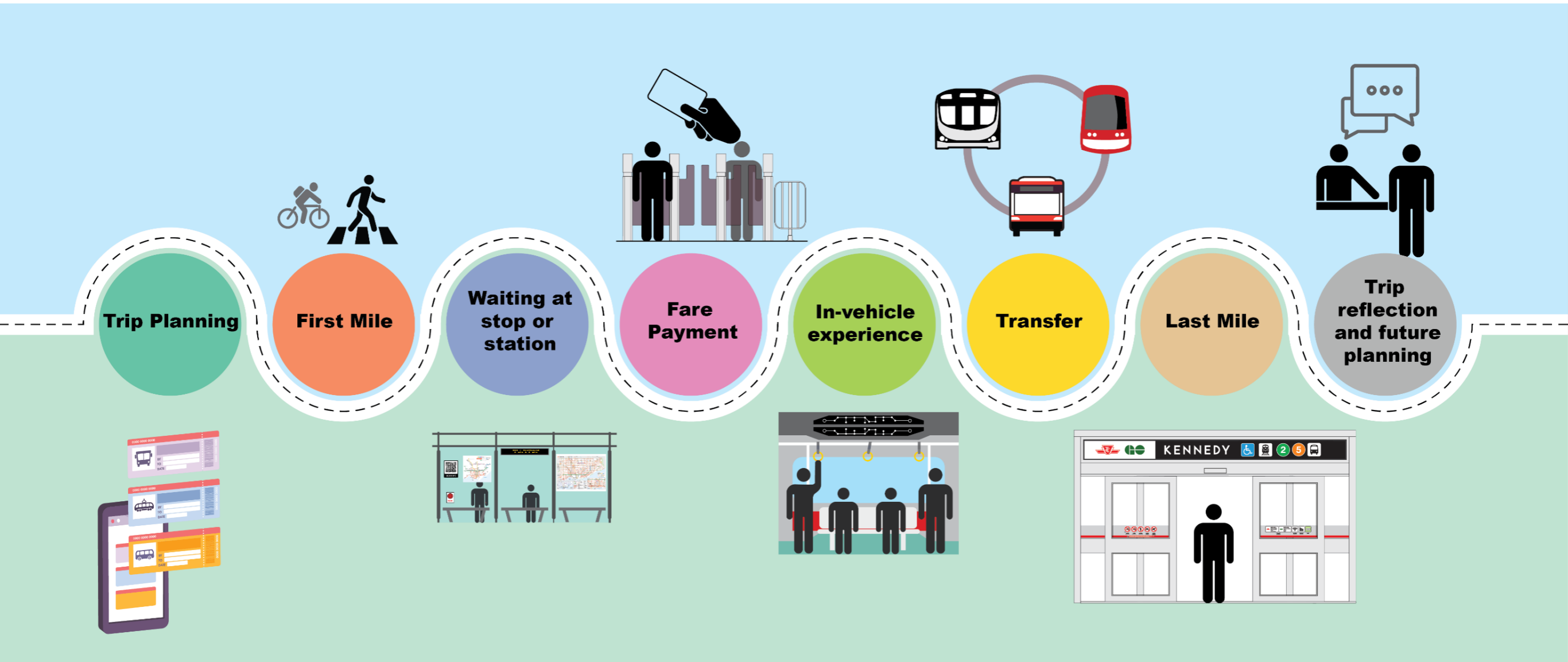
TTC R&A 06-11-2023 DRG. No. 12604b



| Plan objective

**Focus on improvements that enhance
TTC's core competency:
mass transit – moving large volumes of customers
safely, reliably, and swiftly across Toronto
and improving how customers experience the system**

Improve the end-to-end customer journey



Plan framework – Seven opportunities and 25 actions



1
foster
a customer-
centric mindset

2 actions

2
enhance
the transit
network

7 actions

3
improve
service
reliability

2 actions

4
prioritize
surface transit

4 actions

5
accelerate
integration

4 actions

6
enhance
safety and
comfort

3 actions

7
streamline
information
and services

3 actions

25-point action plan

Pillar 1: Foster a customer-centric mindset

- 1.1. Reinforce the organizational commitment to customer service
- 1.2. Elevate the importance of ongoing public engagement

Pillar 2: Enhance the transit network

- 2.1. Accommodate population and employment growth
- 2.2. Implement new services to address travel patterns
- 2.3. Open Line 5 Eglinton
- 2.4. Open Line 6 Finch West
- 2.5. Implement Line 3 future busway
- 2.6. Restore and enhance service standards
- 2.7. Enhance service planning equity lens

Pillar 3: Improve service reliability

- 3.1. Improve service reliability
- 3.2. Doing disruptions differently

Pillar 4: Prioritize surface transit

- 4.1. Implement the Surface Transit Network Plan (RapidTO)
- 4.2. Implement targeted regulatory transit priority measures
- 4.3. Implement more transit signal priority
- 4.4. Implement more queue jump lanes

Pillar 5: Accelerate integration with regional transit partners and complementary modes of transport

- 5.1. Implement fare and service integration
- 5.2. Enhance integration with cycling
- 5.3. Enhance pedestrian pathways to TTC
- 5.4. Improve microtransit and review micromobility connection opportunities

Pillar 6: Enhance safety and comfort at stops, stations and in vehicles

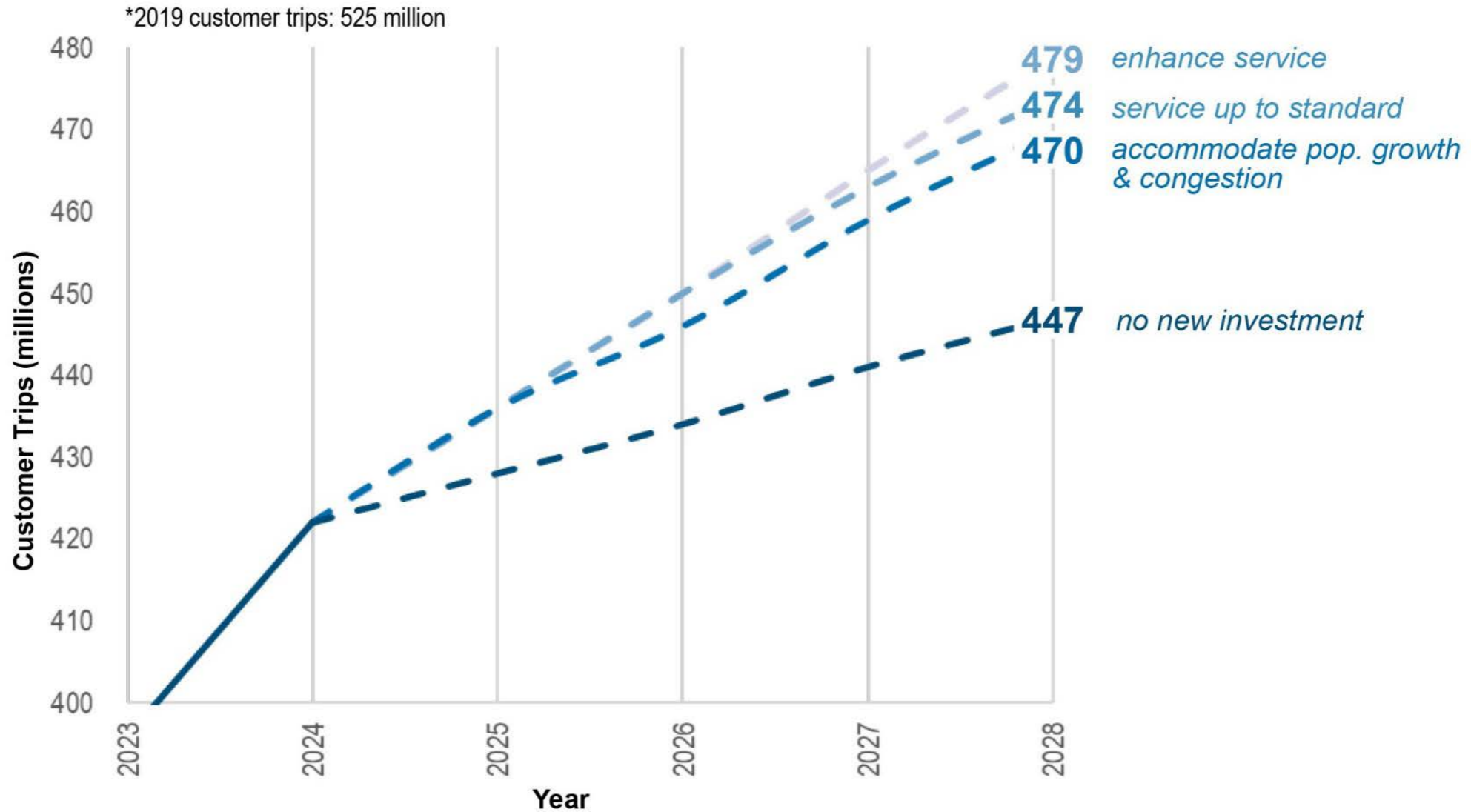
- 6.1. Improve the comfort and convenience of stop areas
- 6.2. Improve the comfort and convenience of stations and vehicles
- 6.3. Prioritize safety and security

Pillar 7: Streamline information and services

- 7.1. Improve customer service and loyalty
- 7.2. Improve customer awareness and education
- 7.3. Provide customers with accurate, accessible and timely information



Ridership projections



Operating funding (\$ millions, 2024 dollars)

| Investment “Bundle” | 2024 | 2025 | 2026 | 2027 | 2028 | 5-Year total | (2025-2028) |
|---|-----------------|------------------|---------------|---------------|---------------|----------------|----------------|
| Accommodate population growth and congestion | \$78.2 | \$59.5 | \$11.0 | \$11.0 | \$11.0 | \$170.7 | \$92.5 |
| Bring service up to standard | | \$22.0 | \$28.0 | | | \$50.0 | \$50.0 |
| Enhance service | | -\$4.0 | -\$2.0 | \$26.0 | \$33.0 | \$53.0 | \$53.0 |
| Total – Incremental annual operating costs | \$78.2** | \$85.6*** | \$37.0 | \$37.0 | \$44.0 | \$281.8 | \$203.6 |

Notes:

* Table assumes Line 5 and Line 6 opening in Q3 2024. The net costs to operate Lines 5 and 6 are to be covered by provincial funding, to the end of 2026, in accordance with the Ontario-Toronto New Deal Agreement

** Includes incremental costs of in-year service adjustments

*** Includes annualization of 2024 service adjustments

**\$70.3 million
net operating cost**

Fleet (planned in-service vehicles)

| Mode | 2024 | 2025 | 2026 | 2028 | 2028 | Net increase |
|-------------------------|-------|-------|-------|-------|-------|--------------|
| Buses | 1,580 | 1,580 | 1,620 | 1,660 | 1,680 | +100 (6.3%) |
| Streetcars | 152 | 162 | 172 | 182 | 192 | +40 (26.3%) |
| Line 1 – Trains (6 car) | 55 | 61 | 63 | 65 | 65 | +10 (18.2%) |
| Line 2 – Trains (6 car) | 40 | 43 | 44 | 46 | 46 | +6 (15.0%) |
| Line 4 – Trains (4 car) | 3 | 4 | 4 | 4 | 4 | +1 (33.3%) |
| Line 5 – LRVs (2 car) | 28 | 28 | 28 | 28 | 28 | - |
| Line 6 – LRVs (1 car) | 15 | 15 | 15 | 15 | 15 | - |



Capital funding (\$ millions, 2024 dollars)

| Capital Requirement | Status | 2024 | 2025 | 2026 | 2027 | 2028 | 5-Year total |
|--|------------------|----------------|----------------|----------------|----------------|----------------|------------------|
| Service Planning (transit priority measures, bus stop upgrades) | Funded | \$15.2 | \$19.5 | \$23.6 | \$27.5 | \$10.0 | \$95.7 |
| | Unfunded | | \$8.5 | \$25.5 | \$33.3 | \$51.1 | \$118.5 |
| | Sub-total | \$15.2 | \$28.0 | \$49.1 | \$60.7 | \$61.1 | \$214.1 |
| Fleet and Supporting Projects (buses, streetcars, subway cars, Hillcrest facility) | Funded | \$421.8 | \$651.3 | \$138.4 | \$81.1 | \$44.1 | \$1,336.7 |
| | Unfunded | \$17.7 | \$295.8 | \$370.7 | \$340.6 | \$405.7 | \$1,430.6 |
| | Sub-total | \$439.5 | \$947.1 | \$509.1 | \$421.7 | \$449.8 | \$2,767.2 |
| Grand Total | Funded | \$437.0 | \$670.8 | \$162.0 | \$108.5 | \$54.1 | \$1,432.3 |
| | Unfunded | \$17.7 | \$304.4 | \$396.2 | \$373.9 | \$456.8 | \$1,549.1 |
| | Sub-total | \$454.7 | \$975.1 | \$558.2 | \$482.4 | \$510.9 | \$2,981.3 |



Plan benefits



**Accommodate
Growth**



**Promotes
Activity**



**Enhance
Customer
Experience**



**Advances
TransformTO**



**Increases
Ridership**



**More
Frequent
Service**



**More
Reliable
Service**



**Improves
Access**



**Supports
Mental Health
+ Well-Being**



**Uses
Streets More
Efficiently**



**Reduces
Emissions**



**More Rapid
Service**



**Upgrades
Stops and
Station Areas**



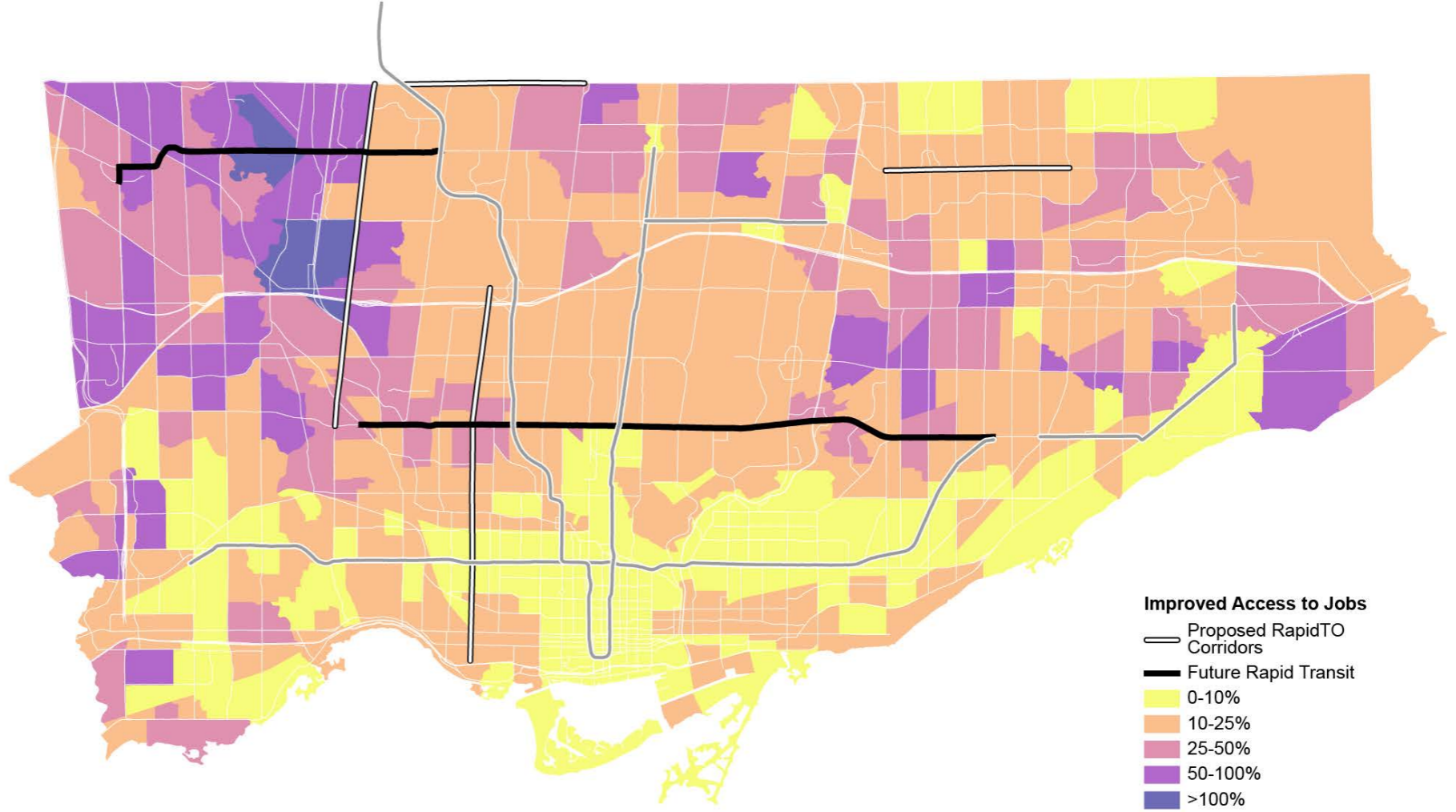
**Provides
Accurate
Information**



Increased access to employment

In 2028,
how many more jobs
can you access within
60 minutes?

Our improvements:
Line 5
Line 6
RapidTO
Service up to standard
Service enhancements



10-year outlook

Population and employment will continue to grow by 1% per year and transit will continue to play a vital role in the City's prosperity

We must:

- continue to improve the speed, reliability and frequency of our service to ensure we remain a competitive travel option
- continue to expand our fleet to improve service
- explore and implement new technologies, tools and methods to ensure we are improving our customers' end-to-end journeys

Rapid transit outlook

Ontario Line

Line 1 Yonge North Extension

Line 2 East Extension

Line 5 Eglinton West Extension

Line 7 Eglinton East

SmartTrack/GO Expansion

Dundas Bus Rapid Transit

Durham-Scarborough Bus Rapid Transit

Bloor-Yonge Capacity Improvement project

Airport Transit Hub

Waterfront East LRT



Pillar 1: Foster a customer-centric mindset



1.1 Reinforce the organizational commitment to customer service



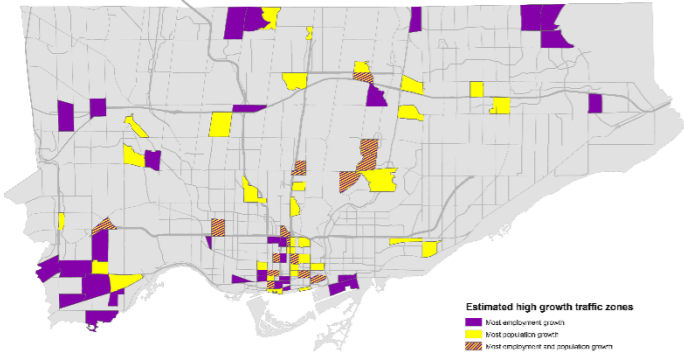
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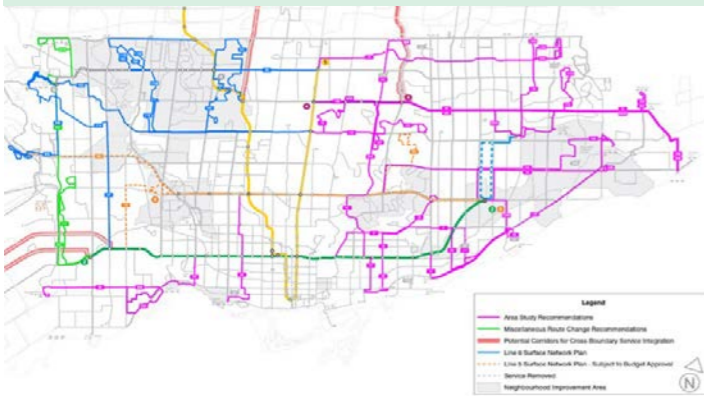
Pillar 2: Enhance the transit network



2.1 Accommodate population and employment growth



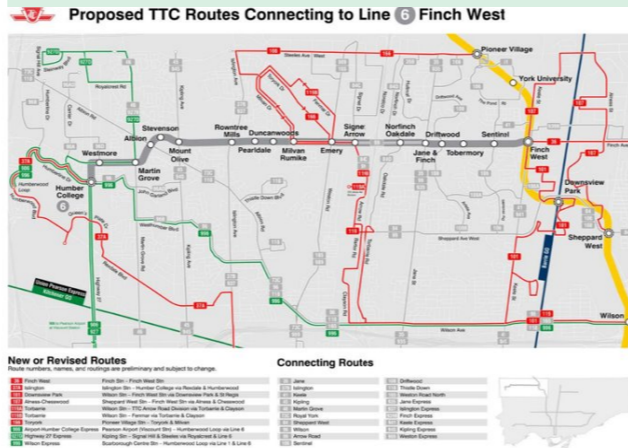
2.2 Implement new services to address travel patterns



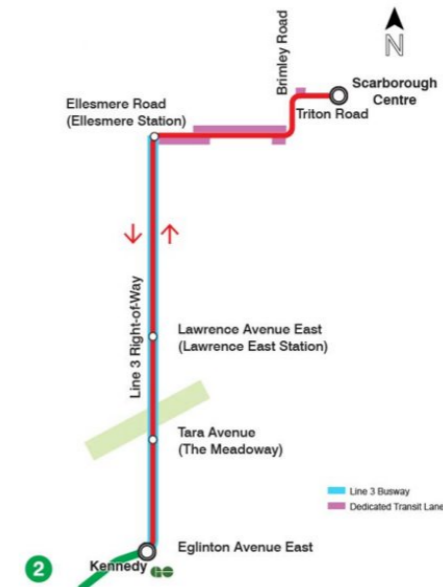
2.3 Open Line 5 Eglinton



2.4 Open Line 6 Finch West



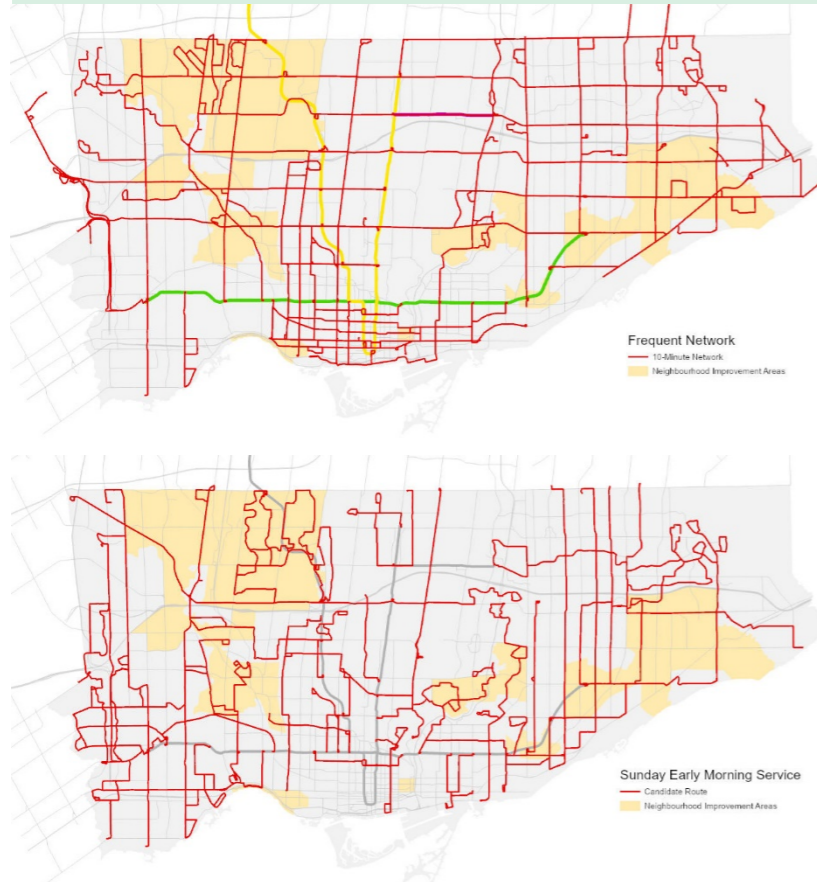
2.5 Implement Line 3 future busway



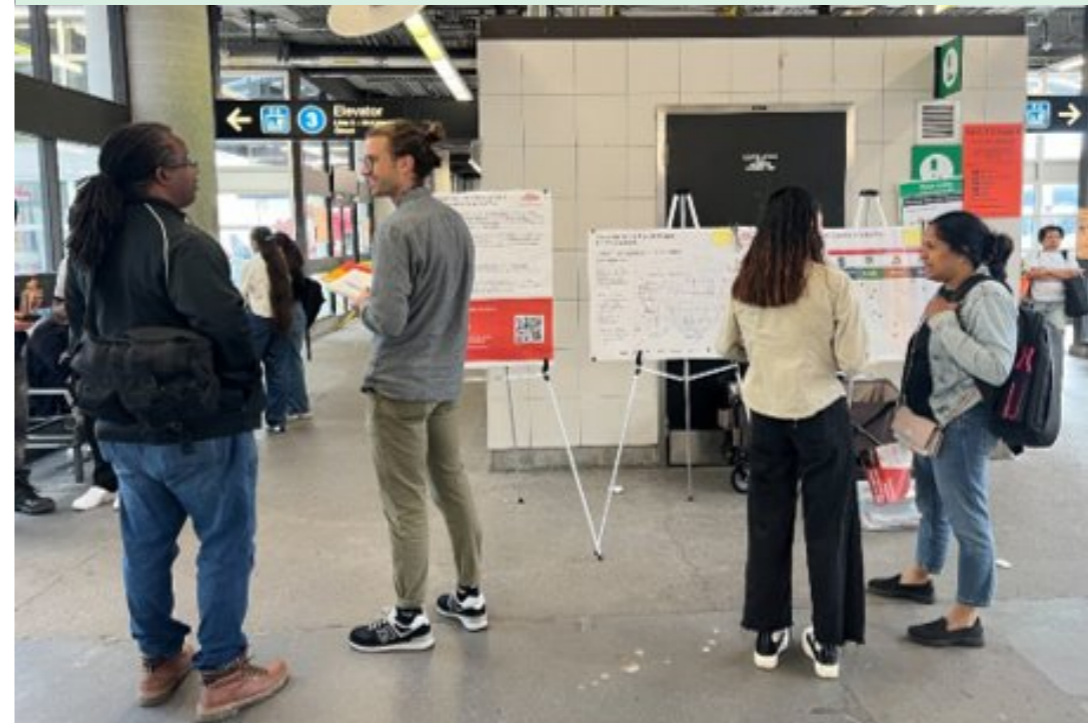
Pillar 2: Enhance the transit network



2.6 Restore and enhance service



2.7 Enhance service planning equity lens



Pillar 3: Improve service reliability



3.1 Improve service reliability



Continuously review transit schedules
Review service reliability metrics



Improve weekend and overnight schedules to reflect operating conditions



Deploy automated monitoring and operator training and counselling to improve on-time departures
Evaluate the success of the active and passive route supervision pilot



Review infrastructure needs at the end-of-line points to ensure they meet operational needs

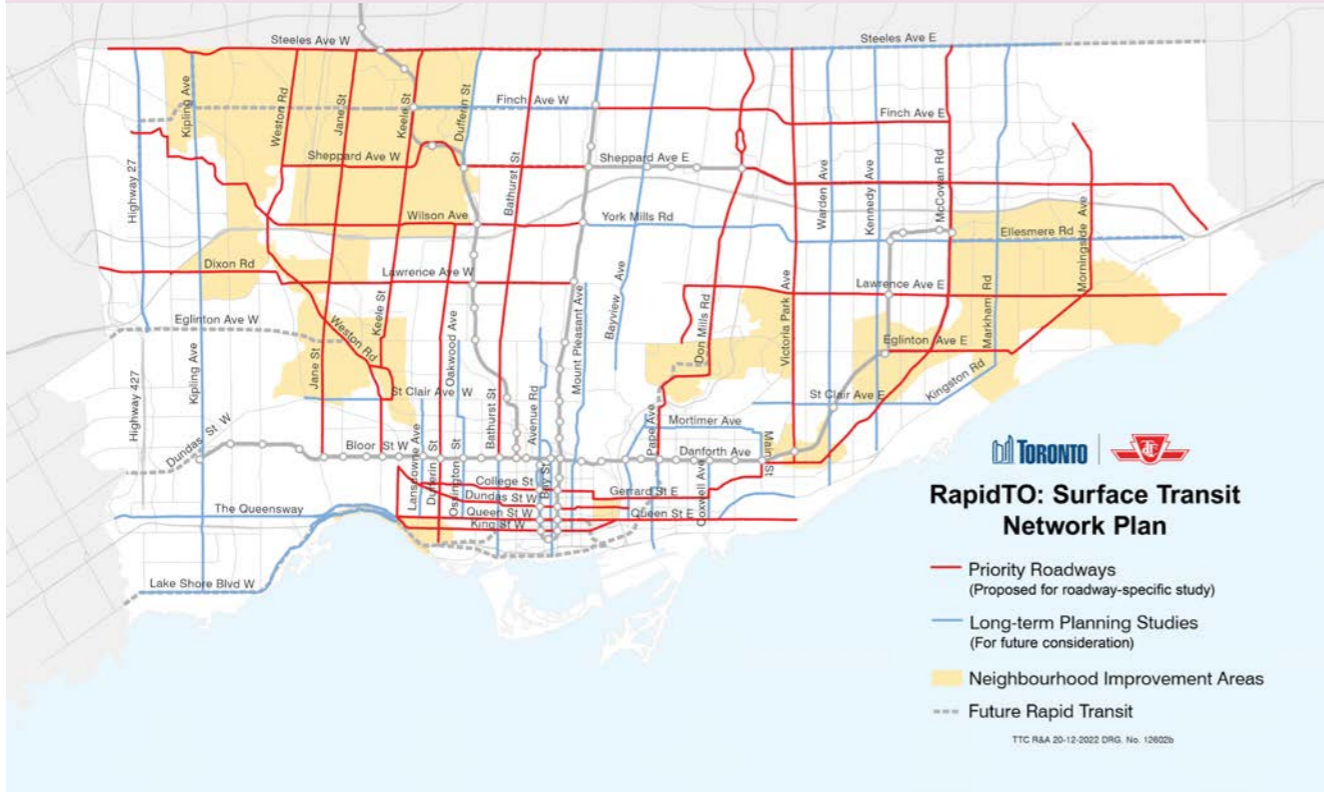
3.2 Doing disruptions differently



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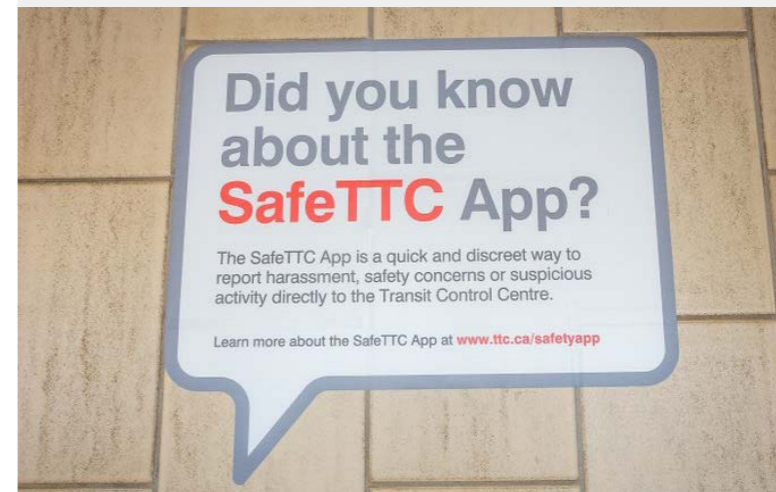
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6.2 Improve the comfort and convenience of stations and vehicles



6.3 Prioritize safety and security



Pillar 7: Streamline information and services



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7.3 Provide customers with accurate, accessible and timely information

