

TORONTO TRANSIT COMMISSION REPORT NO.

MEETING DATE: August 19, 2014

SUBJECT: OPPORTUNITIES TO IMPROVE TRANSIT SERVICE IN
TORONTO

ACTION ITEM

RECOMMENDATIONS

It is recommended that the Board:

- 1) Endorse the following bus and streetcar service initiatives which can be implemented in the short-to-medium term and would improve the quality, reliability, comfort, and convenience of transit service in Toronto:
 - a) implement all door boarding and proof-of-payment on all streetcar routes;
 - b) reduce wait times and crowding on bus and streetcar routes;
 - c) establish a city-wide network of Ten-Minute-or-Better bus and streetcar services;
 - d) expand the Express Route Network with new and improved express bus routes;
 - e) implement more transit priority measures;
 - f) add resources to improve service reliability and route performance;
 - g) operate all routes all day, every day across the city;
 - h) change the one-trip-per-fare to a two-hour-travel-privilege-per-fare; and
 - i) expand the overnight bus and streetcar network.
- 2) Note that, although there are significant transit improvements under construction or under active consideration in Toronto -- such as the Eglinton-Crosstown Light-Rail Line, the "Scarborough Subway", and the Finch and Sheppard Light-Rail Lines -- all of these are in the range of 7-20 years away from implementation; Toronto needs improvements to transit now in order to improve mobility for all residents, reduce worsening traffic congestion and air pollution, provide better access to Toronto's employment, educational and cultural opportunities, and achieve the City's objective of a more-sustainable transportation system.
- 3) Note that, given budget direction from the City of Toronto, no service improvements are currently included in the 2015 budgets being developed for submission to the City. A direction would need to be set via the TTC Board and the City to implement these initiatives.
- 4) Request Council to facilitate the initiatives listed in #1 above, as soon as possible, by:
 - a) approving the provision of the capital and operating funding required for these improvements, which would be in addition to the TTC's forthcoming 2015 Operating Budget and 2015-2024 Capital Budget. The required additional funding -- which would be refined and confirmed through joint discussions between TTC staff and government funding partners -- would be in these ranges:

- i) Operating: \$19 million in 2015, increasing incrementally each year up to \$69 million annually in 2018 (all in 2014 \$'s);
 - ii) Capital: \$288 million, spread over five years (2014 \$'s);
- b) approving the implementation of additional right turn lanes (acting as TTC queue-jump lanes) and accelerated and more-aggressive transit signal priority; and
- 5) Forward this report to the City of Toronto, Metrolinx, the Province of Ontario, the Government of Canada, the Regions of York and Durham, and the Cities of Mississauga and Brampton.

FUNDING

This report has no immediate effect on the TTC's operating or capital budgets.

Implementation of the service initiatives described in this report would result in incremental increases in annual operating costs and capital costs. Additional operating costs would start at \$19 million per year and increase each year up to \$69 million in 2018 as shown in Exhibit 10. Precise amounts would be presented to the Board for approval through the normal annual budget review process. Additional capital funding required for these initiatives would total approximately \$288 million during the period 2015 to 2019 (all costs in 2014 dollars). These costs would also be presented to the Board for approval as part of the annual budget review process.

BACKGROUND

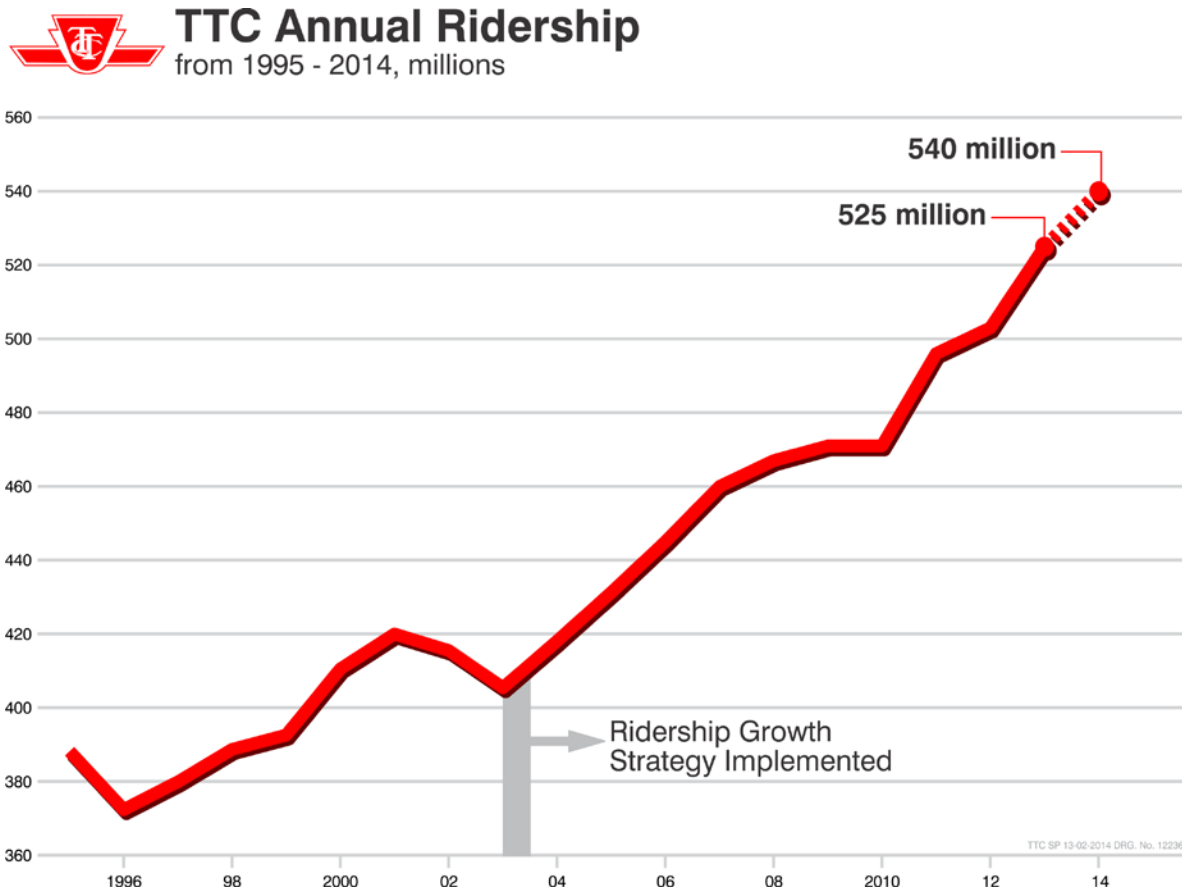
The TTC knows, and has proven that, despite many conflicting views and arguments, Toronto's citizens want, need, and respond very favourably to perceptible basic improvements to existing bus, streetcar, and subway services. In 2003, the TTC introduced its *Ridership Growth Strategy* -- a strikingly-simple document which said that Torontonians would increase their use of transit if basic improvements were offered to them such as:

- reduced crowding and waiting times on peak-period services;
- city-wide availability of services, in every neighbourhood, during all off-peak periods;
- more comfortable and convenient off-peak service, in the form of adequate seating capacity to avoid the need to stand; and
- more-convenient fare media such as a transferrable Metropass.

The TTC began implementation of these improvements in 2004 and, as Exhibit 1 illustrates, the public's response was immediate, significant, and long-lasting. Unfortunately, in more-recent years, owing to City budget pressures, a large number of these improvements were undone in order to reduce the TTC's operating costs. Indeed, recent slowdowns in ridership can likely be attributed to the reversal of these changes as TTC reaches peak capacity.

Today there is wide support for more and better-quality transit service in Toronto. There are many improvements underway or under study to expand the availability of rapid transit, such as the Eglinton-Crosstown Light-Rail Line, the "Scarborough Subway" and the Sheppard and Finch Light-Rail Lines. However, these are all 7-20 years away from implementation. But Toronto needs better transit now, and this report documents how this can be done, starting right away, and building continually over the next four years.

Exhibit 1: TTC Annual Ridership Growth



All of these initiatives are simpler, cheaper, and faster to implement than major rapid transit investments. However, their implementation requires the purchase of more streetcars and buses, as well as the immediate construction of McNicoll bus garage in which to house and maintain the additional buses. Therefore, these improvements require new and additional funding, over and above the base funding which is being requested in the TTC’s forthcoming 2015 Operating and Capital Budgets.

DISCUSSION

Here are eleven short-to-medium term, low-cost service improvement initiatives which would advance the TTC’s mission to “provide a reliable, efficient and integrated bus, streetcar and subway network”. The service initiatives would improve the predictability and consistency of service, reduce wait times and crowding, and enhance the bus and streetcar network through various focused service offerings. Many of the initiatives could not be implemented until the TTC buys more buses and streetcars, and has the facilities to house and maintain them. Alternatively, shorter term and off-peak improvements could be made through leased maintenance and storage facilities. Immediate approval of these initiatives by Council would allow the TTC to proceed to procure and construct these prerequisites on a fast-track basis. Some of the service initiatives, however, can be implemented starting as early as next year, with no need for additional capital assets or rolling stock.

1. All Door Boarding and Proof of Payment on Streetcar Routes

All door boarding and proof of payment on streetcar routes would decrease overall travel times by considerably speeding up the time it takes to service streetcar stops.

The new streetcars being rolled out across Toronto starting August 31 will improve service in a variety of ways. One of them is via the provision of allowing customers to board at all doors thus considerably speeding up the time it takes to service streetcar stops. Since this passenger service time currently accounts for around 20% of total customer journey time the improvements to overall efficiency and speed of all door boarding (and its connected proof of payment) are considerable. Passenger service time is a fundamental part of any transit network. Speeding up this process would result in considerable benefits for customers across a given route.

An incremental approach to a roll out would see all door boarding implemented as each new streetcar route receives the new streetcars. The 510 SPADINA route, for example, would become all door boarding (on all vehicles) on August 31. It, and the 501 QUEEN route which is also all door boarding, would be enforced by fare inspectors.

All door boarding requires an efficient and effective manner with which to inspect a “Proof of Payment” system since the operator is no longer responsible for ensuring a valid fare is paid.

This incremental approach would require the addition of around 20 “Fare Inspectors” annually to keep pace with the roll out of the new streetcars. Generally such additions are broadly revenue neutral in that they reduce the level of fare evasion associated with Proof of Payment systems.

A more radical approach, and one supported by staff, would see the adoption of all door boarding and proof of payment across all streetcars as soon as possible. To implement this approach in January of 2015 would necessitate the addition of around 60 additional fare inspectors (on top of the 20 in 2014 and a further 20 budgeted for 2015) in 2015. Given that the overall revenue loss to fare evasion of all types is around \$20 million per year and streetcars carry about 15% of trips additional revenue is expected to be \$3 million. These fare inspectors could further be used to improve inspection rates network wide likely leading to a lower evasion rate overall which equates to additional revenue of \$3 million for a total of \$3 to \$6 million. Such an approach would bear huge benefits in terms of improving overall customer journey times, transit reliability (i.e. a reduction in gapping and bunching) and fare evasion rates.

Resource Requirements

Additional Buses	Additional Streetcars	Capital Cost	Annual Operating Cost	Annual Fare Revenue
0	0	\$0 million	\$6 million	\$3-\$6 million

2. Reduce Wait Times and Crowding on Bus and Streetcar Routes

Waiting times and crowding levels can be reduced on busy bus and streetcar routes by adding more buses and streetcars.

A simple and direct way to improve service for customers is to invest in improved service on existing routes by adding vehicles so that the routes run more often. This would benefit large numbers of existing customers, and would attract new customers to the system because of an overall perceptible improvement in service quality. Customers would have shorter waiting times, less crowding, and a better chance of getting a seat. The best way to make these improvements would be to reduce the TTC’s vehicle crowding standard – the business metric which governs when and where more service should be added. This would result in the addition of more service to routes that are already busy and popular.

a) Reduced Wait Times and Less Crowding During Peak Periods

Reducing the crowding standard in peak periods by approximately five per cent would instantly cause an improvement in the frequency of service on approximately 45 bus and streetcar routes. This initiative would benefit up to 66 million customer-trips each year that are now made on these services, and would attract an estimated 1.9 million new customer-trips each year.

Resource Requirements

Additional Buses	Additional Streetcars	Capital Cost	Annual Operating Cost	Annual Fare Revenue
40*	10	\$84.0 million	\$7.0 million	\$3.8 million

*** Requires the construction of McNicoll bus garage - the cost is found in Exhibit 10.**

These improvements to peak-period services on bus routes cannot be implemented until the TTC acquires additional buses and builds a new garage in which to maintain them. Approval of funding now would allow implementation to begin in 2018-2019. Additional streetcars would also be required and, if these were ordered now, they could begin to be delivered to the TTC in 2019. These ten additional streetcars represent a portion of the 60 additional cars, currently unfunded, the TTC is seeking to ensure future growth capacity.

b) Reduced Wait Times and Less Crowding at Off-Peak Times

Reducing the crowding standard at off-peak times, such that, on average, all passengers would get a seat for their trip, would result in an improvement in the frequency of service and reduce crowding on approximately 67 bus and streetcar routes. This service initiative would benefit approximately 55 million customer-trips each year that are now made on these services, and would attract an estimated 1.8 million new customer-trips each year. This initiative would also have a positive effect on Wheel-Trans, because some of their current and potential customers could be attracted to conventional bus and streetcar services. This would support Accessibility for Ontarians with Disabilities Act (AODA) objectives of more-spontaneous travel options for customers with disabilities. These service improvements at off-peak times could be implemented starting in 2015-2016.

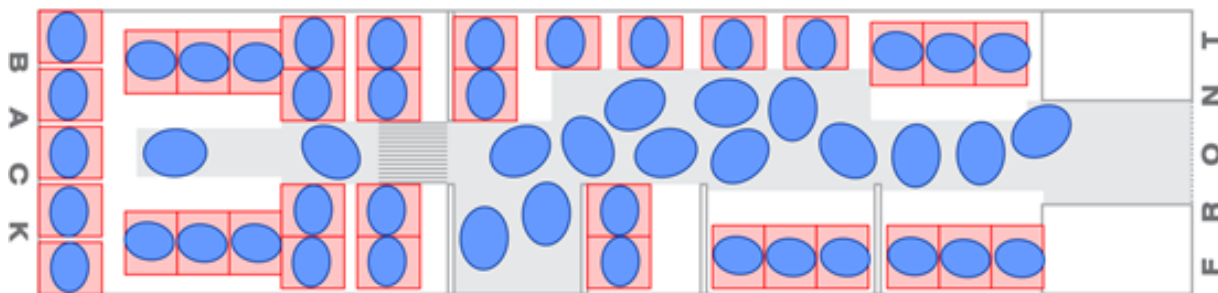
Resource Requirements

Additional Buses	Additional Streetcars	Capital Cost	Annual Operating Cost	Annual Fare Revenue
0	0	\$0 million	\$11.9 million	\$3.6 million

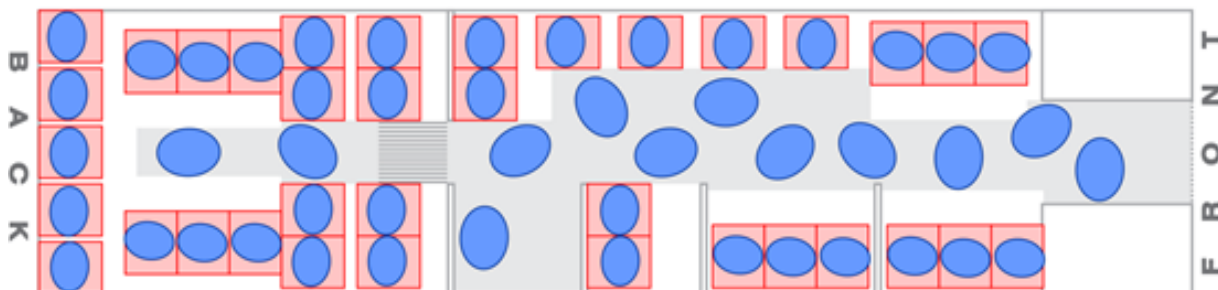
An example of how reducing the crowding standard would benefit customers is illustrated below, in Exhibit 2.

Exhibit 2: Better Service Quality through Reduced Crowding and Reduced Wait Times

Regular 12 metre Bus



Typical Crowding During Peak Periods
51 People



Reduce Crowding by Proposed Better Service
48 People

TTC SP 15-07-2014 DRG. No. 12300b

3. Ten Minute or Better Route Network

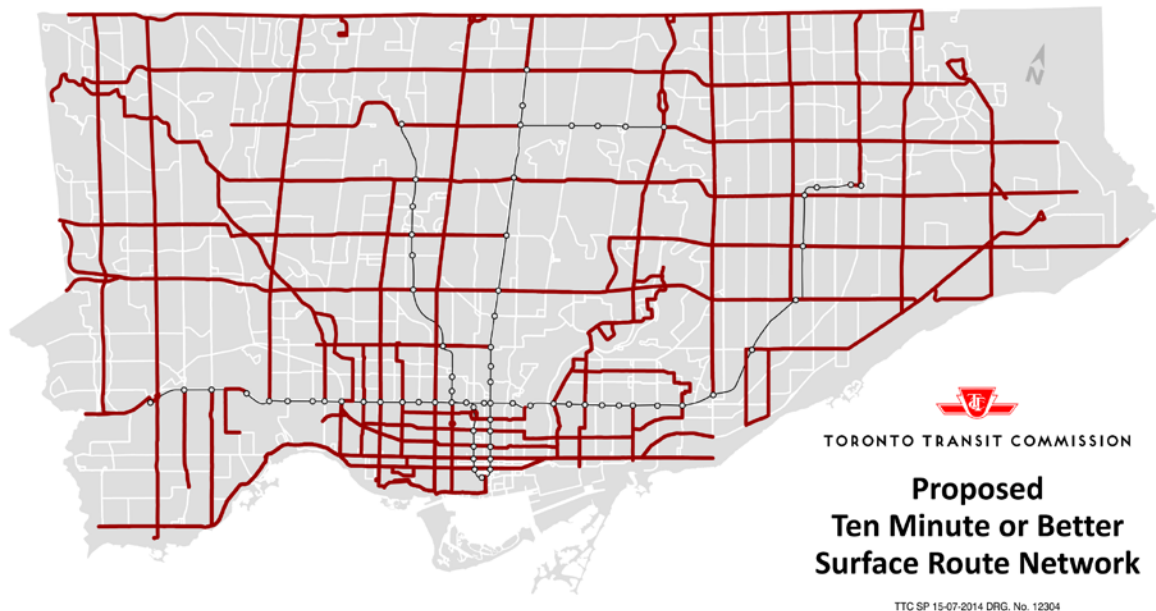
A city-wide network of major bus and streetcar routes operating every ten minutes or better would ensure that frequent, reliable service would always be available throughout much of Toronto.

A Ten Minute or Better Route Network would provide service at a minimum every ten minutes, all day, every day, from approximately 6:00 a.m. (9:00 a.m. on Sundays) to 1:00 a.m. on key routes that would form a convenient and connected network. This would provide frequent, reliable service and would allow for spontaneous trip making, without the need to consult a schedule.

The Ten Minute or Better Route Network would require service improvements, mostly at off-peak times, to approximately 40 bus and streetcar routes. This service initiative would benefit approximately 48 million customer-trips each year that are now made on these services, and would increase ridership by approximately 1.8 million customer-trips each year. The Ten Minute or Better Route Network could be implemented starting in 2015-2016 although full implementation would likely require additional vehicles and garage capacity.

The proposed Ten Minute or Better Route Network is shown in Exhibit 3. Consultation and refinements to routings would determine the exact routes that would be included in this network.

Exhibit 3: Proposed Ten Minute or Better Surface Route Network



Resource Requirements

Additional Buses	Additional Streetcars	Capital Cost	Annual Operating Cost	Annual Fare Revenue
3	2	\$13.8 million	\$13.6 million	\$3.6 million

4. Express Bus Route Network

New and improved express bus services could be operated, to make travel faster and more competitive.

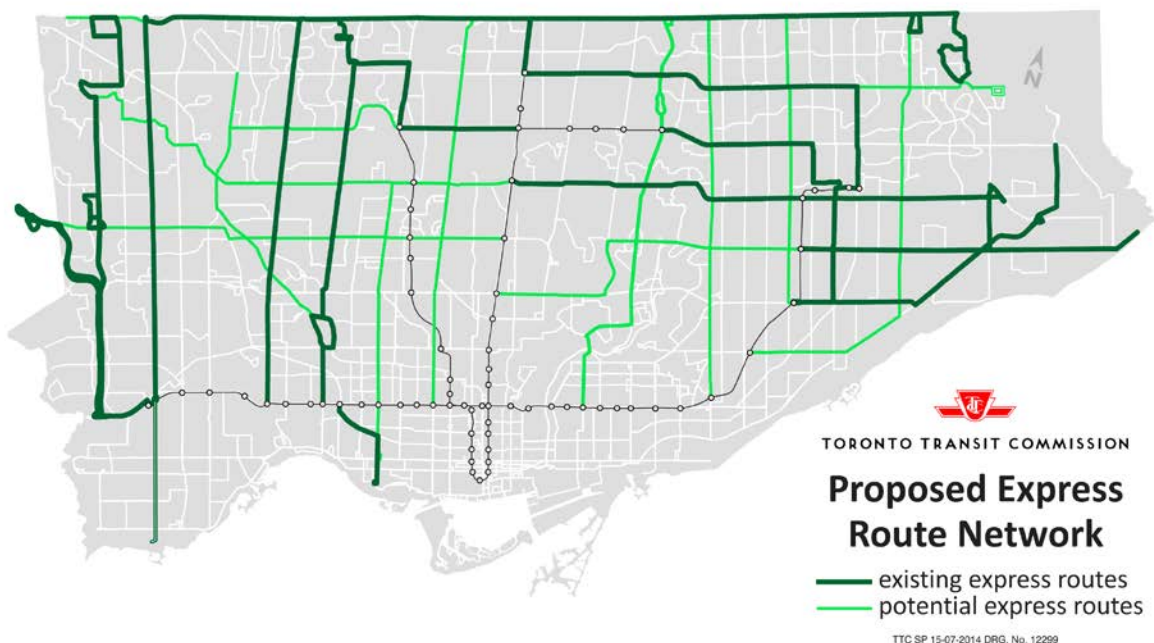
Express bus services have been consistently found to be popular with TTC customers, because they provide faster and more comfortable travel. The existing TTC express route network could be expanded by introducing new express bus services and enhancing the Downtown express routes.

a) New Express Bus Services

New and enhanced express bus service could be introduced on 20 bus routes. New peak-period express service would be provided on approximately ten routes. On existing express routes, peak-period service would be increased by at least ten percent and new express service would be added at off-peak times. These new express bus services would benefit approximately 54 million customer-trips each year and increase ridership by approximately two million customer-trips each year. New express bus services could begin to be added in off-peak periods in 2015-2016. New and improved peak-period express services require additional buses and associated storage facilities and, therefore, could be implemented starting in 2018-2019.

The Express Route Network with proposed new or enhanced express bus services is shown in Exhibit 4. Consultation and refinements to routings would determine the exact routes and changes which would be included in this network.

Exhibit 4: Proposed Express Route Network



Resource Requirements

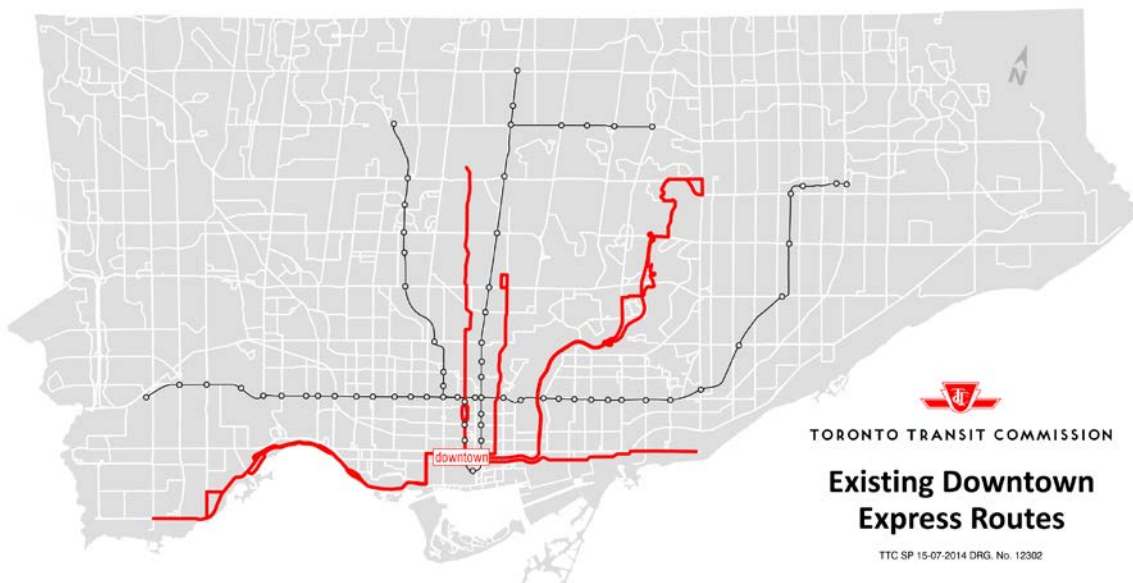
Additional Buses	Additional Streetcars	Capital Cost	Annual Operating Cost	Annual Fare Revenue
56*	0	\$33.6 million	\$13.3 million	\$4.0 million

* Requires the construction of McNicoll bus garage - the cost is found in Exhibit 10.

b) Enhanced Downtown Express Bus Services

The five existing downtown express routes provide fast and direct service to downtown from designated neighbourhoods. Customers on these express routes pay an additional premium fare, and the services operate only in the morning and afternoon peak periods from Monday to Friday. The five existing Downtown express routes could be enhanced by removing the premium fares and charging regular fares only, and by improving the frequency of service, and operating earlier and later in the peak periods. These changes would make the service more affordable and convenient for all customers. Enhanced downtown express routes would benefit approximately 400,000 existing customer-trips each year, and would increase ridership by approximately 140,000 customer-trips each year. Enhanced service on the downtown express routes would require additional buses and associated storage and maintenance facilities and, therefore, implementation of these improvements would start in 2018-2019. The downtown express routes are shown in Exhibit 5.

Exhibit 5: Existing Downtown Express Routes



Resource Requirements

Additional Buses	Additional Streetcars	Capital Cost	Annual Operating Cost	Annual Fare Revenue
17*	0	\$10.2 million	\$2.4 million	\$0.3 million

* Requires the construction of McNicoll bus garage - the cost is found in Exhibit 10.

5. Transit Priority Measures

Transit priority measures could be introduced and expanded to help improve the quality, reliability, and speed of bus and streetcar routes which operate in mixed traffic.

Transit priority measures improve the predictability and consistency of transit travel times by providing priority to transit vehicles. The most-effective transit priority measure is exclusive lanes for transit operations, but there is a range of more-modest design interventions, such as transit signal priority and queue-jump lanes, which can provide significant improvement to transit service quality and productivity.

a) Transit Signal Priority

Giving priority to buses or streetcars at intersections, through the provision of Transit Signal Priority technology, allows the traffic signal to detect an approaching transit vehicle and then adjust the signal timing to allow the bus or streetcar to travel through the intersection with reduced or no red-light delay. This results in faster service for customers and improved productivity. There are currently approximately 2,200 signalised intersections in Toronto, almost all of which have transit service operating through them. Of this total, approximately 360, mostly on streetcar routes, are equipped with transit signal priority technology.

In order to increase the benefits from this technology, the number of intersections that could be equipped with transit signal priority could be doubled for a five-year period, from the 40 intersections currently budgeted each year to 80. A program of accelerating the transit signal priority implementation would require an additional \$1.4 million in capital funding per year for five years, and could begin in 2015.

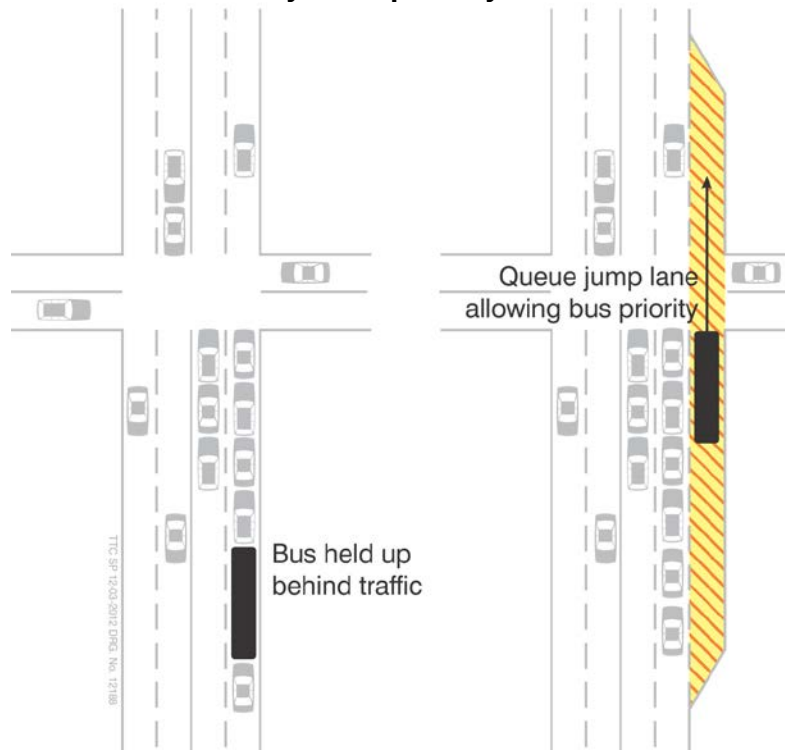
b) Queue-Jump Lanes

The intersections of major arterial roads are often significant 'pinch-points' for traffic flow. Buses experience long queues of traffic on the approach to intersections, and are delayed within these queues. A right hand turn lane (queue-jump lane for buses) can be created by building (or extending an existing) right-turn-only lane on the intersection approach. A bus approaching the intersection can move directly through the intersection by using this lane to "jump" the queue of stationary traffic (as cars turn right from the lane), as shown in Exhibit 6. Reliability improves because every bus which travels through the intersection will be able to proceed through in a more-consistent fashion.

TTC staff have identified 25 intersections where such treatment would produce significant improvement to service quality and reliability. To obtain the benefits of this measure, two queue-jump lanes could be implemented per year. To date, this initiative has been resisted by City Planning and Transportation Services because it results in a wider intersection and less sidewalk or green space. Council would have to provide direction in order to facilitate implementation of this measure.

This improvement would require an additional \$1.0 million in capital funding per year, and could begin in 2015.

Exhibit 6: Improve Service Reliability and Speed by use of Transit Queue-Jump Lanes



6. Improve Service Reliability

Additional running time, operating, and supervisory resources on bus and streetcar routes would help them operate more reliably.

The TTC is focused on continuously improving the punctuality and reliability of transit services to provide customers with a predictable and consistent travel experience. To further improve route performance, the TTC needs to add more running time, buses and streetcars to routes where performance has deteriorated due to congestion and other operating challenges. These service changes would help achieve better service reliability. In order to further improve service efficiency and reliability, and to have less “bunching” and less short-turning, there is also a need to increase route supervision. Route performance improvements through these measures could start in 2015-2016 and be fully implemented by 2018. These five additional streetcars represent a portion of the 60 additional cars, currently unfunded, the TTC is seeking to ensure future growth capacity.

Resource Requirements

Additional Buses	Additional Streetcars	Capital Cost	Annual Operating Cost	Annual Fare Revenue
8*	5	\$34.8 million	\$5.5 million**	Some, but not estimated

* Requires the construction of McNicoll bus garage - the cost is found in Exhibit 10.

** Includes 10 additional Route Supervisors above the budgeted 20 for 2015.

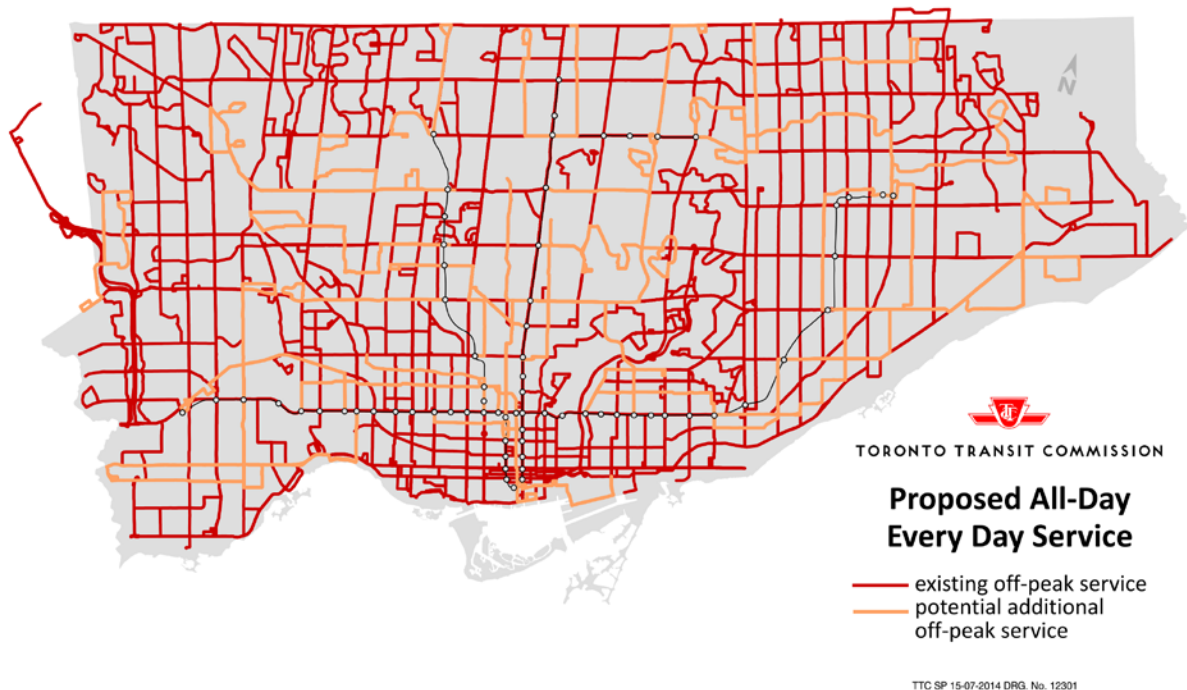
7. Operate All Routes All Day, Every Day throughout Toronto

All routes could be operated all day, every day across the city, so that transit would be an available, predictable, and consistent travel option for everyone.

Off-peak service on many bus routes was cut-back or eliminated in 2011 as a result of City budget pressures. These services could be restored so that all TTC bus and streetcar routes operate all day, every day, from approximately 6:00 a.m. (9:00 a.m. on Sundays) to 1:00 a.m. This would make it convenient and viable for all residents to count on transit at any time of the day or night, for their travel needs. It would change people’s decision-making about how to travel -- by transit instead of cars -- and allow them to be confident that transit will always be there when they need it. This service improvement would support several City initiatives such as the Official Plan which encourages Torontonians to travel by means other than cars, in order to reduce pollution and congestion from low-occupancy private automobiles.

All day, every day service would introduce new transit service during approximately 148 periods of operation -- such as evenings or weekends -- on 41 bus routes, serving one million customer-trips each year. These additions of service on bus routes are shown in Exhibit 7, and could be implemented starting in 2015.

Exhibit 7: Proposed All-Day, Every Day Service



Resource Requirements

Additional Buses	Additional Streetcars	Capital Cost	Annual Operating Cost	Annual Fare Revenue
0	0	\$0 million	\$6.6 million	\$2.0 million

8. Two-Hour Travel Privilege for One Fare (Time-based Transfer)

Two-hour travel privilege for one fare would give customers more travel freedom and options, and give customers more value for their fares.

TTC customers who use a Day Pass, Weekly Pass, or monthly Metropass have unlimited travel privileges. Customers who pay with cash, tokens, or tickets are entitled to one continuous trip, with unlimited transfers, but with no stopovers. Changing the travel privileges for cash, token, and ticket users, from one single continuous trip to two hours of unlimited travel would allow customers to make several trips over a two-hour period, by using their transfer, essentially, as a two-hour pass. This would allow customers to make more short trips at no extra cost, and with a smaller initial outlay than the cost of daily, weekly, or monthly pass. This arrangement would be simple to understand for both customers and staff, and could reduce fare disputes and fare evasion. A time-based travel privilege would also complement the introduction of the PRESTO fare card at the TTC.

Approximately 224 million of the TTC’s 525-million annual trips are made by customers who pay with cash, tokens, tickets, or PRESTO, and all these customers would potentially benefit from a change to a two-hour travel privilege. Some additional trips would be generated by this change, mostly at off-peak times, and some additional service would be required to accommodate the additional ridership; neither of these have been estimated.

A change to a two-hour travel privilege would result in a projected revenue loss of approximately \$20-million per year and would require ongoing additional subsidy to make up for these losses. This expanded travel privilege arrangement could be implemented in 2015 although implementation as part of a PRESTO roll out makes this considerable easier and straight forward. Options will be examined to use such a two-hour transfer to incentivise PRESTO adoption by customers.

9. Expanded Overnight Bus and Streetcar Service

Additional routes would broaden the 24-hour transit network.

The Blue Night Network is the TTC’s overnight bus and streetcar service that operates between approximately 2:00 and 5:00 a.m., after the regular daytime and evening bus, streetcar, and subway services have ended. The Blue Night routes provide overnight transit service, every 30 minutes or better. New overnight service could be introduced on 12 bus and streetcar routes. This service improvement would increase the overnight service area coverage and would reduce the time customers spend walking to access overnight transit services.

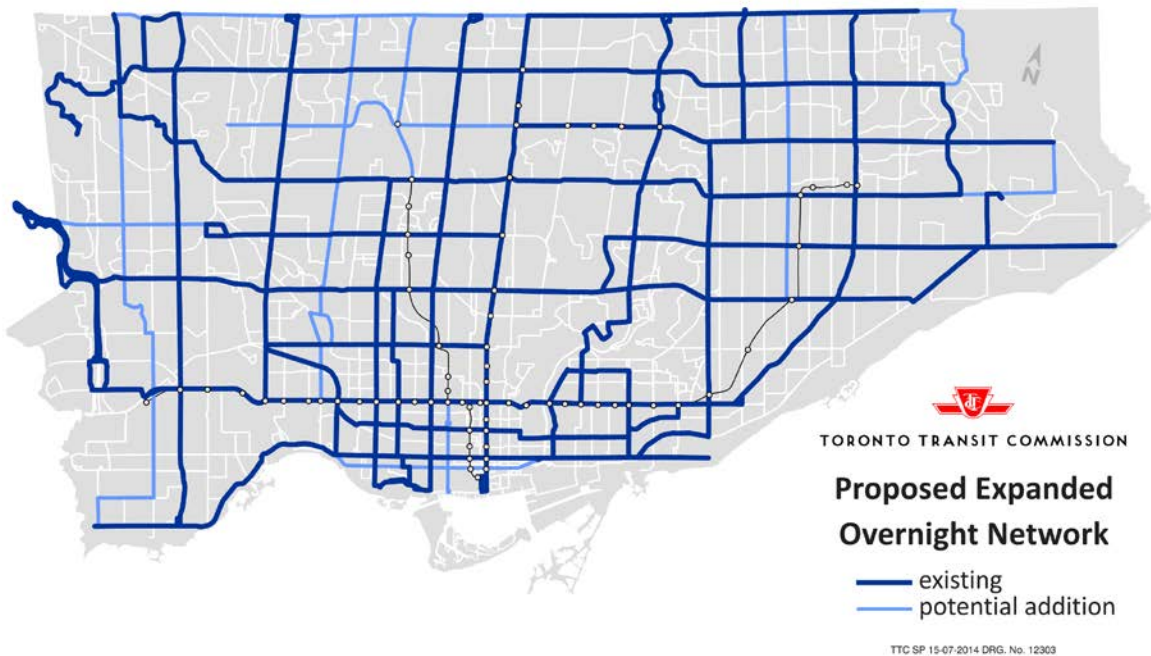
Up to 4 million customer-trips each year are now made on the Blue Night Network. It is projected that the expanded network would attract approximately 300,000 new customer-trips each year. The expanded Blue Night Network could be implemented in 2015.

Resource Requirements

Additional Buses	Additional Streetcars	Capital Cost	Annual Operating Cost	Annual Fare Revenue
0	0	\$0 million	\$2.9 million	\$0.6 million

A possible expanded Blue Night Network is shown in Exhibit 8. Consultation and refinements to routings would determine the exact routes and changes which would be included in this network.

Exhibit 8: Proposed Expanded Overnight Network



Summary of Service Initiatives

Exhibit 9 presents a prioritized list of the service initiatives, starting with those which offer the greatest customer benefit.

Exhibit 9: Prioritized Service Initiatives

Rank	Initiative	Implementation Could Start in:
1	Item 1. All door boarding and proof of payment on streetcar routes	2015
2	Item 2a. Reduced waits and crowding at peak periods	2018-2019
3	Item 3. Ten minute or better route network	2015-2016
4	Item 4a. Express route network - new express services	2015-2019
5	Item 5. Transit priority measures	2015
6	Item 6. Improve service reliability	2015-2016
7	Item 2b. Reduced waits and crowding at off-peak times	2015-2016
8	Item 7. Operate all routes all day, every day	2015
9	Item 8. Two-hour travel privilege (time-based transfer)	2015
10	Item 4b. Express route network - enhanced downtown express	2018-2019
11	Item 9. Expanded overnight bus and streetcar service	2015

Exhibit 10 presents a year-by-year summary of operating and capital costs, for each service initiative.

Exhibit 10: Summary of Costs and Implementation Timing

Initiative	Annual Operating Cost Increase (in \$millions)					
	2015	2016	2017	2018	2019	Future Years
Item 1. All door boarding and proof of payment on streetcar routes	\$6.0	\$6.0	\$6.0	\$6.0	\$6.0	\$6.0
Item 2a. Reduced waits and crowding at peak periods	\$0.0	\$0.0	\$0.0	\$7.0	\$7.0	\$7.0
Item 2b. Reduced waits and crowding at off-peak times	\$4.1*	\$11.9	\$11.9	\$11.9	\$11.9	\$11.9
Item 3. Ten minute or better route network	\$4.7*	\$13.6	\$13.6	\$13.6	\$13.6	\$13.6
Item 4a. Express route network - new express services	\$1.1*	\$3.3	\$3.3	\$13.3	\$13.3	\$13.3
Item 4b. Express route network - enhanced downtown express	\$0.0	\$0.0	\$0.0	\$2.4	\$2.4	\$2.4
Item 5. Transit priority measures – signal priority & queue-jumps	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Item 6. Improve service reliability	\$0.2*	\$1.1	\$3.5	\$5.5	\$5.5	\$5.5
Item 7. Operate all routes all day, every day	\$2.3*	\$6.6	\$6.6	\$6.6	\$6.6	\$6.6
Item 8. Two-hour travel privilege (time-based transfer)	\$0.0*	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Item 9. Expanded overnight bus and streetcar service	\$1.0*	\$2.9	\$2.9	\$2.9	\$2.9	\$2.9
Total	\$19.4	\$45.4	\$47.8	\$69.2	\$69.2	\$69.2

* September 2015 implementation date.

Initiative	Annual Fare Revenue Change (in \$millions)					
	2015	2016	2017	2018	2019	Future Years
Item 1. All door boarding and proof of payment on streetcar routes	\$6.0	\$6.0	\$6.0	\$6.0	\$6.0	\$6.0
Item 2a. Reduced waits and crowding at peak periods	\$0.0	\$0.0	\$0.0	\$3.8	\$3.8	\$3.8
Item 2b. Reduced waits and crowding at off-peak times	\$1.2*	\$3.6	\$3.6	\$3.6	\$3.6	\$3.6
Item 3. Ten minute or better route network	\$1.2*	\$3.6	\$3.6	\$3.6	\$3.6	\$3.6
Item 4a. Express route network - new express services	\$0.3*	\$1.0	\$1.0	\$4.0	\$4.0	\$4.0
Item 4b. Express route network - enhanced downtown express	\$0.0	\$0.0	\$0.0	\$0.3	\$0.3	\$0.3
Item 5. Transit priority measures – signal priority & queue-jumps	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Item 6. Improve service reliability	\$0.0*	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Item 7. Operate all routes all day, every day	\$0.7*	\$2.0	\$2.0	\$2.0	\$2.0	\$2.0
Item 8. Two-hour travel privilege (time-based transfer)	-\$6.9*	-\$20.0	-\$20.0	-\$20.0	-\$20.0	-\$20.0
Item 9. Expanded overnight bus and streetcar service	\$0.2*	\$0.6	\$0.6	\$0.6	\$0.6	\$0.6
Total	\$2.7	-\$3.2	-\$3.2	\$3.9	\$3.9	\$3.9

* September 2015 implementation date.

Initiative	Annual Net Operating Cost Change (in \$millions)					
	2015	2016	2017	2018	2019	Future Years
Item 1. All door boarding and proof of payment on streetcar routes	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Item 2a. Reduced waits and crowding at peak periods	\$0.0	\$0.0	\$0.0	\$3.2	\$3.2	\$3.2
Item 2b. Reduced waits and crowding at off-peak times	\$2.9*	\$8.3	\$8.3	\$8.3	\$8.3	\$8.3
Item 3. Ten minute or better route network	\$3.5*	\$10.0	\$10.0	\$10.0	\$10.0	\$10.0
Item 4a. Express route network - new express services	\$0.8*	\$2.3	\$2.3	\$9.3	\$9.3	\$9.3
Item 4b. Express route network - enhanced downtown express	\$0.0	\$0.0	\$0.0	\$2.1	\$2.1	\$2.1
Item 5. Transit priority measures – signal priority & queue-jumps	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Item 6. Improve service reliability	\$0.2*	\$1.1	\$3.5	\$5.5	\$5.5	\$5.5
Item 7. Operate all routes all day, every day	\$1.6*	\$4.6	\$4.6	\$4.6	\$4.6	\$4.6
Item 8. Two-hour travel privilege (time-based transfer)	\$6.9*	\$20.0	\$20.0	\$20.0	\$20.0	\$20.0
Item 9. Expanded overnight bus and streetcar service	\$0.8*	\$2.3	\$2.3	\$2.3	\$2.3	\$2.3
Total	\$16.6	\$48.6	\$51.0	\$65.3	\$65.3	\$65.3

* September 2015 implementation date.

Initiative	New Capital Costs (in \$millions)					
	2015	2016	2017	2018	2019	Total
Item 1. All door boarding and proof of payment on streetcar routes	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Item 2a. Reduced waits and crowding at peak periods	\$0.0	\$0.0	\$0.0	\$42.0	\$42.0	\$84.0
Item 2b. Reduced waits and crowding at off-peak times	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Item 3. Ten minute or better route network	\$0.0	\$0.0	\$0.0	\$6.9	\$6.9	\$13.8
Item 4a. Express route network - new express services	\$0.0	\$0.0	\$0.0	\$16.8	\$16.8	\$33.6
Item 4b. Express route network - enhanced downtown express	\$0.0	\$0.0	\$0.0	\$5.1	\$5.1	\$10.2
Item 5. Transit priority measures – signal priority & queue-jumps	\$2.4	\$2.4	\$2.4	\$2.4	\$2.4	\$12.0
Item 6. Improve service reliability	\$0.0	\$0.0	\$0.0	\$17.4	\$17.4	\$34.8
Item 7. Operate all routes all day, every day	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Item 8. Two-hour travel privilege (time-based transfer)	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Item 9. Expanded overnight bus and streetcar service	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
McNicol Bus Garage – outstanding funding	\$25.0	\$25.0	\$25.0	\$25.0	\$0.0	\$100.0
Total	\$27.4	\$27.4	\$27.4	\$115.6	\$90.6	\$288.4

JUSTIFICATION

The Board should endorse these service initiatives because they will achieve significant improvements to the TTC network in the form of more-frequent and convenient bus and streetcar service, better service reliability, reduced travel time, and greater customer comfort. This will increase the attractiveness and competitiveness of TTC services and, ultimately, attract more travellers to transit. This, in turn, will support Toronto's *Official Plan* objectives of shifting travel away from automobiles and towards environmentally-sustainable public transit.

City Council should support these initiatives in order to signify their strong support for short-to-medium term service improvements which must be made in order to accommodate Toronto's growing demand for quality transit service. Council's support, in the form of approved additional funding, is critical to the implementation of these initiatives.

11-31-32