



New Retail Strategy

February 2018

Arthur Borkwood

Head – Customer Development

GARFIELD

GARFIELD

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| Background

Food & Beverage

- Newstands
- Coffee shops
- Fast food restaurants
- Bakery

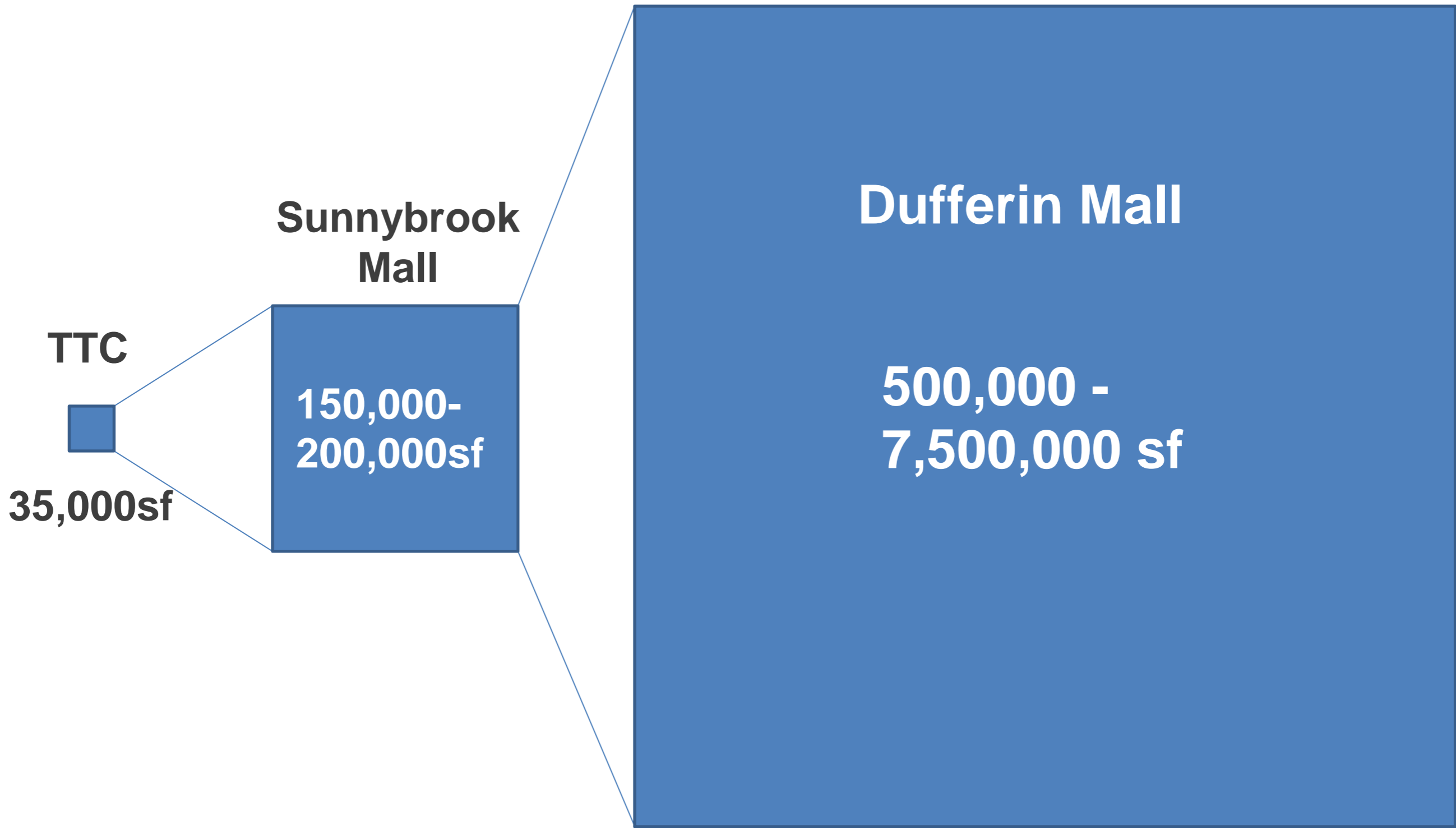
Services

- Dry cleaners
- Bank machines (ATMs)
- Lottery

Retail Products

- Florist
- Gifts
- Clothing stores
- Apparel stores





**Sunnybrook
Mall**

**150,000-
200,000sf**

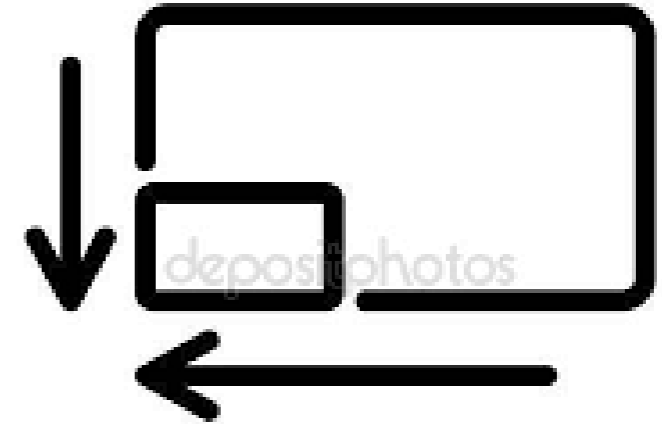
Dufferin Mall

**500,000 -
7,500,000 sf**

TTC

35,000sf

| Challenges



Requirements



| Benchmarking



| Customer Research

- Convenience
- Greater variety
- Enhanced environment
- Cafes and restaurants

**9-minute online survey
1,113 participants**



| Retail Strategy: Objectives

1. Increase Non-Fare Revenue
2. Improve the Customer Experience



GATEWAY on the GO



PRESTO
HAS
ARRIVED
at Main Street Station

← GO Danforth
10 Minute walk

EXIT Main Street

↑ EXIT Main Street
To Street

Route updates
Main Street



WELCOME TO

CLICK & COLLECT

Shopping for groceries has never been easier,
and we can't wait to show you why in three easy steps.



PENGUIN PICK-UP™

CLICK | CLICK | COLLECT



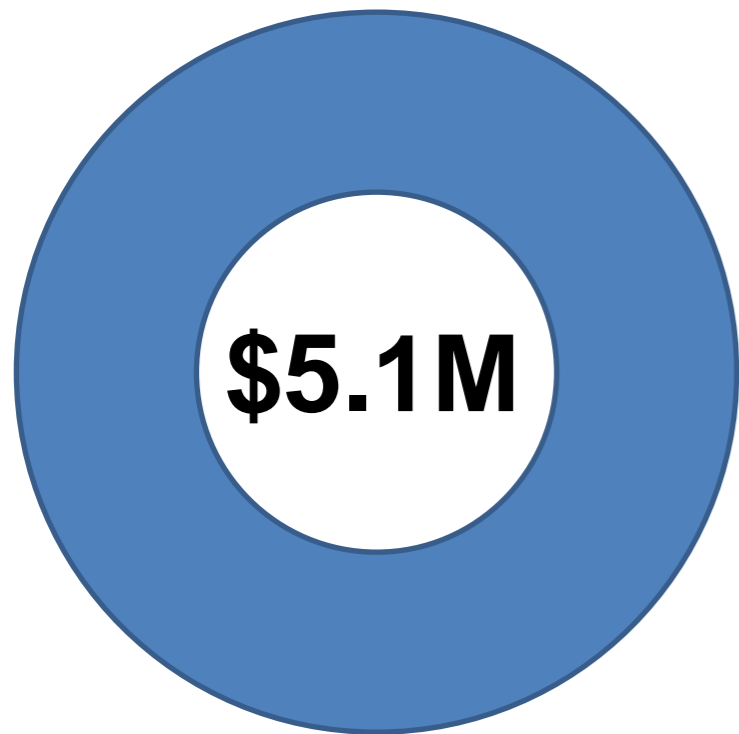
| How are we going to get there?

Evolve the retail procurement process

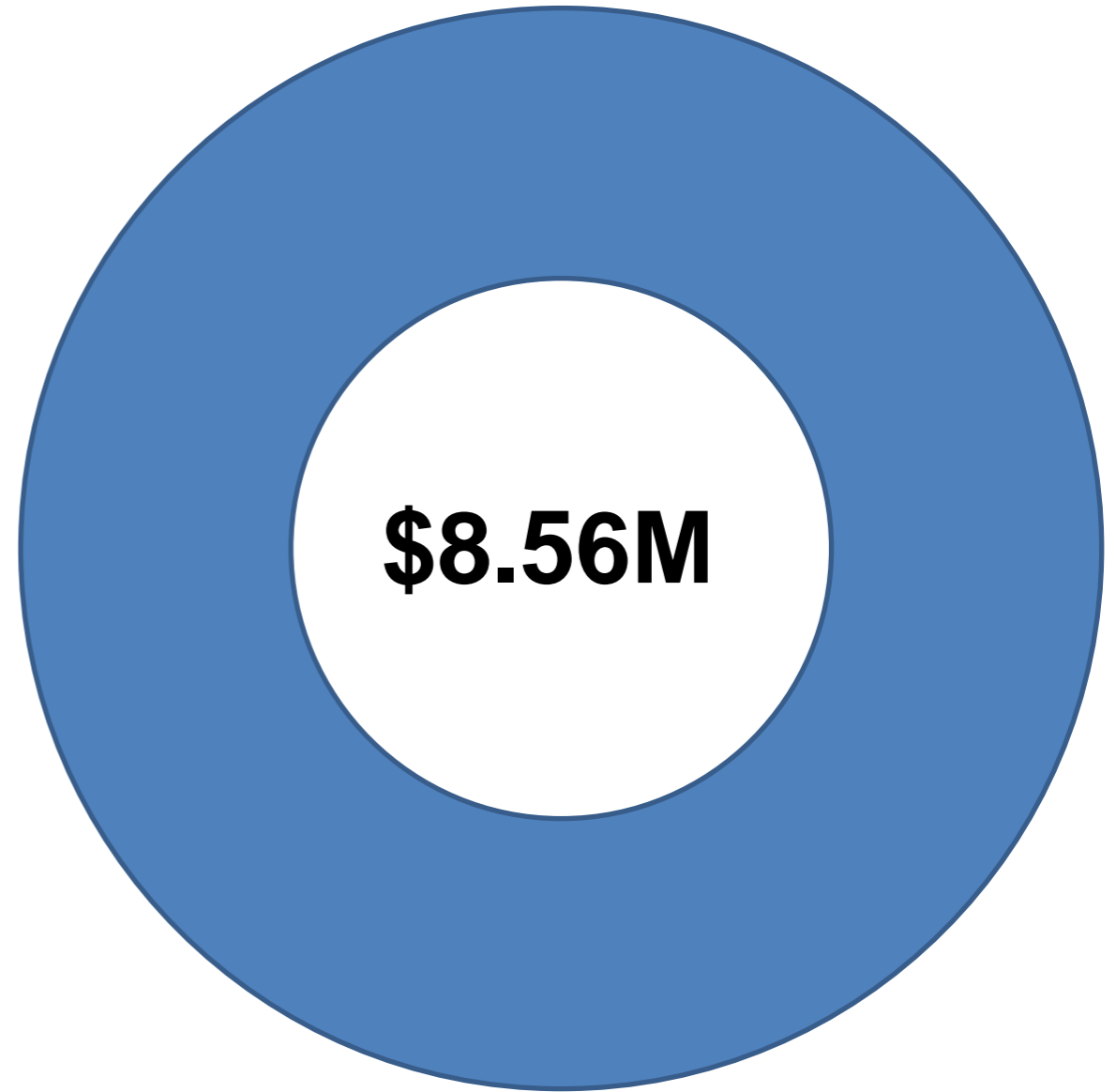
- a) Introduce a negotiated RFP
- b) Secure broker services
- c) Investigate new operating entity



Projected Revenue Impact



2017



2027



| Retail Strategy Timeline

2018

- Market Shops Award & Implement
- 3yr renewal of long term leases
- RFP for Broker
- Pop-Up Pilot Feasibility

2019

- Pilot Click & Collect
- Market Shops implementation continues
- RFP remaining long term leases



| Board Recommendations

1. Approve the new Retail Strategy.
2. Authorize TTC Staff, in consultation with the Director, Real Estate Services at the City of Toronto, to negotiate and execute three year extensions to 21 leases that have expired as of December 31, 2017.
3. Direct staff to develop a business case for the implementation of the Retail Strategy for consideration by the Board in conjunction with the 2019 Operating Budget process.
4. Direct staff to forward this report to the Director, Real Estate Services at the City of Toronto.

