



Status Update – Cross-Boundary Service Integration

Date: February 10, 2022

To: TTC Board

From: Chief Strategy and Customer Officer (Acting)

Summary

The TTC is relied upon by people and businesses throughout Toronto, and across the entire Greater Toronto Hamilton Area (GTHA). To better meet regional pressures and the expectations of our customers, the TTC has been collaborating with other local transit partners to provide more seamless and integrated public transit service. To this end, the TTC is:

- Participating in a series of regional tables aimed at improving public transit service, including the “GTHA transit table”;
- Partnering with the Ministry of Transportation, Metrolinx and Infrastructure Ontario to advance transit expansion and regional transit initiatives;
- Working with York Region Transit on developing new fare and fare collection policies; and
- Leading efforts to better integrate service for TTC customers across municipal boundaries.

This has included collaborating with Brampton Transit (BT), Durham Region Transit (DRT), Mississauga Transit (MiWay) and York Region Transit (YRT) on developing a business case, implementation plan and pilot project to better integrate local public transit service across municipal boundaries. The purpose of this report is to provide a status update on the development of a Cross-Boundary Service Integration Plan (“Plan”), which is being developed by the TTC and our local 905 transit partners. The Plan creates three key benefits:

1. **More frequent service:** Customers who take bus routes on cross-boundary corridors will have more frequent service because they can now access 905 transit agency buses within Toronto for local travel.
2. **Financial efficiencies:** Cross-boundary service integration will result in financial efficiencies overall that will be reallocated to meet other system needs.
3. **Blueprint for future integration:** Municipal transit agencies have developed the tools to explore and implement future service integration, including on specialized transit services.

The Plan is a foundational step towards further integration between the TTC and 905 transit agencies. The objective of the Plan is to develop a bottom-up, practical approach to the transit integration question, replacing the top-down theoretical fare integration approaches adopted in the past. This approach focuses on service integration first with the current fare structure being maintained.

This practical approach is critical more than ever in order to support efforts to rebuild transit ridership and the local economy. Severely constrained municipal budgets necessitate this level of co-operation that reduces duplication and allows for more efficient use of collective resources. Post-pandemic shifts in employment trends and regional travel patterns and demand will require increased co-operation between local transit service providers. The Plan will bring the same level of cross-boundary cooperation to routes operating into Toronto as already exists on routes operating between 905 agencies. Ultimately, all of these efforts are driven by the TTC's commitment to customer service and building a more integrated transit network that benefits transit users and best serves their community.

The Cross-Boundary Service Integration Plan is proposed to be introduced in a phased approach with partner public transit agencies:

- **Phase 1:** MiWay and YRT will pilot “open door” service on the Burnhamthorpe and Dufferin North corridors. The TTC continues service on these corridors.
- **Phase 2:** MiWay and YRT will continue an “open door” pilot on the Burnhamthorpe and Dufferin North corridors. MiWay and YRT to increase service levels to serve all customers, and the TTC to reallocate service to other areas within Toronto.
- **Phase 3:** Full rollout of “open door” service on all 24 cross-boundary routes operated by BT, DRT, MiWay and YRT. The TTC to adjust service levels to match capacity with demand and reallocate service to other areas within Toronto.

In order to implement the proposed Cross-Boundary Service Integration Plan, there are several key constraints that need to be addressed. This includes:

- Addressing legislative and contractual constraints to service integration requiring amendments to the City of Toronto Act
- Implementing a fare collection solution with PRESTO on 905 transit buses in Toronto.

This report recommends the Board approve the Cross-Boundary Service Integration Plan in principle, and forward the report to the City of Toronto and Ministry of Transportation for information. The TTC will provide updates to the TTC Board on the progress of this project including a detailed implementation plan, subject to resolution of current legislative and related barriers.

Advancing service integration through improved integration of local public transit service, has been a shared objective of transit agencies across the region and reflected in the TTC's Corporate Plan. This report provides a proposed Plan for achieving this objective. The TTC will continue to work with the City of Toronto, Ministry of Transportation, and the

ATU Local 113, in order to advance service integration opportunities with our municipal public transit partners.

Recommendations

It is recommended that the TTC Board:

1. Approve the Cross-Boundary Service Integration Plan in principle, including a phased implementation starting with a pilot on the Burnhamthorpe and Dufferin North corridors to evaluate customer experience before proceeding to full rollout.
2. Forward the Cross-Boundary Service Integration Plan to the City Manager, City of Toronto, and Deputy Minister, Ministry of Transportation in order to:
 - a. Inform them of the possible benefits of the Plan; and
 - b. Advise of the current legislative barriers within the City of Toronto Act, that prevent the TTC from entering into agreements to coordinate operations within the City of Toronto with other public passenger transportation services.
3. Request the Province to fund incremental capital and operating costs incurred by 905 transit agencies to implement service integration and PRESTO costs to develop a fare collection solution.

Financial Summary

The Cross Boundary Service Integration Plan proposes to leverage existing 905 transit agency capacity to make more service available to customers in the City of Toronto, with no impact to TTC revenues in all three phases as current fare structure and arrangements will be maintained.

In Phase 1, no changes to operating or capital costs are anticipated, as there are no schedule adjustments planned given that the focus will be on customer awareness during this phase.

In Phase 2, schedule adjustments will be made on the Burnhamthorpe and Dufferin North corridors. TTC service would be reallocated away from these corridors, which will be fully replaced by a combination of existing and additional 905 transit agency service. 905 transit agency service providers will be compensated for incremental direct operating and capital costs incurred. On a combined basis, the cost to service the corridor will be lower, while improving current service levels for customers.

In Phase 3, 905 transit agencies will serve all TTC stops on cross-boundary corridors. On most corridors, this change will represent an increase in service capacity available to TTC customers in the common corridor, with no change to TTC service. On two additional corridors, current 905 transit agency service will be used to address Toronto capacity requirements and TTC service on these corridors will be reallocated to other routes.

Figure 1 summarizes the anticipated annual operating cost impacts for each of the three phases.

Figure 1: Financial Summary

(\$M)	Phase 1 (proof of concept)	Phase 2	Phase 3 (cumulative)
TTC Provided Service	\$0.0	(\$3.2)	(\$5.2)
905 Transit Agency Combined Incremental Costs	\$0.0	\$1.7	\$1.9
Annualized Capital Contribution	\$0.0	\$0.4	\$0.4
Combined Annual Savings on Cross-Boundary Service Corridors	\$0.0	(\$1.1)	(\$2.9)

Discussions remain ongoing on funding of 905 transit agency incremental costs. A key principle is that all 905 transit agency incremental costs will be offset and that the Cross-Boundary Service Integration Plan is revenue-neutral, in that all agencies maintain their respective fare revenue. Therefore, TTC operating savings on these corridors are expected to range between \$2.9 million and up to \$5.2 million annually upon full implementation, with the higher TTC savings to be realized should other government funding become available to fund this initiative.

In addition, capital costs associated with the future replacement of 15 buses (\$17 million) will be avoided by the TTC. Both the operating and capital resources saved on these corridors will be reinvested in addressing TTC service requirements in areas of high demand.

Future service integration opportunities could also be realized based on planned initiatives, such as the Line 2 extension to Sheppard, Ellesmere BRT and Woodbine Racetrack GO Station.

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

Equity/Accessibility Matters

The TTC strongly believes that all customers should enjoy the freedom, independence and flexibility to travel anywhere on its transit system. The TTC is currently working towards making Toronto’s transit system barrier-free by implementing changes, which will make all of its services and facilities more accessible. All TTC and 905 agency bus services are accessible and operate using low-floor buses and all integrated services implemented as part of this plan will continue to be accessible.

The Cross-Boundary Service Integration Plan permits 905 transit agencies to provide “open door” service within Toronto, as an extension of TTC services. This will improve local travel by increasing service levels and improving access to local employment, education and cultural activities. The initiative also results in community benefits, including: improving equity in Neighbourhood Improvement Areas, many of which are

located along the periphery of the city and will be better served by integrated service; and improved socio-economic conditions by connecting land uses and environmental benefits by reducing emissions from optimizing service. Finally, the Plan results in financial benefits allowing the TTC to reinvest transit service back into the network based on demand.

Decision History

The 5-Year Service Plan (5YSP) is our overarching business plan that outlines five pillars of opportunity and a 20-point action plan to improve public transit between 2020 and 2024. Pillar 5 identifies actions to accelerate service integration with regional transit partners, including Action 5.1: to expand service integration. The TTC Board approved the 5YSP on December 12, 2019.

https://ttc-cdn.azureedge.net/-/media/Project/TTC/DevProto/Documents/Home/Public-Meetings/Board/2019/December_12/Reports/16_5_Year_Service_Plan_and_10_Year_Outlook.pdf?rev=4d086939de0a4f00801b42b7f1eb4872&hash=BEC5AA8D57EFBB6E2EA3B835318FB15A

The 2021 Annual Service Plan (2021 ASP) advances the 5YSP and notes in Action 5.1 that the TTC would advance service integration in partnership with municipal transit agencies along the city boundary. This Board report provides a status update.

https://ttc-cdn.azureedge.net/-/media/Project/TTC/DevProto/Documents/Home/Public-Meetings/Board/2020/December_15/Reports/9_2021_Annual_Service_Plan.pdf?rev=b5ea8afcd56499b9b66aa4cf8f40fa6&hash=9400162C7DC6038A9F97B56173266E14

On June 9, 2021, MiWay prepared the report entitled, Cross-Boundary Transit Service Integration Pilot Project, for consideration to City of Mississauga General Committee describing the service integration initiative. The report was received and the recommendation adopted by Council on June 16, 2021.

<https://pub-mississauga.escribemeetings.com/filestream.ashx?DocumentId=13199>

On June 10, 2021, York Region Transit (YRT) presented the York Region Transit/Toronto Transit Commission Service Integration and Fare Collection Pilot to the York Region Committee of the Whole describing the service integration initiative. The Committee of the Whole recommended the information be received.

[filestream.ashx \(escribemeetings.com\)](#)

Issue Background

Strategic Alignment

The Cross-Boundary Service Integration Plan is a strategic priority for all partner transit agencies. TTC data shows that 13% of TTC customers start or end their trip in the 905:

- 4.3% use local 905 transit agencies;
- 4.5% use GO Transit; and
- 4.2% arrive by car (and use parking or pick up and drop off) or walk up to a kilometre to/from the city of Toronto border.

Figure 2 presents usage by transit agency. The Cross-Boundary Service Integration Plan focuses specifically on service integration between the TTC and local 905 transit agencies.

Figure 2: TTC Customers connections by Transit Agency

Transit Agency	% of TTC Ridership
York Region Transit	2.4%
MiWay	1.5%
Durham Region Transit	0.1%
Brampton Transit	0.3%
Sub-total (local 905 transit agencies)	4.3%
GO Transit	4.5%
Overall (local 905 and GO)	8.8%

Partner transit agencies collectively highlight the importance of making public transit seamless and improving access to employment, education and cultural activities across municipal boundaries as key objectives in these plans:

- City of Toronto: Official Plan, Net Zero Strategy, Poverty Reduction Strategy
- TTC: Corporate Plan (Critical Path 5: Make taking public transit seamless) and 5-Year Service Plan (Action 5.1: expand service integration).
- BT: City of Brampton Transportation Master Plan.
- DRT: Five Year Service Strategy, Transportation Master Plan.
- MiWay: City of Mississauga Strategic Plan, MiWay Five – Transit Service Plan.
- YRT: YRT Business Plan, Transportation Master Plan and Regional Official Plan.

Cross-Boundary Initiatives to Date

BT, MiWay and YRT have a long-established practice of service integration across their respective municipal boundaries. Service is delivered in a co-ordinated manner on major transit corridors, such as Hurontario Street (BT and MiWay) and Queen Street/Highway 7 (BT and YRT).

Legislative constraints restricting cross-boundary service between the TTC and neighbouring transit agencies have resulted in limited opportunity for a regionally integrated network. TTC collective agreement constraints compound such restrictions. Despite these constraints, the TTC has continued to make efforts to deliver more regionally integrated transit services with partners for decades:

- **Rouge Hill:** In 2012, GO Transit funded integrated fares with TTC on the U of T Scarborough corridor, in order to avoid the duplication of running a GO bus service in parallel with an existing TTC bus service. GO customers travelling between Rouge Hill GO station and U of T Scarborough could travel on the TTC 38 Highland Creek buses at no additional fare. The arrangement ended when the TTC-GO double discount fare arrangement started in 2018.

- **Pearson Airport:** In 1999, the TTC simplified zone boundaries at Pearson Airport to allow a one-fare TTC ride between Toronto and the airport on the Lawrence Avenue/Dixon Road service, replacing the previous double fare that was charged to travel a short distance over the Toronto-Mississauga boundary into Pearson Airport.
- **Cross-Boundary Service:** For almost a century, the TTC has been delivering transit service outside Toronto city limits through its own services, including Gray Coach Lines. At its height in the mid-2000s, the TTC delivered service on 14 routes outside Toronto, of which six routes continue to operate today.

Although there have been previous considerations to implement service integration between the TTC and 905 transit agencies within Toronto, they have not advanced for various reasons. This initiative is expected to succeed because it has been developed in partnership with all agencies with a technically based “bottom-up” practical approach to planning.

Comments

The TTC, BT, DRT, MiWay and YRT worked jointly to develop a multi-agency service plan to implement service integration between our agencies on cross-boundary corridors. Service integration is defined as a constraint-free, co-ordinated approach to planning, scheduling and delivering transit service to customers between municipal transit agencies. Service integration creates three key benefits:

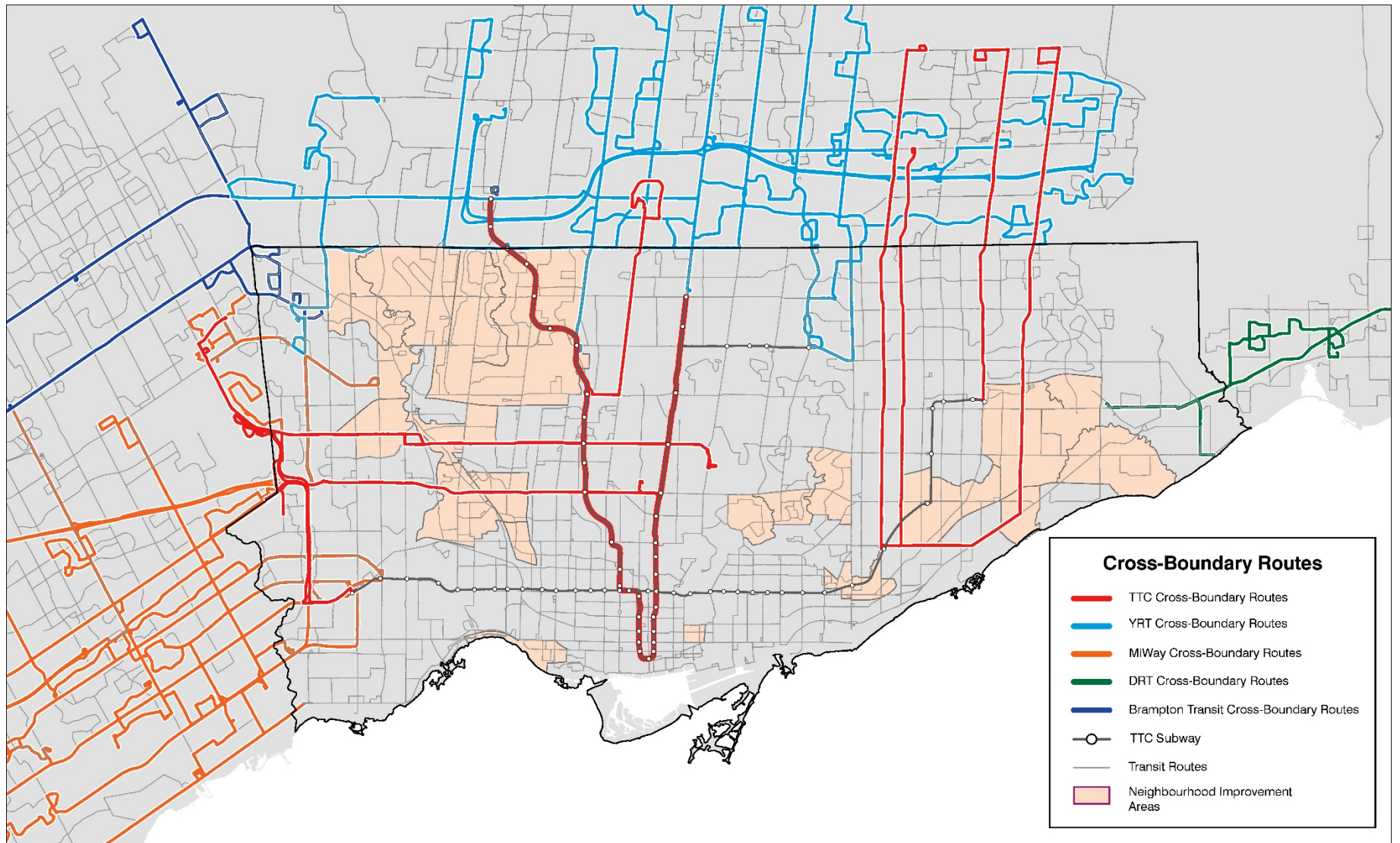
1. **More frequent service:** Customers who take bus routes on cross-boundary corridors will have more frequent service because they can now access 905 transit agency buses within Toronto for local travel.
2. **Financial efficiencies:** Cross-boundary service integration will result in financial efficiencies overall that will be reallocated to meet other system needs.
3. **Blueprint for future integration:** Transit agencies have developed the tools to explore and implement future service integration, including on specialized transit services.

Cross-Boundary Service Integration Plan

BT, DRT, MiWay and YRT (hereon collectively referred to as 905 transit agencies) operate approximately 50 bus routes into Toronto as shown in **Figure 3**. The 50 routes can be organized into 24 cross-boundary corridors based on common routing and destinations. The 24 cross-boundary corridors provide public transit service to customers accessing employment, education and cultural activities along the 905-Toronto boundary.

The partner transit agencies facilitate many cross-boundary trips already. Approximately 22.6 million customer-trips per year (4.3% of TTC ridership pre-COVID) either start or end outside Toronto and are made by customers who use both the TTC and a 905 transit agency to complete their journey.

Figure 3: Cross-Boundary Routes



For local travel within Toronto, 905 transit agency buses cannot be used by customers despite available capacity and operating on the same roadways as TTC buses. The 905 transit services are prohibited from serving customers and must operate “closed doors” within Toronto. A “closed door” operation means that 905 transit agencies can only drop-off customers within Toronto inbound (towards Toronto) and can only pick-up customers within Toronto outbound (away from Toronto). In total, approximately 34.3 million customer-trips per year cannot access 905 buses within Toronto for local travel due to these restrictions.

Service Concept

The Cross-Boundary Service Integration Plan focuses on improving service on the existing 24 cross-boundary corridors as a first step with specialized transit improvements to be addressed immediately thereafter. The Plan is designed based on the following two planning principles:

1. **“Open door” policy:** Customers can access 905 transit agency buses within the city of Toronto, for local travel.
2. **Match capacity with demand:** The TTC will co-ordinate schedules with 905 transit agencies, where possible, to account for additional capacity now available on 905 transit agency buses and redistribute excess capacity to other areas in Toronto.

The partner transit agencies will deliver service on the 24 cross-boundary corridors either through a single or shared operator model.

Currently, the TTC is the single operator on six corridors that provide service into Mississauga (52 Lawrence West) and York Region (17 Birchmount, 68 Warden, 102 Markham Rd, 129 McCowan North and 160 Bathurst North) on contract to the municipalities. All six corridors operate “open door”, but a second fare is required when crossing the municipal boundary.

The Plan expands the single operator model to corridors where there is complete route duplication between the TTC and 905 transit agencies. MiWay will be the single operator on the Bloor and Burnhamthorpe corridors and YRT will be the single operator on the Dufferin North corridor. The key difference on these corridors is that a single fare will continue to only be required while the customer remains on a bus. A second fare is required upon transfer (see **fare collection solution**).

All other corridors will apply a shared operator model with two operators delivering service on the same corridor. The shared operator model is in operation on the Hurontario Street corridor where MiWay and BT provide service and the Queen Street/Highway 7 corridor where YRT and BT provide service. On some corridors, this will allow the TTC to reduce its frequency of service, creating an opportunity to reallocate service.

Customer Benefits

The Plan will result in improvements to service frequency on 16 cross-boundary corridors within Toronto, which also includes improvements on three corridors within Mississauga and York Region as seen in **Figure 4**. Within Toronto, these improvements will increase service frequency for approximately 34.3 million customer-trips per year (based on pre-COVID ridership), which currently cannot take a 905 transit agency service in Toronto due to restrictions. Of the 34.3 million customer-trips, it is estimated that approximately 7.1 million customer-trips would use a 905 transit agency service instead of the TTC because it would be more convenient.

Figure 4: Improvements to Service Frequency in the Region and Toronto

Cross-Boundary Corridor	Average Change in Frequency	Annual TTC Ridership in Toronto (Pre-COVID)
	(on common corridor with 905 services)	
Bloor*	+15%	658,700
Burnhamthorpe*	+50%	893,600
Don Mills	+10%	2,881,100
Dufferin North*	+10%	1,194,500
Dundas	+100%	3,148,200
Ellesmere	+20%	2,397,600
Finch & Humberwood	+30%	1,479,300
Humberline	+85%	53,600
Martin Grove	+15%	3,349,700
York University	+15%	4,302,500
Queensway / Kipling	+10%	1,382,300
Rexdale	+80%	1,163,400
Sheppard	+30%	1,142,200
Victoria Park	+50%	693,200
Yonge / Steeles	+20-35%	9,549,500
TOTAL		34,289,400

* Regional improvements to service frequency in Mississauga and York Region

Of the remaining eight cross-boundary corridors, six are delivered by the TTC in Mississauga and York Region and are already optimized, and two present future opportunities for further integration. In the future, new rapid transit services will be implemented, including: Line 1 extension, Line 2 extension, Durham-Scarborough BRT and Woodbine Racetrack GO Station. These new services will necessitate changes to the interconnected bus network that will result in further cross-boundary service integration opportunities.

In addition, the Plan also results in the following community benefits:

- **Equity:** More service in Neighbourhood Improvement Areas and the outer suburbs where bus service is the primary mode of transportation.

- **Socio-economic:** More service to employment, education and commercial centres.
- **Environmental:** Less air and noise pollution due to optimization. For example, on the Burnhamthorpe corridor service levels will improve for customers within Toronto with less vehicles on the corridor, overall.

Phased Implementation Plan

The Plan is proposed to be implemented in a phased approach. In total, there are three phases that are designed to take incremental steps towards a full rollout of service integration as seen in **Figure 5**. The purpose of the phased approach is to evaluate customer experience, planning/scheduling assumptions and operations at each step. The goal is to continue to apply lesson-learning as the initiative progresses through each phase. Also, as seen in **Figure 5**, the phased implementation plan has two items on the critical path that are required for implementation, and will determine timing for achieving rollout. They include:

1. **Legislative Change:** A legislative change is required to permit 905 transit agencies to operate within Toronto “open door”. TTC is currently working with its union partner, The Amalgamated Transit Union Local 113 in an effort to address the other potential constraint to this initiative. Failing a resolution this matter will be tried through arbitration. The TTC does not have an indication at this stage the timeframe involved.
2. **Fare Collection Solution:** A short-term (phase 1) and long-term (phase 2 and 3) fare collection solution is required to advance service integration. For phase 1, the scope of the solution will focus on PRESTO customers only, while for phases 2 and 3, a full solution is required to account for PRESTO, cash and legacy fare media.

Legislative Change

With respect to the legislative changes required, the City of Toronto Act currently provides that the TTC can enter into an agreement with another entity to provide service in the city of Toronto if that entity provided the service prior to January 1, 1954. This requirement currently limits the TTC’s ability to provide cross-boundary service with the 905 transit agencies. In order to allow for cross-boundary service, changes to the City of Toronto Act are required, to remove the limitation and allow other public passenger transportation organizations to enter into agreements with the TTC to better co-ordinate services across municipal boundaries.

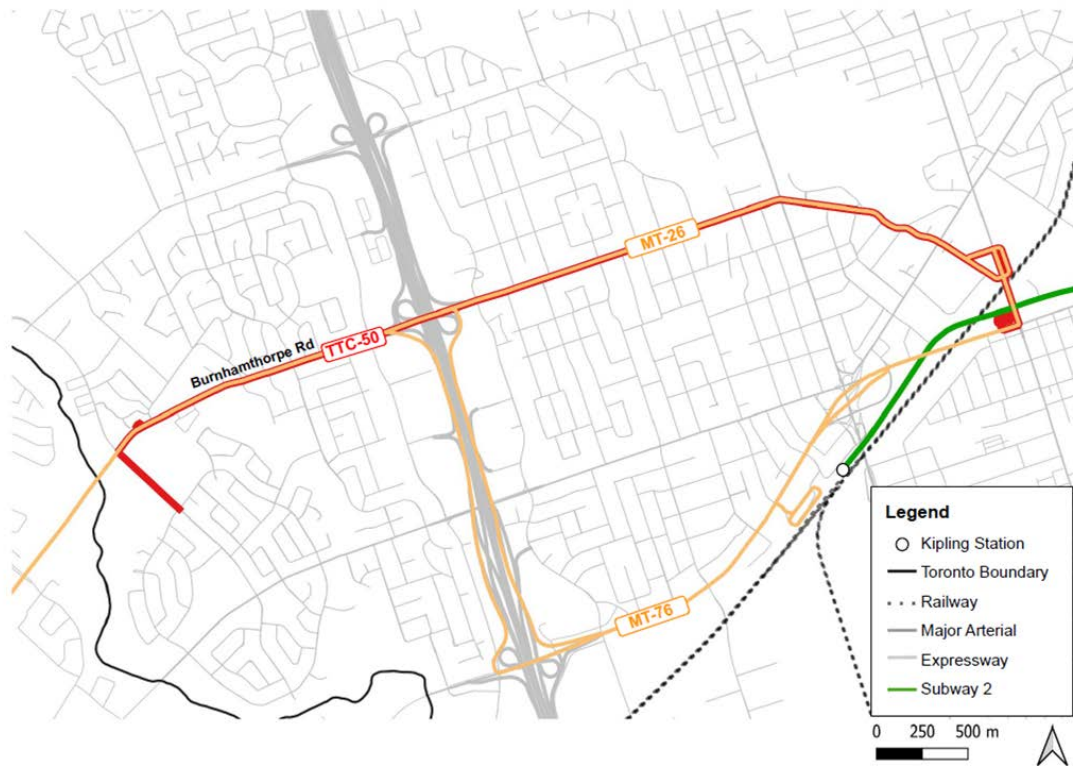
In addition, there exists a collective agreement limitation that places specific limitations on the TTC into entering into such arrangements. This matter was brought to interest arbitration in the most recent round of collective bargaining and an award was issued on January 4, 2022 remitting the matter of cross-boundary service back to the parties to resolve, failing which the interest arbitrator will make a determination. Such a process is difficult to predict from a timing perspective. In order to support certainty in outcome, as well as to protect other agencies from counter claims, legislative amendments must also ensure that any co-ordination of services agreement will not be considered the sale of any TTC service, operation or business, nor a contract for service. The TTC continues to work directly with our union partner, the ATU Local 113, to find resolution to the current contractual barrier.

Figure 5: Phased Implementation Plan

Phase	Service Concept	Critical Path (Required for Implementation)	
		Legislative Change	Fare Collection Solution
1 Pilot Step 1	<u>Burnhamthorpe and Dufferin North Corridors</u> <ul style="list-style-type: none"> • MiWay and YRT provide “open door” service • TTC sustains service • See Figure 6 	<p>Legislative change will require an update to permit 905 transit agencies to operate within Toronto “open door”. Subject to resolution of contractual barrier with ATU 113, may also require amendment to be clear that service integration is not considered contracting out nor a sale of any TTC service, operation or business by entering into agreement with other public transit agencies.</p>	<p>Fare collection solution required to maintain current cross-boundary transactions for customers using PRESTO</p>
2 Pilot Step 2	<u>Burnhamthorpe and Dufferin North Corridors</u> <ul style="list-style-type: none"> • MiWay and YRT continue “open door” service • MiWay and YRT increase service • TTC to reallocate service within Toronto • See Figure 7 		<p>Fare collection solution required to maintain current cross-boundary transactions for customers using all fare media: PRESTO, cash, tickets and tokens</p>
3 Full Rollout	<u>Full Rollout</u> <ul style="list-style-type: none"> • BT, DRT, MiWay and YRT to “open doors” on all routes. • MiWay and YRT increase service (continued) • TTC to adjust service levels to match capacity with demand and reallocate service 		

Figure 6: Phase 1 (Pilot) – MiWay, YRT and TTC Share Service Delivery

Burnhamthorpe Corridor



Dufferin North Corridor

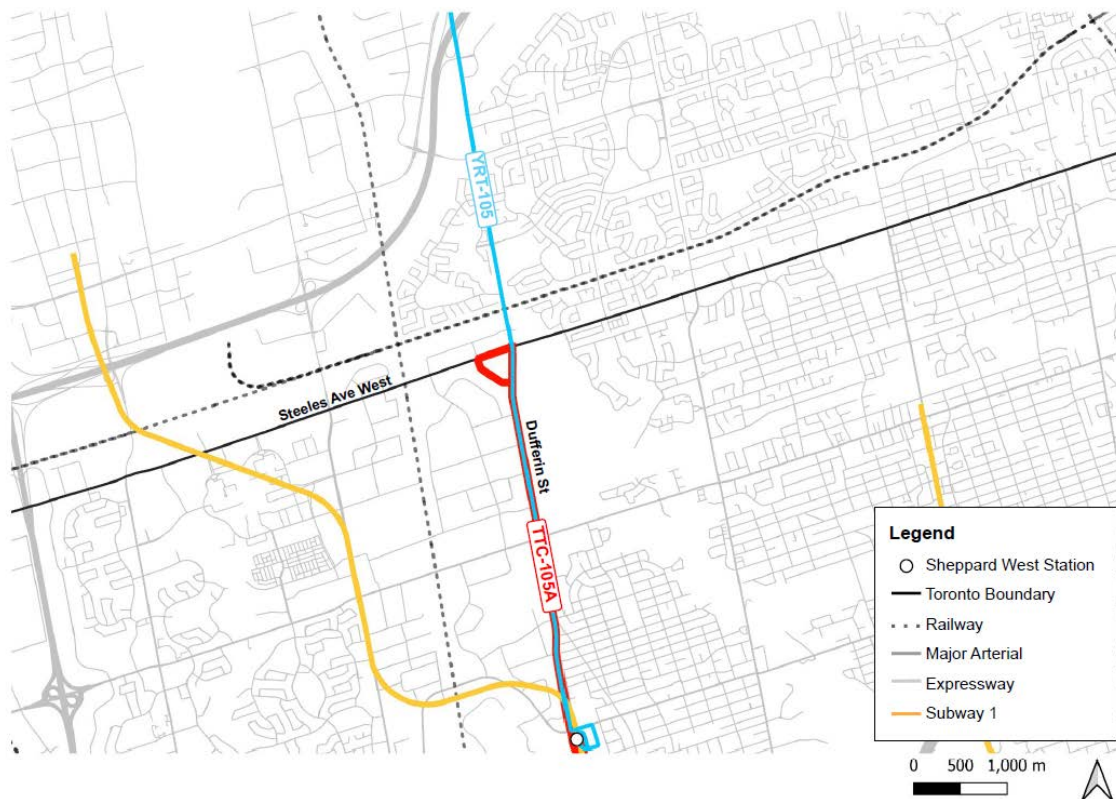
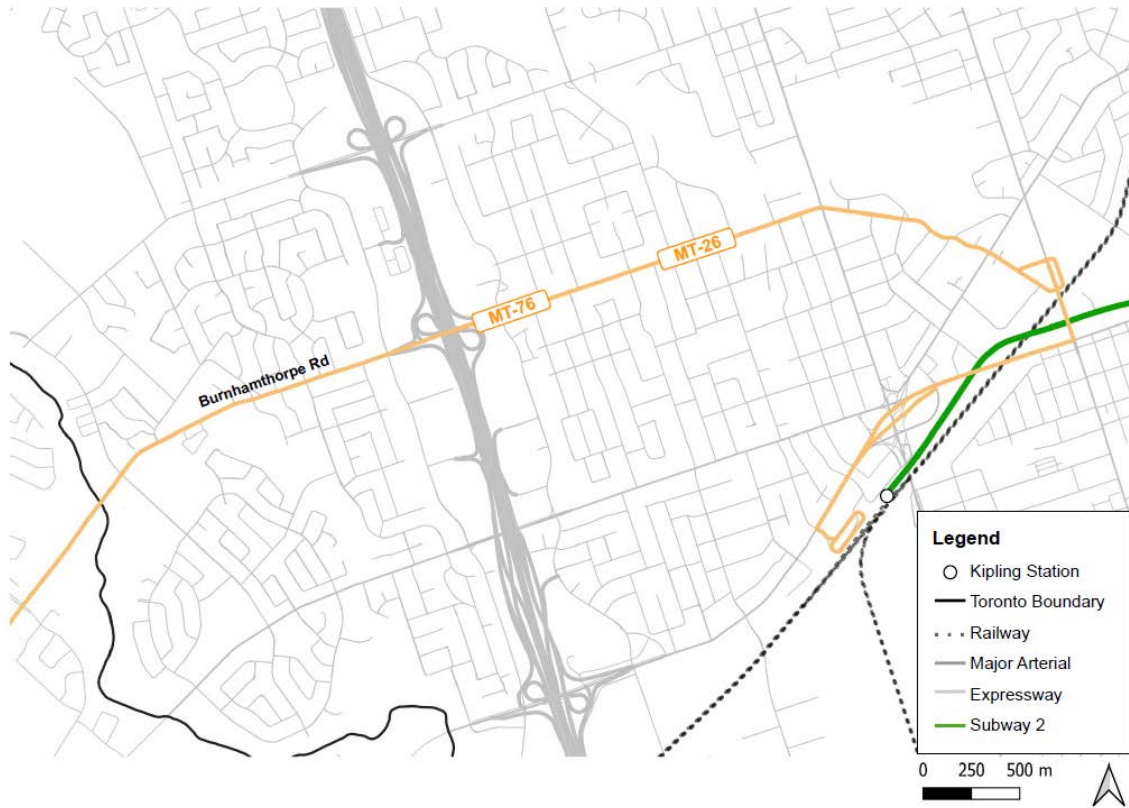
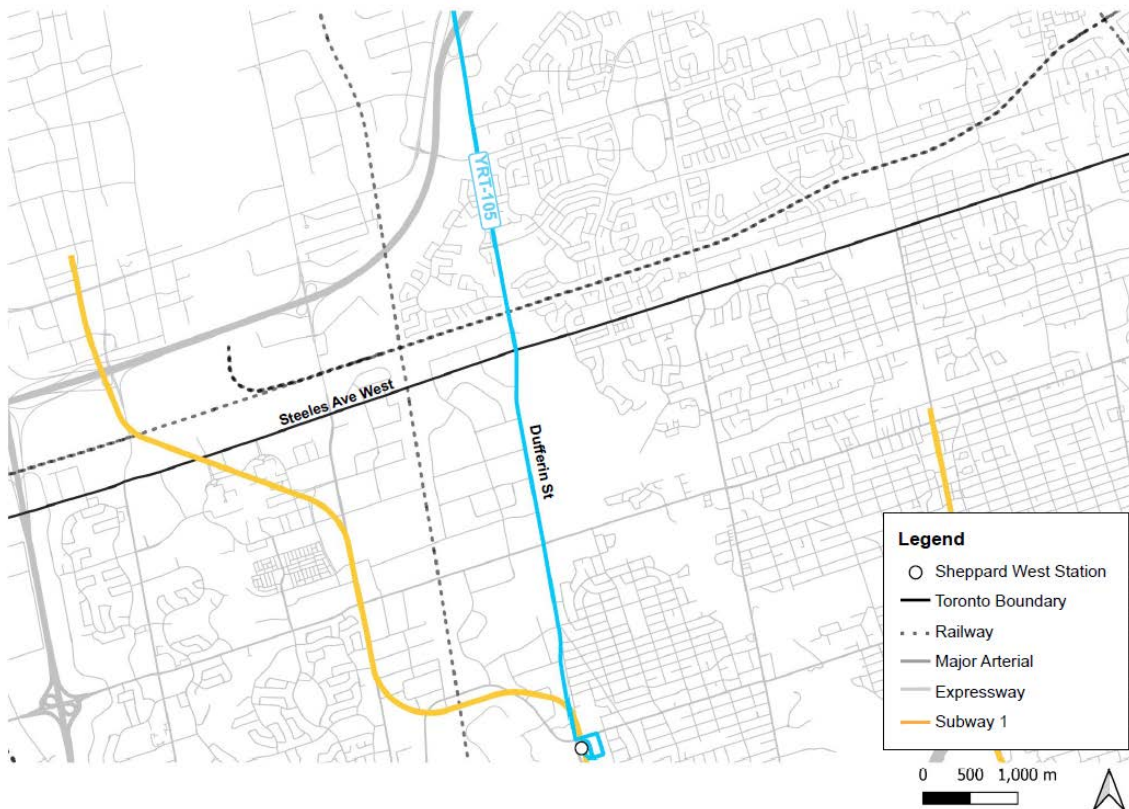


Figure 7: Phase 2 (Pilot) – MiWay and YRT Deliver Service

Burnhamthorpe Corridor



Dufferin North Corridor



Fare Collection Solution

The Plan is a foundational step towards further service integration between the TTC and 905 transit agencies. The Plan focuses on service integration first, and the objective is that the current fare structure will be maintained. The next step, fare integration, will be reviewed through the TTC 5-Year Fare Policy & 10-Year Collection Outlook in addition to discussions between the agencies and the Province.

As noted, a short-term (phase 1) and longer-term (phase 2 and 3) fare collection solution is required to advance service integration. In phase 1, MiWay and YRT will provide “open door” service and the TTC will retain service on the Burnhamthorpe and Dufferin North corridors. This results in customers within Toronto being able to access MiWay and YRT service with a PRESTO card.

The fare collection solution is not fully developed, at present. A solution is required for inbound travel towards Toronto and outbound travel away from Toronto. For inbound travel towards Toronto, **Figure 8** presents a customer journey map highlighting the customer experience for cross-boundary travel and local travel when a MiWay bus is travelling inbound towards Toronto. As seen:

- **Mississauga to Toronto**
 - Customers who travel on a MiWay bus into Toronto, continue to pay one fare. (\$3.10)
 - A TTC fare would be charged if the customer transfers to TTC service. (\$3.20, total \$6.30)

- **Within Toronto**
 - Customers who take a MiWay bus within Toronto, would be charged a TTC fare. (\$3.20)

For outbound travel away from Toronto, the partner transit agencies and PRESTO are working collaboratively to develop a fare collection solution. The solution must be able to distinguish travel within Toronto (as an extension of TTC service) as opposed to travel outside Toronto, which would continue to require a 905 transit agency fare. This is because a bus that travels outbound begins its journey at a single location within Toronto, such as a subway station, and both customers travelling within Toronto and beyond Toronto board the vehicle at the same time. This creates a fare collection issue because two potential fares could be applicable depending on the customer’s destination. This problem does not exist today because the TTC serves customers within Toronto, and a 905 agency vehicle serves customers travelling beyond Toronto. Staff are examining a range of options that would enable phase 1 to proceed while continuing to work on a longer-term solution for phase 2 and 3 that would need to address all fare media, including PRESTO, cash and tickets/tokens.

Figure 8: Customer Journey Map (inbound – towards Toronto)

MiWay Inbound- PRESTO only			
	MISSISSAUGA – MiWay	TORONTO - TTC	TOTAL FARE
Current State 1	<p>\$3.10</p> <ul style="list-style-type: none"> • Tap on • MiWay Fare Deducted/ Monthly Pass • MiWay Transfer Applied 	<p>No 2nd Fare</p> <ul style="list-style-type: none"> • Exit • Un-Paid zone 	\$3.10
Current State 2	<p>\$3.10</p> <ul style="list-style-type: none"> • Tap on • MiWay Fare Deducted/ Monthly Pass • MiWay Transfer Applied 	<p>\$3.20</p> <ul style="list-style-type: none"> • Exit • Un-Paid zone • Tap on entry • TTC Fare Deducted • TTC Transfer Applied 	\$6.30
New- TTC Only		<p>\$3.20</p> <ul style="list-style-type: none"> • Tap on entry • TTC Fare Deducted • TTC Transfer • TTC Monthly Pass <p>Tap, Transfer (No Fare Deducted)</p>	\$3.20

Other Items

In addition to the items noted above, the partner transit agencies will also develop the following items as part of the implementation plan:

- Cost/revenue sharing agreement;
- Common service principles that will guide planning and scheduling co-ordination;
- Standard operating procedures, including route management, emergency response etc.;
- Communications strategy to assist with the service change for customers including information packages, wayfinding, on-board messaging, etc.; and
- Evaluation criteria, including a monitoring, reporting and process for taking corrective action.

Conclusion

The Cross-Boundary Service Integration Plan is a proposed multi-agency service plan developed by BT, DRT, MiWay, TTC and YRT. The Plan has three key benefits: more frequent service within Toronto, financial efficiencies for all agencies and a blueprint for future service integration. The Plan proposes implementation in a phased approach starting with pilots on the Burnhamthorpe and Dufferin North corridors in phase 1-2 followed by full rollout in phase 3. The initiative's start date is yet to be determined and will be driven by the completion of two items on the implementation plan's critical path. These items include a change to legislation and the development of a short-term and long-term solution for fare collection. The TTC will provide updates to the TTC Board on the progress of this initiative.

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