



5-Year Service and Customer Experience Action Plan

Date: May 16, 2024

To: TTC Board

From: Chief Strategy and Customer Experience Officer

Summary

This report presents the TTC's 5-Year Service and Customer Experience Action Plan (the Plan), which identifies service and customer experience-related improvements to public transit service in the city of Toronto between 2024 and 2028.

The TTC Corporate Plan drives strategic directions for the organization. Strategic Direction 2 of the Corporate Plan is to attract new riders and retain customer loyalty. Many plans collectively advance this direction – including this 5-Year Service and Customer Experience Action Plan.

The Plan sets an objective, identifies opportunities and proposes actions to enhance public transit service and customer experience over the next five years. It is a multi-year plan that communicates to our customers and community partners the strategic priority for service and customer improvements and ensures these improvements address immediate needs, such as increasing population and employment, congestion and changing travel patterns, while still being focused on achieving the City's overall goals with regards to enhancing mobility, climate change, resilience and social equity.

The Plan identifies the service needed to accommodate growth in the five-year development pipeline, projected customer demand and rapid transit enhancements, such as Line 5 Eglinton. In addition to the base service requirements, the Plan also includes a number of options to enhance transit service across the city. This includes expanding early morning Sunday bus service, enhancing the express bus network and expanding the frequent transit network. The Plan also includes an outlook on the status of major transit expansion projects over the next 10 years.

The objective established for this Plan is to focus on the TTC's core competency: mass transit – moving large volumes of customers safely, reliably, and swiftly across Toronto and improving how customers experience the system. The objective is supported by seven pillars of opportunity. The pillars of opportunity seek to improve our customers' experience through each step in their journey; helping customers get where they need to go quickly and reliably.

The seven pillars of opportunity are:

1. Foster a customer-centric mindset.
2. Enhance the transit network.
3. Improve service reliability.
4. Prioritize surface transit.
5. Accelerate integration with regional transit partners and complementary modes of transport.
6. Enhance safety and comfort at stops, stations and in vehicles.
7. Streamline information and services.

Each of these seven pillars are accompanied by specific actions outlined in a multi-year 25-point Action Plan. The Action Plan is a blueprint that identifies major service- and customer experience-related initiatives to be implemented every year. It also lays out a framework for initiatives that require further investigation.

Every year, staff will prepare an Annual Service Plan using the Plan as a guideline. The Annual Service Plan will measure performance, present priority actions for the upcoming year and identify resource requirements that will serve as the basis for the preparation of the TTC's annual Operating Budget and 10-Year Capital Budget submission's service requirements.

The TTC's 5-Year Service and Customer Experience Action Plan will benefit hundreds of thousands of local and regional residents who use the TTC daily to access employment, educational, recreational and cultural opportunities. The Plan aims to improve our customers' experience when planning a trip, waiting at stops, riding our vehicles, travelling through stations and making connections with neighbouring transit services and other mobility options.

The Plan was developed in consultation with customers, community partner groups and City of Toronto staff and those from neighbouring municipalities. We are confident this Plan meets the needs of our customers. In fact, more than 80% of customers and community partners who reviewed the draft Plan were highly supportive of the Plan.

Recommendations

It is recommended that the TTC Board:

1. Approve the 5-Year Service and Customer Experience Action Plan in **Attachment 1**, and direct staff to bring forward actions and initiatives every year through the TTC's Annual Service Plan and Budget process.
2. Approve updates to the TTC Service Standards to reflect current conditions and performance, including modifying the express bus planning guidelines, updating the process to evaluate new services, and general housekeeping, as summarized in **Attachment 3**.

3. Forward the 5-Year Service and Customer Experience Action Plan to all City Councillors, the City's General Manager of Transportation Services and the Chief Planner, as well as the General Managers of MiWay, Brampton Transit, York Region Transit, Durham Region Transit and the President/CEO of Metrolinx.

Financial Summary

Table 1 The 25-point action plan includes initiatives to improve service for existing and future customers between 2024 and 2028.

Actions implemented in 2024, including the anticipated opening of Line 5 and 6, are fully funded in the approved 2024 TTC Conventional and Wheel-Trans Operating Budgets.

Actions proposed for 2025 to 2028 are to be considered in future Annual Service Plans and Budget submissions. If fully implemented, carrying out these actions would result in an incremental increase in gross operating costs of approximately \$203.6 million annually by 2028, over and above what has been approved in the 2024 Budget, as summarized in **Table 1** below. Additional costs may be identified in the future for some of the proposed actions and initiatives through the Annual Service Plan process for actions where further exploration is required, such as expanding e-Alerts or exploring mobile app solutions.

The Plan would also increase ridership from 422 million annual customer trips in 2024 to 479 million annual customer trips by 2028. This would result in an incremental increase in revenue of approximately \$133.3 million per annum, resulting in a net operating cost of \$70.3 million per annum by 2028.

Table 1: Plan actions requiring operating funding (\$ millions, 2024 dollars)

Action	Initiative	2024	2025	2026	2027	2028	5-Year total	(2025-2028)
Incremental operating costs								
2.1	Accommodate growth – bus	\$4.7	\$4.0	\$4.0	\$4.0	\$4.0	\$20.7	\$16.0
2.1	Accommodate growth – streetcar		\$1.0	\$1.0	\$1.0	\$1.0	\$4.0	\$4.0
2.2	Implement new services to address travel patterns		\$1.0	\$1.0	\$1.0	\$1.0	\$4.0	\$4.0
2.3	Open Line 5 Eglinton	\$50.4	\$39.0				\$89.4	\$39.0
2.4	Open Line 6 Finch West	\$18.4	\$9.5				\$27.9	\$9.5
2.6	Restore standard – subway – 6 min or better		\$1.0				\$1.0	\$1.0
2.6	Restore standard – bus – express bus			\$6.0			\$6.0	\$6.0
2.6	Restore standard – bus – 10 min or better		\$3.0	\$4.0			\$7.0	\$7.0
2.6	Restore standard – bus – crowding		\$18.0	\$18.0			\$36.0	\$36.0
2.6	Enhance service – bus – expand express bus network				\$9.0		\$9.0	\$9.0
2.6	Enhance service – bus – start Sunday service earlier				\$2.0		\$2.0	\$2.0
2.6	Enhance service – bus – trial new overnight services				\$1.0		\$1.0	\$1.0
2.6	Enhance service – bus – increase overnight service				\$3.0	\$7.0	\$10.0	\$10.0
2.6	Enhance service – bus – implement a 15 min network					\$4.0	\$4.0	\$4.0
2.6	Enhance service – streetcar – 6-min streetcar network				\$14.0	\$23.0	\$37.0	\$37.0
3.1	Improve service reliability – update schedules	\$4.7	\$5.0	\$5.0	\$5.0	\$5.0	\$24.7	\$20.0
4.1	Implement the Surface Transit Network Plan (RapidTO)		(\$1.0)		(\$3.0)	(\$1.0)	(\$5.0)	(\$5.0)
5.1	Implement fare and service integration***		(\$3.0)	(\$2.0)			(\$5.0)	(\$5.0)
Total – Incremental annual operating costs		\$78.2*	\$85.6**	\$37.0	\$37.0	\$44.0	\$281.8	\$203.6
Incremental annual revenue		(\$2.7)	(\$36.0)	(\$31.2)	(\$34.4)	(\$31.7)	(\$136.0)	(\$133.3)
Incremental net operating costs		\$75.5	\$49.6	\$5.8	\$2.6	\$12.3	\$145.8	\$70.3

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

***5.1 fare and service integration savings to be reallocated to 2.1 accommodate growth

Table 2 This Plan also outlines actions requiring capital investments that are either fully funded, partially funded, or unfunded in the TTC's 2024-2033 Capital Budget and Plan that was approved by the TTC Board on December 20, 2023, and by City Council on February 14, 2024.

Direct capital costs to implement the Plan requires \$214.1 million, of which, \$95.7 million is funded. Projects that support the implementation of this Plan, such as fleet procurements and facility modifications requires \$2.77 billion, of which, \$1.34 billion is funded. In total, \$1.43 billion in approved funding is included in the 2024-2033 Capital Budget and Plan of the \$2.98 billion capital funding required. **Table 2** summarizes the capital projects and funding required to achieve the actions in this Plan.

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

Table 2: Plan actions requiring capital funding (\$ millions, 2024 dollars)

Action supported	Project name	Capital plan	2024	2025	2026	2027	2028	5-Year total
4.2 - 4.4	Transit Priorities	Funded	\$3.00	\$3.40	\$3.30	\$3.30	\$3.30	\$16.30
		Unfunded		\$2.20	\$2.20			\$4.40
		Sub-Total	\$3.00	\$5.60	\$5.50	\$3.30	\$3.30	\$20.70
4.1	Bus Lane Implementation	Funded	\$7.00	\$6.50	\$6.50	\$6.50		\$26.50
		Unfunded		\$1.00	\$0.60	\$0.30	\$19.60	\$21.60
		Sub-Total	\$7.00	\$7.50	\$7.10	\$6.80	\$19.60	\$48.00
6.1	Bus Stop Improvements and Upgrades	Funded						
		Unfunded		\$2.00	\$2.00	\$2.00	\$2.00	\$8.00
		Sub-Total		\$2.00	\$2.00	\$2.00	\$2.00	\$8.00
6.1	Platform Modifications – Accommodate Articulated Buses	Funded	\$2.30	\$3.60	\$3.40	\$3.00	\$1.80	\$14.00
		Unfunded			\$6.30	\$9.70	\$11.20	\$27.20
		Sub-Total	\$2.30	\$3.60	\$9.60	\$12.70	\$13.00	\$41.20
6.1	Bus Stop Improvements for Accessibility	Funded	\$2.20	\$3.60	\$3.40	\$3.00	\$1.80	\$14.00
		Unfunded			\$6.30	\$9.70	\$9.70	\$25.70
		Sub-Total	\$2.20	\$3.60	\$9.70	\$12.70	\$11.50	\$39.70
4.2 - 4.4	Opportunity to Improve Transit Services – Transit Priority Measures	Funded	\$0.50	\$0.10				\$0.60
		Unfunded		\$3.30	\$7.50	\$7.50	\$7.50	\$25.80
		Sub-Total	\$0.50	\$3.40	\$7.50	\$7.50	\$7.50	\$26.40
4.4	Opportunity to Improve Transit Services – Queue Jump Lanes	Funded	\$0.30	\$1.90	\$3.90	\$6.30	\$1.80	\$14.20
		Unfunded			\$0.60	\$4.10	\$1.00	\$5.70
		Sub-Total	\$0.30	\$1.90	\$4.60	\$10.40	\$2.80	\$20.00
6.1	Opportunity to Improve Transit – Streetcar Platforms	Funded	\$0.10	\$0.30	\$3.00	\$5.40	\$1.40	\$10.10
		Unfunded						
		Sub-Total	\$0.10	\$0.30	\$3.00	\$5.40	\$1.40	\$10.10
Sub-Total - Service Planning		Funded	\$15.40	\$19.40	\$23.50	\$27.50	\$10.10	\$95.70
		Unfunded		\$8.50	\$25.50	\$33.30	\$51.00	\$118.40
		Sub-Total	\$15.40	\$27.90	\$49.00	\$60.80	\$61.10	\$214.10

Action supported	Project name	Capital plan	2024	2025	2026	2027	2028	5-Year total
2.1, 2.2, 2.6, 2.7, 3.1	Buses	Funded	\$200.20	\$456.40	\$25.10			\$681.70
		Unfunded	\$17.70	\$135.50	\$265.70	\$263.00	\$374.50	\$1,056.50
		Sub-Total	\$217.90	\$591.90	\$290.80	\$263.00	\$374.50	\$1,738.10
2.1, 2.2, 2.6, 2.7, 3.1	Streetcars	Funded	\$217.80	\$90.90	\$16.30			\$325.00
		Unfunded						
		Sub-Total	\$217.80	\$90.90	\$16.30			\$325.00
2.1	Subway Cars	Funded	\$2.20	\$80.20	\$52.50	\$38.80	\$15.60	\$189.30
		Unfunded		\$160.30	\$105.00	\$77.60	\$31.20	\$374.10
		Sub-Total	\$2.20	\$240.50	\$157.40	\$116.40	\$46.80	\$563.40
2.1, 2.2, 2.6, 2.7, 3.1	Hillcrest Maintenance and Storage Facility	Funded	\$1.60	\$23.80	\$44.60	\$42.30	\$28.50	\$140.70
		Unfunded						
		Sub-Total	\$1.60	\$23.80	\$44.60	\$42.30	\$28.50	\$140.70
Sub-Total – Fleet and supporting projects		Funded	\$421.80	\$651.30	\$138.50	\$81.10	\$44.10	\$1,336.70
		Unfunded	\$17.70	\$295.80	\$370.70	\$340.60	\$405.70	\$1,430.60
		Sub-Total	\$439.50	\$947.10	\$509.10	\$421.70	\$449.80	\$2,767.20
Grand Total		Funded	\$437.00	\$670.80	\$162.00	\$108.50	\$54.10	\$1,432.30
		Unfunded	\$17.70	\$304.40	\$396.20	\$373.90	\$456.90	\$1,549.10
		Sub-Total	\$454.70	\$975.10	\$558.20	\$482.40	\$511.00	\$2,981.40

Note: Cost estimates (2024 CIP) are subject to refinement, as project life cycle progresses and final approvals to proceed.

Equity/Accessibility Matters

The TTC is making Toronto's transit system barrier-free by implementing changes that will make all of its services and facilities accessible to all our customers. The TTC strongly believes that all customers should enjoy the freedom, independence and flexibility to travel anywhere on its transit system. The TTC's commitment to providing accessible transit is at the forefront of its 2024-2028 Corporate Plan, including the key principles of Equity, Diversity, Inclusion and Accessibility, and this Plan.

The 5-Year Service and Customer Experience Action Plan contains a number of specific initiatives that will help support and advance the Wheel-Trans Family of Services delivery model and the TTC's 5-Year Accessibility Plan. Initiatives, such as improving access to and reliability of customer information; working with the City to improve and expand customer amenities at transit stops; and continuing to enhance safety, comfort and amenities at transit stations will help achieve a modern, inclusive and accessible transit system for all.

Having a reliable transit network is critical for women, shift workers, people with low-income and equity-seeking groups who need to get to work, school, health services, recreational and cultural services, etc. Studies have shown that those who have less access to resources and services typically have worse health outcomes. Ensuring that access is equitable as well as reliable, safe and timely supports population health overall in the city of Toronto.

Consultation and engagement with equity-seeking communities remain a focus of the TTC's planning approach.

The TTC recognizes the importance of reaching out and consulting with traditionally under-represented customers in the planning process who may be disproportionately affected by planning decisions. In addition to two consultation sessions with ACAT's Service Planning Subcommittee in 2023, consultation throughout the development of this Plan included engaging with and gathering feedback from the three key priority groups (women, shift workers and lower-income customers). Consultation methods included focus groups, public outreach events in Neighbourhood Improvement Areas and at post-secondary institutions and through the Youth Ambassador Program. The Youth Ambassador Program was introduced in the 2021 Annual Service Plan and continues to be a staple in our public engagement strategy.

The Youth Ambassador Program deliberately engages youth ages 18 to 29, a demographic typically under-represented in city-building consultations, and provides paid work and skill development opportunities to youth. In this Plan, five Youth Ambassadors were selected from across the city, from varying backgrounds and experiences, to engage with their peers and social networks on the development of this Plan. More than 540 participants were engaged by the Youth Ambassadors through a range of engagement tactics, complementing the TTC's own engagement initiatives.

Decision History

The previous [5-Year Service Plan](#) & 10-Year Outlook was approved by the Board at their meeting on [December 12, 2019](#).

The TTC Board approved the Advancing the 5-Year Service Plan (2024-2028) & 10-Year Outlook Reset report on [July 14, 2022](#). This report outlined the work plan for the new 5-Year Service Plan (2024-2028) & 10-Year Outlook and served to inform the guiding principles for the 2024 Annual Service Plan.

The [2024 Annual Service Plan](#) was approved by the Board at its meeting on [November 22, 2023](#). The 2024 Annual Service Plan serves as Year 1 of the 5-Year Service and Customer Experience Action Plan.

Issue Background

Toronto is home to 3.03 million people and is projected to grow to 3.65 million by 2051, and is home to people with many diverse backgrounds and ethnicities, with more than 1.5 million residents identifying as part of a racialized group and almost 1.3 million people who identify as an immigrant¹.

The TTC provides access to the entire city and connections to the region. The TTC connects people to each other, employment, education, social, shopping, health care and all other reasons to travel. The TTC is vital to the city's economic prosperity, environmental sustainability and social vibrancy and equity.

The TTC Corporate Plan drives strategic directions for the organization. Strategic Direction 2 of the Corporate Plan is to attract new riders and retain customer loyalty. Many plans collectively advance this direction – including this 5-Year Service and Customer Experience Action Plan.

The Plan sets an objective, identifies opportunities and proposes actions to enhance public transit service and customer experience over the next five years. It is a multi-year plan that communicates to our customers and community partners the strategic priority for service and customer improvements and ensures these improvements address immediate needs, such as increasing population and employment, congestion and changing travel patterns, while still being focused on achieving the City's overall goals with regards to enhancing mobility, climate change, resilience and social equity.

The multi-year plan provides clarity on major service- and customer-related initiatives to be implemented every year, and lays out a framework for initiatives that require further investigation. It is a blueprint for future Annual Service Plans and Budgets. See **Attachment 1** for the full plan.

¹ [2021 Canadian Census](#)

The Plan also includes accompanying updates to TTC Service Standards to reflect current conditions and performance. Updates include modifying the express bus planning guidelines to reflect slower operating conditions, updating the process to evaluate new services by adjusting ridership targets to reflect current performance and general housekeeping items, such as the removal of standards related to the decommissioned Line 3, as summarized in **Attachment 3**.

Comments

Public and Community Partner Consultation

With its foundation built on the needs of customers and community partners, this Plan was prepared through an extensive, collaborative process beginning in April 2023 and spanning three rounds of engagement.

The COVID-19 pandemic brought into focus those who continued to use public transit in our city – women, people with low income and shift workers – while many others were able to work from home or use alternative transportation methods. These experiences were used to inform and enhance our approach to engagement for this Plan.

Overall, the Plan consultation process included over 3,800 engagement interactions with members of the public, frequent and infrequent TTC customers, community partners, transit advocates and TTC employees. The consultation was conducted through multiple channels including:

- 2,900-plus survey responses from three surveys available online and by mail.
- Nearly 20 community groups and transit advocates participated in four meetings.
- 20 customers participating in focus groups devoted to key TTC customers (women, shift workers and lower-income customers).
- Nearly 20 TTC employees participated in three focus groups.
- Over 300-plus people engaged at six in-person pop-up engagements.
- 540 people engaged by five Youth Ambassadors.

Throughout the consultations, respondents identified reliability, frequency, communication, accessibility and safety as their top priorities for the 5-Year Service and Customer Experience Action Plan. Customers specifically indicated that they would like to see:

- More frequent and reliable service.
- An improved express bus network with faster travel times.
- More reliable, clear, accurate, up-to-date, and accessible real-time and trip planning information.
- Increased safety measures at stops and stations and accessible reporting mechanisms.
- More effort focused on the in-station and stop experience.
- Well-trained and frequently updated front line staff.

The action items included in the Plan respond to these identified customer priorities and were validated during the final round of the consultation process. The final draft Plan received broad support from the majority of participants and in fact, 4 out of 5 survey participants strongly supported the direction of the Plan. Refer to **Attachment 2** for a consultation summary.

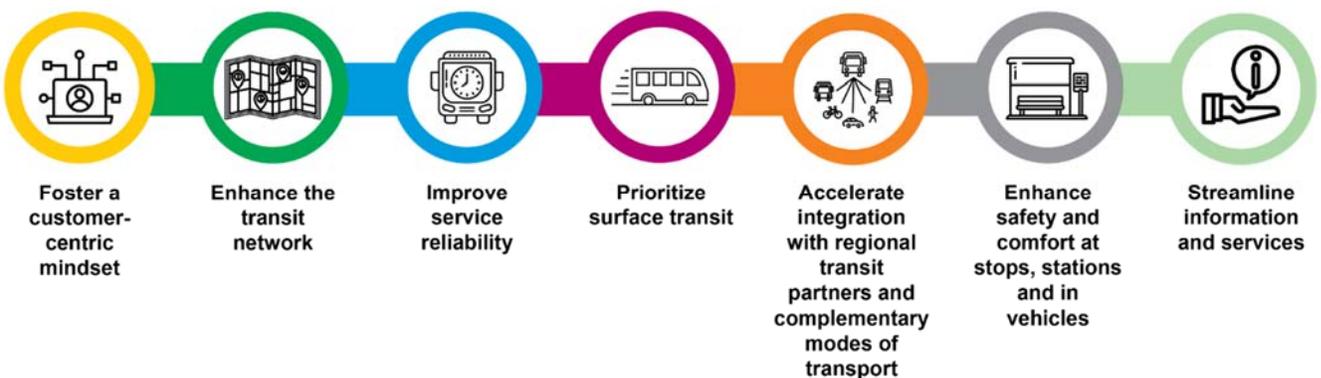
Plan objective

The objective established for this Plan is to focus on the TTC's core competency: mass transit – moving large volumes of customers safely, reliably, and swiftly across Toronto and improving how customers experience the system.

Pillars of Opportunity

The Plan identifies seven pillars that represent opportunities to improve service and the customer experience over the next five years. Each pillar seeks to improve our customers' experience through each step in their journey; helping customers get where they need to go quickly and reliably (see **Figure 1**).

Figure 1: Pillars of Opportunity



25-Point Action Plan

Each of these seven pillars are accompanied with specific actions as shown in **Table 3**. Each action has specific initiatives that are presented in a proposed timeline over the next five years. The implementation of each specific initiative is based on a number of interdependent factors, including an assessment of when resources will be available and the assumption that major projects (i.e. opening of Line 5 and Line 6) will be implemented as planned. Refer to pages 145 to 146 of **Attachment 1** for the proposed implementation timeline of the Action Plan.

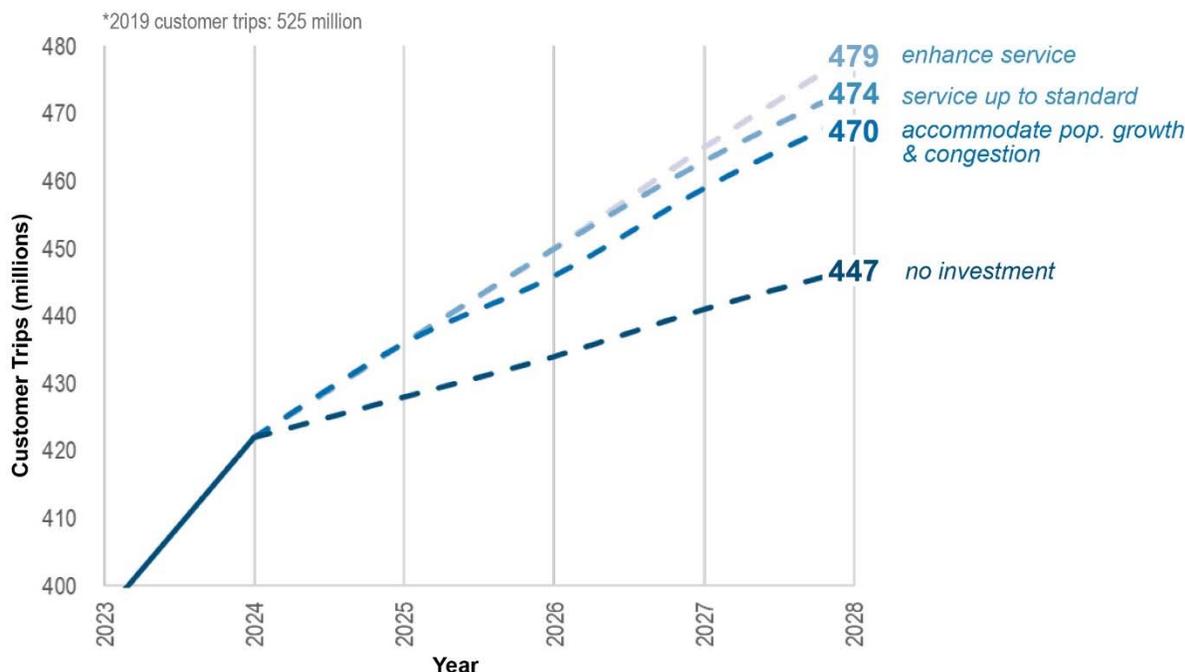
Table 3: 25-Point Action Plan

Pillar 1: Foster a customer-centric mindset
<ul style="list-style-type: none"> 1.1. Reinforce the organizational commitment to customer service 1.2. Elevate the importance of ongoing public engagement
Pillar 2: Enhance the transit network
<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> 3.1. Improve service reliability 3.2. Doing disruptions differently
Pillar 4: Prioritize surface transit
<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> 7.1. Improve customer service and loyalty 7.2. Improve customer awareness and education 7.3. Provide customers with accurate, accessible and timely information

Investment Summary

The Plan identifies a number of initiatives required to attract new riders and retain existing customers between 2024 and 2028. The Plan is designed to be modular and provides opportunities for adjustment every year via the Annual Service Plan and Budget process. The Plan's initiatives can be bundled to attract various ridership growth targets as seen in **Figure 2**.

Figure 2: Projected annual customer trips 2024-2028 (millions) based on different Plan initiatives



The Plan establishes a dynamic framework that allows staff to prioritize investments every year based on current information and objectives. For example, implementing surface transit priority treatments and accommodating growth and congestion is projected to increase annual customer trips from 396 million in 2023 to 470 million by 2028.

Going one step further, implementing initiatives to bring service up to standard is projected to increase customer trips to 474 million by 2028. Currently, the TTC is not meeting its service standard in four areas. These are presented below in order of priority based on their impact on system integrity and their practicality of implementation:

- **Minimum Service Levels:** Increase subway service on Line 4 to every six-minutes or better in all periods.
- **Vehicle Crowding Standard:** Increase and reallocate service in peak and off-peak periods to set service capacity utilization between 80% and 95%.
- **10-Minute Network:** Increase service across network, where required.
- **Express Bus:** Expand network to remaining periods of operation.

Ultimately, implementing all service initiatives in the Plan is projected to increase customer trips to 479 million by 2028. These initiatives are presented in priority order based on the greatest return on investment in **Table 4** as described below:

- **Span of Service:** Start regular bus service earlier on Sundays.
- **Minimum Service Level:** Increase minimum service levels on streetcar to every six-minutes or better to complement subway.
- **Express Expansion:** Add new express bus routes to decrease travel times for customers.
- **Overnight Network:** Improve minimum service level to every 20-minutes or better and add new routes.
- **15-Minute Network:** Complement the 10-minute network with a second tier of routes that operate every 15-minutes or better.

Table 4: Plan initiatives net cost per new rider

Action	Initiative	Incremental annual ridership	Incremental annual revenue	Incremental annual operating cost	Net cost per new rider
2.6	Span of service	0.5M	\$1.3M	\$2.0M	\$1.35
2.6	Minimum service level	3.6M	\$8.4M	\$23.0M	\$4.09
2.6	Express expansion	0.5M	\$1.2M	\$9.0M	\$15.15
2.6	Overnight network	0.4M	\$1.0M	\$8.0M	\$17.30
2.6	15-minute network	0.1M	\$0.3M	\$4.0M	\$30.44

* Shaded cells do not meet Service Standard warrant for “new services.”

Some of the initiatives in the table do not meet the warrant for new services as defined in the Service Standards. However, they have been included in the Plan because customers consistently ranked them as high priorities throughout the consultation process.

Potential Risks and Mitigation Strategies

There are several potential risks that would affect the implementation and timing of the actions identified in the 5-Year Service and Customer Experience Action Plan. This includes schedule delays to delivering new and enhanced rapid transit services as well as impacts from no additional operating or capital funding. **Table 5** highlights the key risks and mitigation strategies.

Table 5: Risks and Mitigation Strategies

Risk	Contingency
<p>Line 5 Service does not begin in 2024</p>	<p>All buses remain on Eglinton corridor. Delay service improvements for growth, reliability and restoring Service Standards.</p>
<p>Line 6 Service does not begin in 2024</p>	<p>All buses remain on Finch West corridor. Delay service improvements for growth and reliability.</p>
<p>Operating and Capital Funding Additional operating and capital funding is not available</p>	<p>Initiatives with approved funding will be prioritized for implementation. Any initiative that remains unfunded will not be implemented.</p>

Next Steps

Every year, we will consult with customers and community partners to develop a detailed Annual Service Plan that refines the 25-point action plan and updates any changes that may have occurred. Annual Service Plans will be developed in alignment with Strategic Direction 2 of the Corporate Plan and aim to both attract new riders and retain customer loyalty.

Shortly, we will begin consultation on the 2025 Annual Service Plan. The key initiatives in 2025 are restoring service to Board-approved Service Standards, implementing the Surface Transit Network Plan (RapidTO) on Jane Street and continued implementation of transit signal priority and queue jump lanes. We will present the TTC Board with the 2025 Annual Service Plan in the fall of 2025 as part of the 2025 budget cycle.

Contact

Mark Mis, Head – Strategy and Foresight (Acting)
416-393-4275
mark.mis@ttc.ca

With report contributions from:

Matt Hagg, Manager – Customer Policy and Planning
Jason Genee, Manager – Transit Systems Planning (Acting)
Stephanie Simard Craig, Manager – Transit Systems Planning

Signature

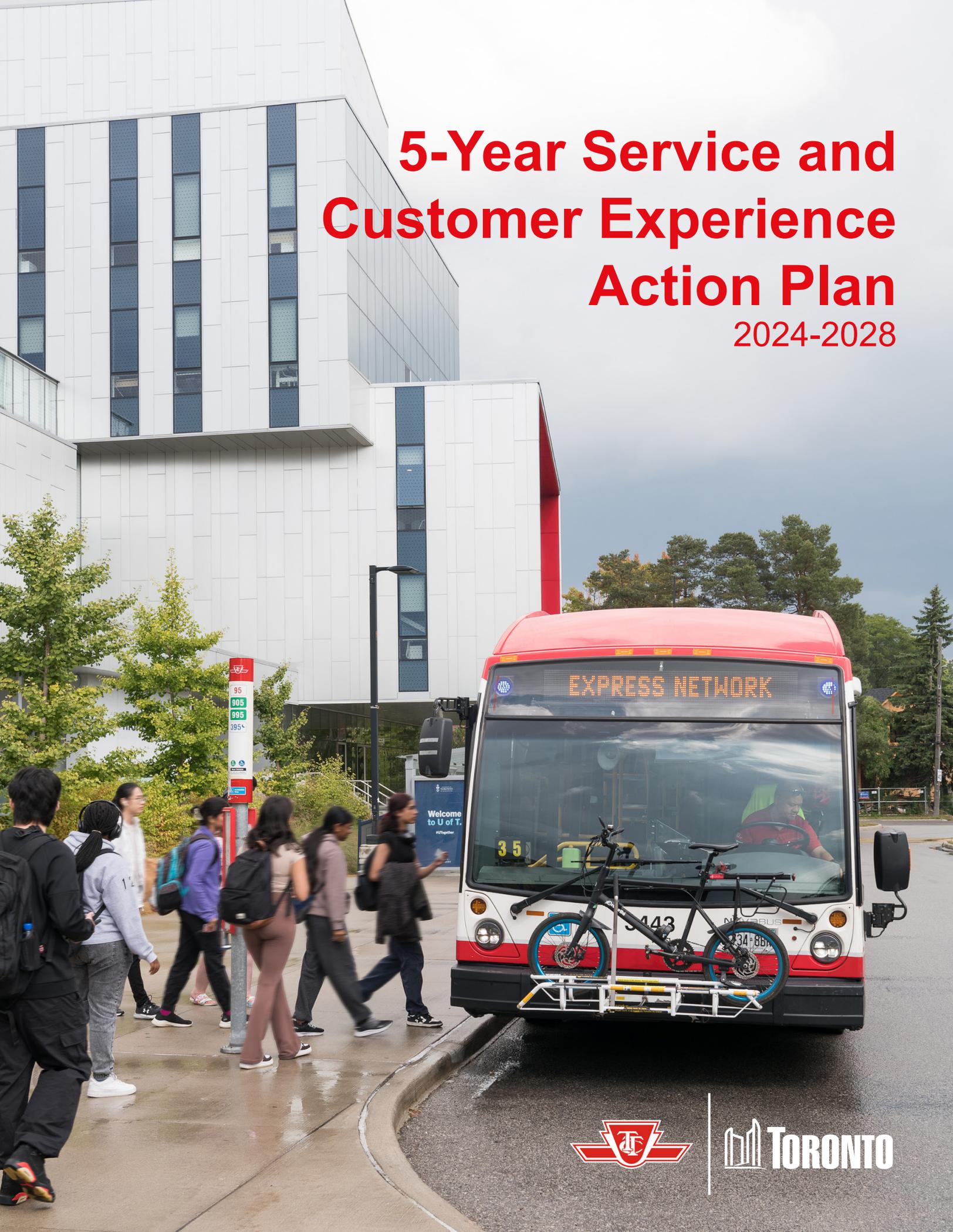
Wendy Reuter
Chief Strategy and Customer Experience Officer (Acting)

Attachments

Attachment 1 – 5-Year Service and Customer Experience Action Plan
Attachment 2 – Consultation Summary
Attachment 3 – Summary of Service Standard Updates

5-Year Service and Customer Experience Action Plan

2024-2028



An aerial photograph of Toronto, Ontario, Canada, showing a dense urban landscape with numerous buildings and green spaces. The CN Tower is visible in the distance. A large, semi-transparent red rectangular box is overlaid on the right side of the image, containing white text. The background is a bright, slightly overcast sky.

The Toronto Transit Commission (TTC) acknowledges that we are on the traditional territory of many nations, including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat Peoples, and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit, and the Williams Treaties signed with multiple Mississaugas and Chippewa bands.

The TTC commits to continued learning, work and partnership with Indigenous peoples and communities. The TTC will increase our own knowledge, improve internal and external relations and implement collaborative solutions as we seek to play our part in reconciliation and building a better community for all Torontonians.



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From the Chair

I am proud to present the TTC's 5-Year Service and Customer Experience Action Plan.

This is the TTC's newest blueprint for service and customer experience between 2024 and 2028. The Plan will help ensure the TTC continues to serve our customers while we evolve and adapt to meet their changing needs and expectations.

Over the last five years, the TTC has made important progress to improve the transit network while overcoming challenges related to funding and the COVID-19 pandemic. Despite these challenges, we know we can do better. This Plan reflects this. It demonstrates our commitment to respond to the needs of our customers based on the feedback they have given us, the lessons we have learned from the pandemic, and the increase in operational funding from the City of Toronto and Province of Ontario.

The last five years have demonstrated that the TTC is a critical component to a well-functioning, affordable city and is essential for creating a city of opportunity where everyone has access to safe, reliable and efficient transportation. We will build on the achievements of the previous 5-Year Service Plan by addressing the gaps identified by our customers so that your journeys, from start to finish, meet your expectations. And when we miss the mark, we are committed to listening to your feedback and doing better.

Our plan consists of seven pillars of opportunity, with a 25-point action plan. Not only does the 5-Year Plan emphasize getting customers where they want to go quickly, safely and reliably, it does so with a heightened focus on your needs and preferences. The Plan will help ensure the TTC:

- » provides high-quality, reliable, comfortable and fast public transit services that meets the needs of our city and its residents;
- » remains accessible for people with disabilities, students, seniors, shift workers and those with limited incomes;
- » responds to the challenges associated with traffic congestion and construction;
- » plays a role in tackling the climate emergency and the affordability crisis; and
- » embraces technology to meet the expectations of our customers.

I want to thank TTC staff for the tremendous amount of work that went into creating the 5-Year Service and Customer Experience Action Plan. I would also like to thank my colleagues on the TTC Board for their continued support as well as City Councillors who have met with TTC staff and provided feedback, and Mayor Chow and Premier Ford for increasing operational funding for the TTC. Finally, I would like to thank members of the public who participated in the various surveys and community consultations and continue to remain engaged in improving city transit for everyone.



Jamaal Myers

TTC Chair
May 2024

From the Chief Executive Officer

At the TTC, we pride ourselves on delivering a safe, accessible and reliable public transit service to our customers every day and night. Our new 5-Year Service and Customer Experience Action Plan provides the blueprint to ensure the TTC continues to improve service and our customers' experience while using our multimodal services.

This 5-Year Plan is a key part of the TTC's broader planning framework. It advances the TTC Corporate Plan's strategic direction to attract new riders and retain customer loyalty along with other complementary plans, such as the 5-Year Accessibility Plan; Fare Modernization and Policy Update; Community Safety, Security and Well-being Plan; and the 15-Year Capital Investment Plan. It also helps the City meet its broader climate, mobility and social equity goals.

Through the previous 5-Year Service Plan, which was adopted in 2019, we were able to make tremendous strides toward improving the public transit network in Toronto. Highlights of this include the completion of Eglinton Avenue East transit priority lanes, full implementation of Automatic Train Control signalling on Line 1 Yonge-University as well as the continuation of a demand-responsive service plan that meets our customers' needs for public transit.

With the 5-Year Service and Customer Experience Action Plan, we continue to advance initiatives that increase travel options, improve reliability and comfort across the network, and bridge the gap between our service and overall customer experience. The Plan's seven pillars of opportunity and 25-point action plan provide our customers, staff and our partners with a blueprint for the next five years.

I am proud of the work we have accomplished since 2019 to improve transit service for all Torontonians. Public transit is vital to the future success and growth of the city and region. Our new 5-Year Service and Customer Experience Action Plan is a direct result of listening to our customers, frontline employees, managers and many other stakeholders in order to continue providing the public transit service that the people of Toronto demand and deserve.

I am confident our new Plan secures our way to providing a reliable, efficient, accessible and integrated bus, streetcar, subway and LRT network for the citizens of our great city and beyond.



Richard J. Leary

Chief Executive Officer
May 2024



Executive summary

This Plan presents an objective, seven pillars of opportunity and a 25-point action plan to improve service and customer experience between 2024 and 2028.

Executive summary

Responding to the needs of an evolving city

The 5-Year Service and Customer Experience Action Plan comes at an important junction in Toronto's history. Although the city has emerged from the pandemic, Toronto now faces new realities. The disruptions caused by the pandemic have created new challenges and exacerbated financial, social and environmental issues. As a key public service and agency of the City of Toronto, the TTC requires a plan and objective to deliver public transit.

The Plan identifies and responds to the key opportunities and challenges that Toronto will face over the next five years. Increasing population and employment will demand higher frequency of service and new services to meet changing travel patterns, construction and congestion will continue to negatively impact surface transit and changing technologies and customer expectations will force the TTC to re-think how it engages with its customers.

Placing the customer at the centre of all decision-making

The Plan was prepared through an extensive three-round consultation process which reinforces one of the Plan's primary aims: placing the customer at the centre of all decision-making. Whether it's improving the frequency and reliability of service, expanding and enhancing the way we consult with our customers or developing new ways to provide information to our customers, the needs of our customers are reflected in all aspects of the Plan — the objective, pillars of opportunity, and the 25-point action plan.

The TTC recognizes the importance of reaching out and consulting with traditionally underrepresented customers in the planning process who may be disproportionately affected by planning decisions. Engagement throughout the development of this Plan included connecting with and gathering feedback from three key priority groups — women, shift workers and people with low income — through focus groups and public outreach events in Neighbourhood Improvement Areas, post-secondary institutions and the Youth Ambassador Program.

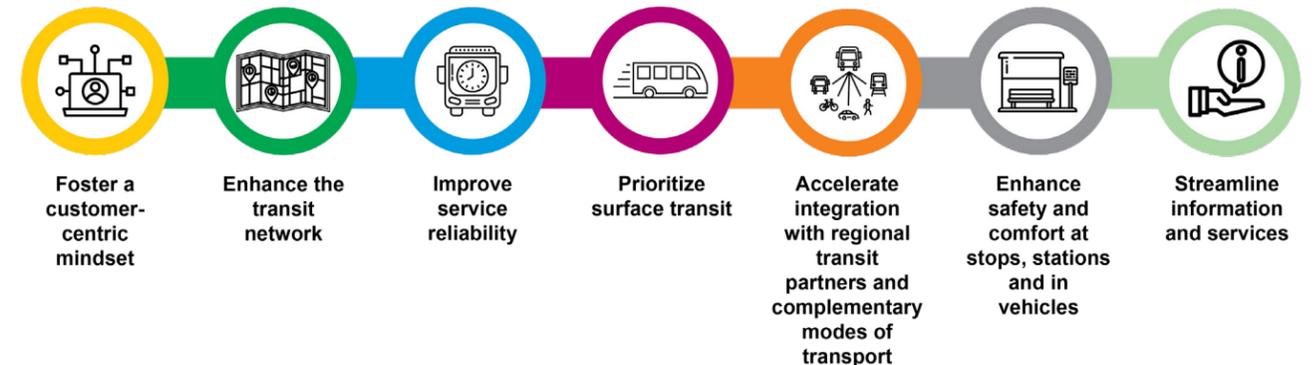
Plan objective
The 5-Year Service and Customer Experience Action Plan focuses on improvements that enhance TTC's core competency: mass transit – moving large volumes of customers safely, reliably and swiftly across Toronto and improving how customers experience the system.

Integrating transit service and customer experience

This Plan is the blueprint for service and customer experience initiatives from 2024 to 2028. The Plan considers all aspects of the end-to-end customer journey, which is reflected in the Plan's objective and seven pillars of opportunity. The seven pillars of opportunity are:

1. **Foster a customer-centric mindset:** Reinforces the TTC's commitment to customer service, placing customers first in everything we do.
2. **Enhance the transit network:** Focuses on actions to expand the transit network and help get customers to where they want to go when they want to go.
3. **Improve service reliability:** Identifies actions to provide a reliable service that our customers can count on.
4. **Prioritize surface transit:** Identifies actions that aim to provide fast service that values our customers' journey time.
5. **Accelerate integration with regional transit partners and complementary modes of transport:** Aims to accelerate integration with regional transit partners and complementary modes of transport.
6. **Enhance safety and comfort at stops, stations and in vehicles:** Prioritizes safety and comfort throughout the transit experience, creating welcoming spaces that make every journey a safe and pleasant one.
7. **Streamline information and services:** Identifies actions to simplify the TTC customer journey and ensure customers can rely on accurate, accessible and timely information.

Pillars of opportunity



Providing a work plan for capital and operating budgets

The TTC's 5-Year Service and Customer Experience Action Plan will act as a work plan for the TTC over the next five years, including being used to develop and refine operating and capital costs needed to implement the action plan.

The objective and pillars of opportunity are implemented through a 25-point action plan. The action plan provides a framework for future planning and work the TTC will undertake over the next five years. It will guide the development of Annual Service Plans as well as programs, policies and initiatives that will be undertaken over the planning horizon.

This Plan will benefit hundreds of thousands of local and regional residents who use the TTC daily to access employment, educational, recreational and cultural opportunities. The Plan aims to improve our customers' experience when planning a trip, waiting at stops, riding our vehicles, travelling through stations, and making connections with neighbouring transit services and other mobility options.

The Plan includes high-level cost estimates to improve service for existing and future customers between 2024 and 2028. These initiatives include introducing new services to address travel patterns, restoring service levels to approved Service Standards and options to enhance the existing Service Standards. By 2028, \$203.6 million in new funding will be required for gross operating costs if these initiatives are fully implemented. This translates into the addition of 25,655 weekly service hours. Actions implemented in 2024, including the anticipated opening of Lines 5 and 6, are fully funded in the approved 2024 TTC Conventional and Wheel-Trans Operating Budgets.

The cost of implementing other actions and initiatives will be investigated in future annual planning cycles. The costs will be brought forward as part of Annual Service Plans (ASPs) and/or operating and capital budgets.

Improving the end-to-end customer journey

The actions and initiatives within the 5-Year Service and Customer Experience Action Plan are not only tailored to improve all aspects of the end-to-end customer journey, but will also advance the city's economic prosperity, social well-being and environmental sustainability. The Plan will, among other things, enhance the customer experience to attract new riders by improving amenities, information and services; improve access to employment opportunities, people, and other amenities; and use city streets more efficiently to move people.

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



About the plan

The City of Toronto has emerged from the COVID-19 pandemic facing new realities including financial, social and environmental issues. Addressing these issues demands a clear objective and plan to attract new riders and retain customer loyalty.

A blueprint for public transit service and customer experience

For over 100 years, the TTC has served the people of Toronto, playing a vital role in the city's growth and shaping the lives of its residents.

The City of Toronto is home to one of North America's largest and most used public transit systems. Customers made over 396 million trips in 2023 to get to the places they need to go using the TTC. As the city and region have grown and evolved, so too has the TTC in response to the needs of its customers.

In 2019, the Toronto Transit Commission (TTC) prepared its first 5-Year Service Plan & 10-Year Outlook. The Plan was a blueprint for many transit service improvements between 2020 and 2023, including bus-only lanes on Eglinton Avenue East, improved transit service in Neighbourhood Improvement Areas (NIA), including 128 Stanley Greene and 65 Parliament, and implementing a deliberate engagement approach to collaborate with groups that are often under-represented in decision-making processes.

Since then, the City of Toronto has emerged from the COVID-19 pandemic facing new realities including pressing financial, social and environmental issues that demand a clear objective and plan to attract new riders and retain customer loyalty. This **5-Year Service and Customer Experience Action Plan (2024-2028)** will ensure the TTC continues to serve customers' evolving transit needs.

This Plan is a blueprint for service and customer needs between 2024 and 2028. The Plan will ensure that the TTC continues to respond to the needs of its customers and takes a customer-focused approach. It identifies resource and funding requirements and serves as the basis for annual Operating Budgets and annual 10-year Capital Budget and Plan. Finally, the Plan also includes an outlook which presents the status of major transit expansion projects over the next 10 years.



This Plan will guide service and customer experience planning from 2024 to 2028.

Planning framework and complementary plans

Planning is undertaken at all levels of the TTC to ensure the organization provides safe, reliable and high-quality public transit.

Overall strategic direction at the TTC is provided by the Corporate Plan. This Plan, the 5-Year Service and Customer Experience Action Plan, is one of several planning documents the TTC uses to implement programs, policies and initiatives to achieve the organizational vision and strategic directions established in the Corporate Plan (Figure 1). Each plan has specific focus areas and objectives, and the proposed programs, policies and initiatives in the 5-Year Service and Customer Experience Action Plan are designed to complement those of other plans. Other TTC plans that are complementary to this Plan include:

- » **Innovation and Sustainability Strategy:** Describes what corporate innovation and environmental sustainability means to the TTC and provides a roadmap of action items.
- » **5-Year Accessibility Plan:** Identifies goals and objectives for improving the accessibility of TTC services and facilities.
- » **5-Year Fare Policy:** Identifies fare policy goals to assess fare proposals and to inform future fare collection models.
- » **5-Year Diversity and Human Rights Plan:** Identifies long-term objectives towards building a more diverse and inclusive organization.
- » **Community Safety, Security and Well-being Plan:** Under development, this Plan will outline the TTC’s overall strategy and multi-disciplinary approach to community safety.

The TTC conducts its planning within the broader context of City and Provincial plans and policies. This includes the City of Toronto’s Official Plan — the document which contains the vision and policies to manage growth across the city — and Metrolinx’s 2041 Regional Transportation Plan.

City Council Priorities

City of Toronto Official Plan
Sets Land Use and Transportation Policy – Set to 2041 Horizon

TransformTO Net Zero Strategy
Sets Obligation of Net Zero by 2040

Corporate Strategic Plan
Broad Goal of Mobility / Sustainability for a more Liveable City



TTC Priorities

Operational Strategies and Business Plans:

- » 5-Year Service and Customer Experience Action Plan (and ASPs)
- » Innovation and Sustainability Strategy
- » Anti-Racism Strategy
- » 5-Year Accessibility Plan
- » Community Safety, Security and Well-being Plan

Long Term Plans:

- » 15-Year Capital Investment Plan (CIP)
- » 15-Year Real Estate Investment Plan (REIP)

Figure 1. Integrated TTC planning and performance framework

Role of this plan

The TTC is responsible for establishing, operating and maintaining the municipal public transit system in the City of Toronto.

The 5-Year Service and Customer Experience Action Plan is intended to guide the TTC's priorities and actions for delivering its service. It aligns with strategic direction within TTC's Corporate Plan, including to attract new riders and retain customer loyalty (Figure 2). This Plan, alongside other operational strategies and business plans, is intended to guide ridership growth by addressing various components of public transit services, including service planning, fares and the customer experience.

This Plan will be implemented through TTC programs, policies and initiatives and collaboration with customers, community partners and orders of government. Annual Service Plans (ASPs) (Figure 3) detail annual changes the TTC is planning to make to its service to implement the 5-Year Service and Customer Experience Action Plan, respond to major projects (e.g. construction projects), and reflect emerging changes (e.g. resource availability, public health guidance). Each year, the TTC engages with customers and community partners to inform the development of the ASPs, which gives the TTC the opportunity to refine the actions of the 5-Year Service and Customer Experience Action Plan and address any changes in priority or need.

Engagement and partnerships will be essential to realizing the Plan's objective and successfully implementing its actions. The TTC is committed to maintaining, strengthening and growing our relationships with all who are interested in the future of our public transit system and sustainable transportation. In the final year of this Plan's horizon, the TTC will reinitiate in-depth consultations focused on the next 5-Year Service and Customer Experience Action Plan. This ongoing investment and planning process is integral in staying connected with and responding to TTC customers' needs and priorities and is critical to delivering outstanding service.

Like any planning document, the actions and initiatives in this Plan are a guide. The TTC will review the actions and initiatives proposed in this document during the Plan's implementation while also responding to changing circumstances across the city and region.

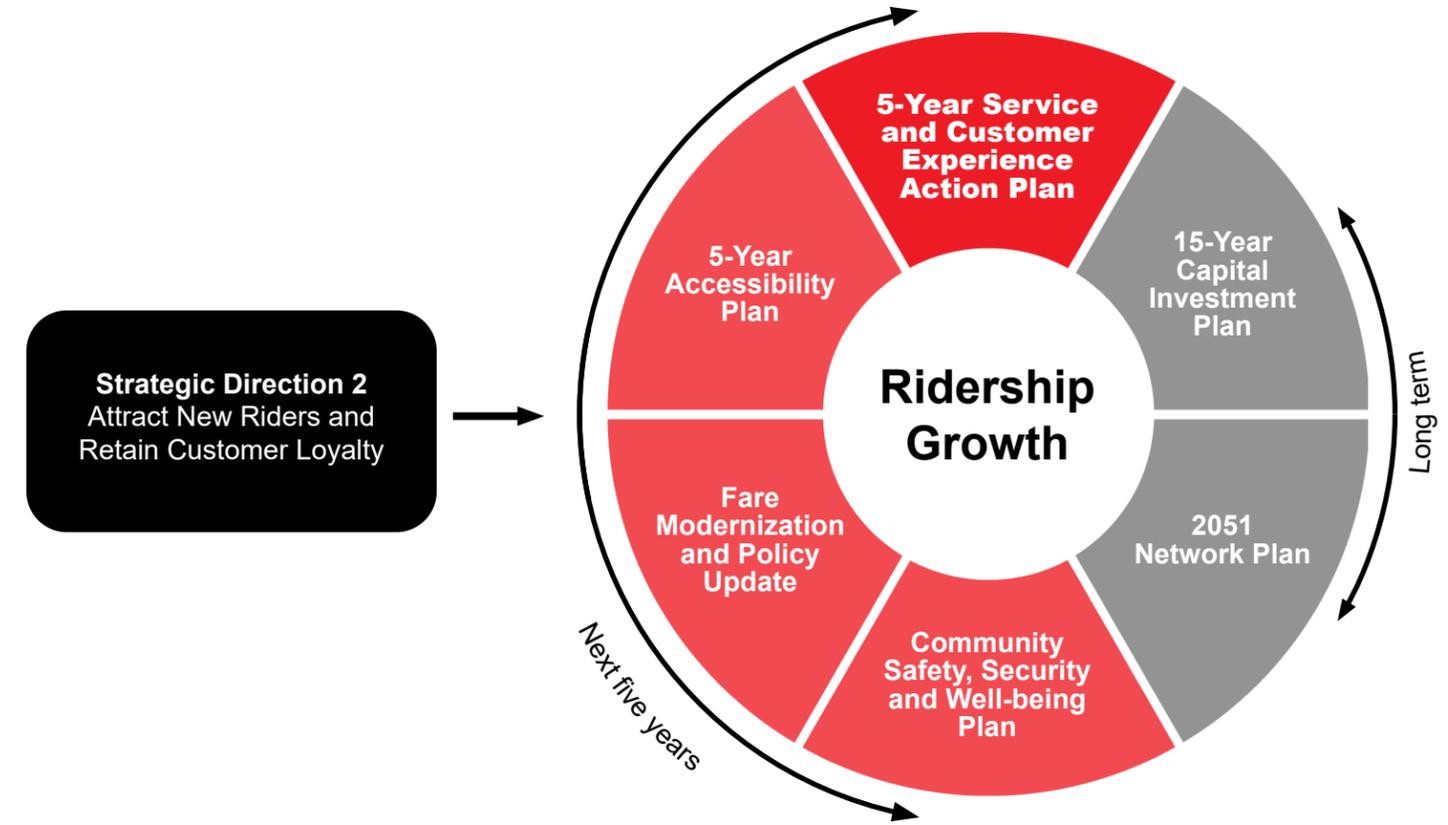


Figure 2. Strategic alignment with TTC's Corporate Plan

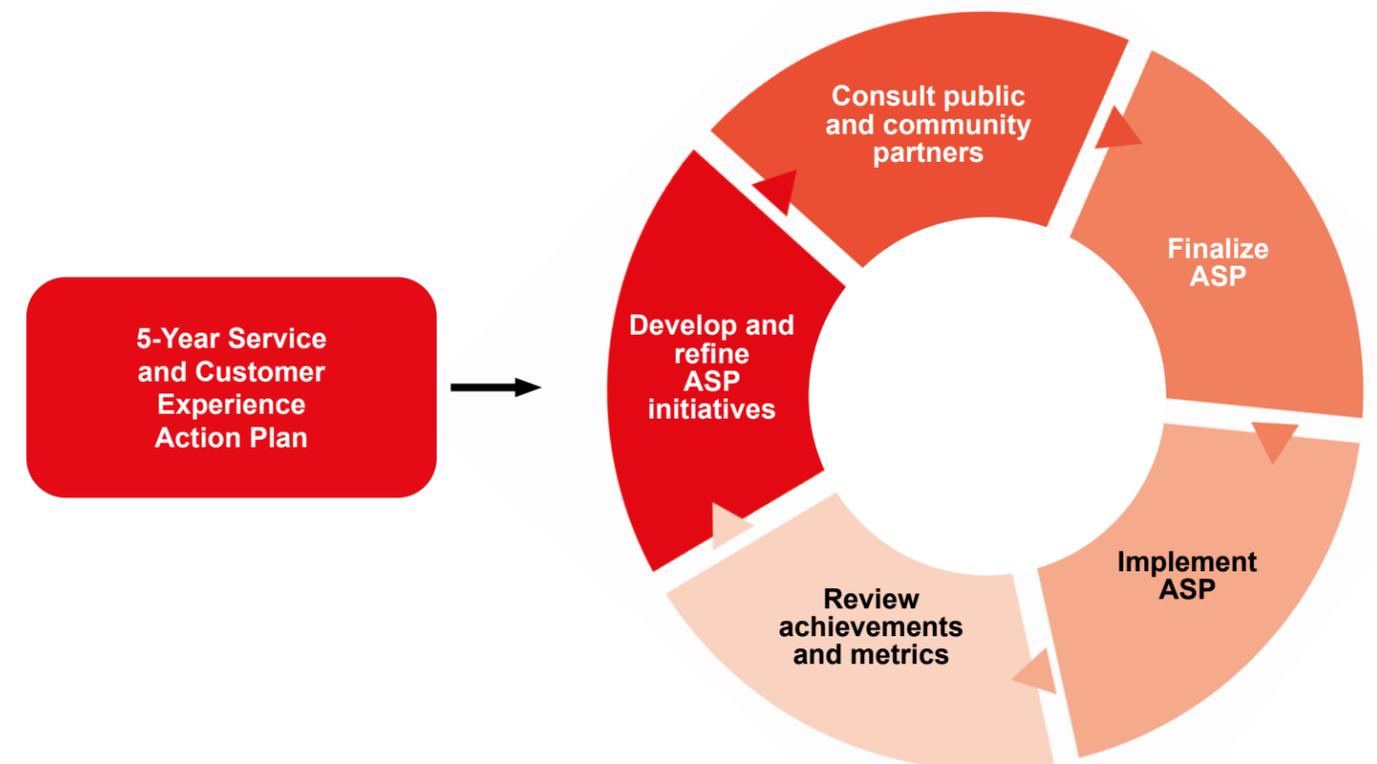


Figure 3. Annual Service Plan (ASP) development and implementation process

Plan preparation

In 2019, the TTC undertook a comprehensive planning and engagement process to develop its first 5-Year Service Plan & 10-Year Outlook. Five years on, in 2024, Toronto and the region have emerged from the COVID-19 pandemic and continue to grow and evolve. Reviewing, assessing and updating the previous 5-Year Service Plan provides the TTC with the opportunity to reevaluate and reprioritize what is most important to our customers.

Over the last five years and throughout the engagement for this Plan, our customers and community partners highlighted a gap in the transit experience — one that called for a more customer-centric approach. Our new Plan, developed with insights from the lessons learned during these challenging times and with active input from customers and community partners, redefines our priorities. It focuses on the essential aspects that make the customer experience more seamless, personalized, safe and pleasant, while keeping equity and sustainability at the forefront.

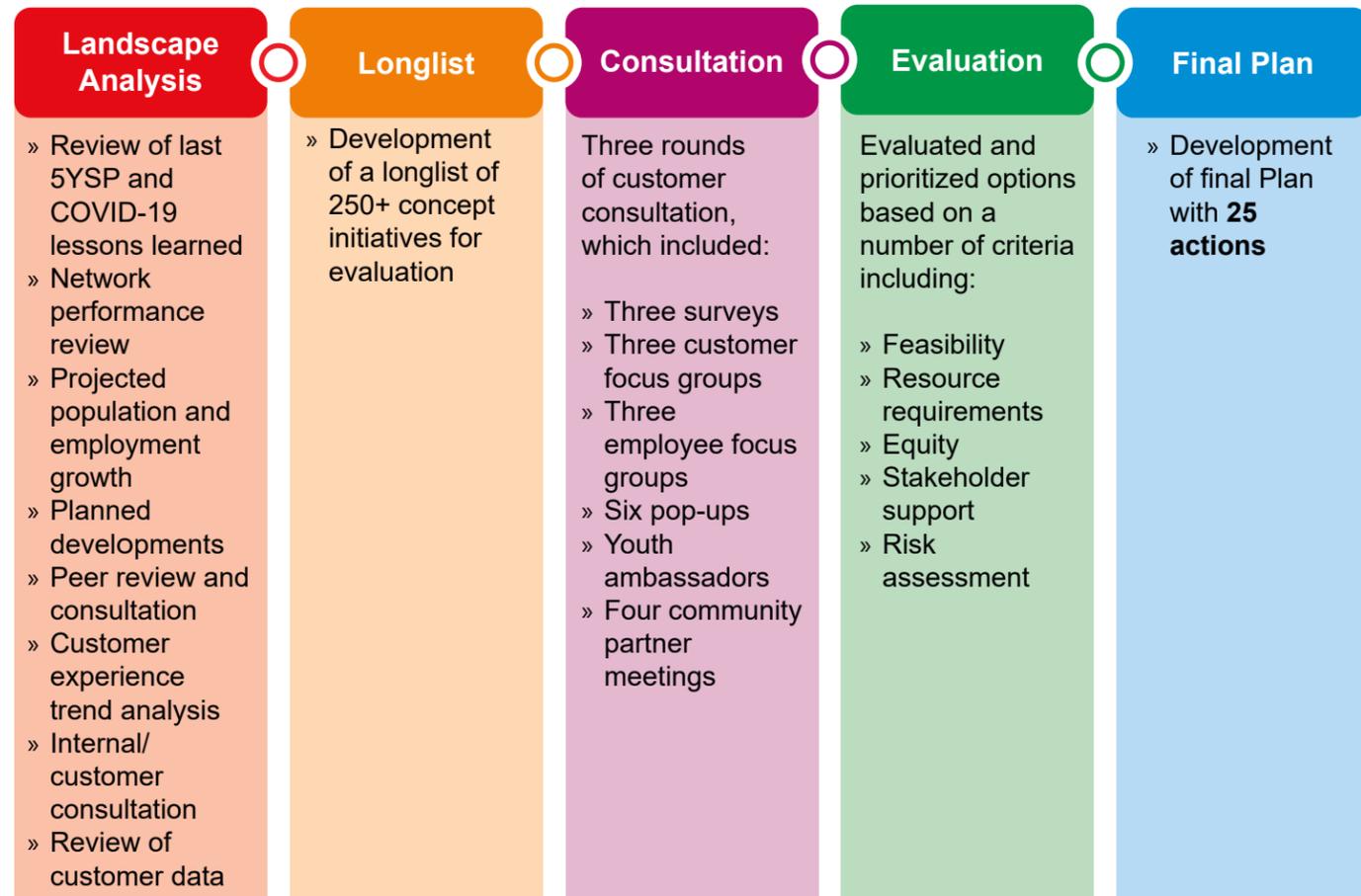


Figure 4. 5-Year Service and Customer Experience Action Plan planning process

Over the next five years, our commitment is to provide a transit service that gets customers to where they want to go quickly, safely and reliably with a heightened focus on their needs and preferences. We are adding customer experience elements that address the gaps identified by our customers, ensuring that the entire customer journey, from planning to arrival, meets expectations.

During the early stages of engagement, this Plan was proposed and presented to the public as two separate plans — the 5-Year Service Plan and the Customer Experience Action Plan. However, throughout the engagement on these two plans, customers and community partners emphasized how service and customer experience are intertwined. In the final round of public consultation, the Plan was presented as a single, stand-alone document, which takes an integrated approach to improving all aspects of a customer’s journey — from the service the TTC provides, to the ways customers plan and receive information about their trips.

This Plan is intended to strategically improve public transit service where it’s needed the most, while also improving the end-to-end customer experience over the next five years (2024-2028) considering:

- » customer experience insights, trends and best practices;
- » opportunities to improve our existing services;
- » major enhancements to the rapid transit network;
- » COVID-19 lessons learned;
- » population and employment growth;
- » a fairer, more just Toronto that ensures equitable outcomes for all residents; and
- » provincial, municipal and corporate policies, plans and strategies.

This Plan was prepared through a five-step process (Figure 4), beginning with a comprehensive service and customer experience analysis. The planning process included three rounds of consultation with diverse customers and community partners — including internal and external groups — which helped shape and guide the final Plan, which includes 25 actions identified under seven pillars of opportunity.

Combined with a robust annual framework for measuring progress, engaging customers and community partners and refining specific initiatives, this Plan puts the needs of our customers first by increasing travel options, improving reliability and comfort, improving real-time information and amenities and reducing customer journey and wait times across the network.

Public and community partner engagement

This Plan provides a strategic objective and action plan to guide service planning and customer experience initiatives and strives to ensure the TTC meets the needs of all current and future customers. With its foundation built on the needs of customers and community partners, this Plan was prepared through an extensive, collaborative engagement process that spanned three rounds of engagements between April and December 2023. The COVID-19 pandemic brought into focus those who continued to use public transit in our city — women, people with low income and shift workers — and shaped how engagement was conducted for this Plan.

Over 3,800 engagement interactions, including with members of the public, TTC customers, community partner groups, transit advocates and TTC employees, were facilitated over approximately nine weeks of extensive engagement, including:

- » 2,913 survey responses from three surveys available online and by mail.
- » 23 people representing 17 community partner groups and transit advocates participated in four meetings.
- » 20 customers participating in focus groups devoted to key TTC customers (women, shift workers and lower-income customers).
- » 19 TTC employees participating in three focus groups.
- » Over 300+ people engaged at six in-person pop-up engagements.
- » 540 people engaged by five Youth Ambassadors.

Throughout the consultations, customers identified reliability, frequency, communication, accessibility and safety as their top priorities for the 5-Year Service and Customer Experience Action Plan.

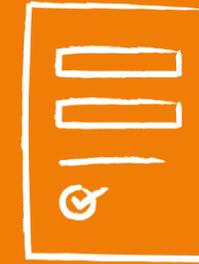


Public engagement and feedback were fundamental to this Plan's development.

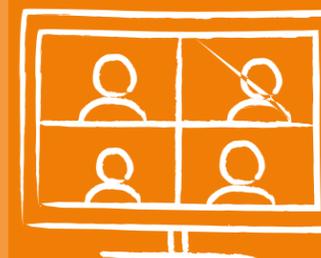
Engagement

by the numbers

2,913
survey participants

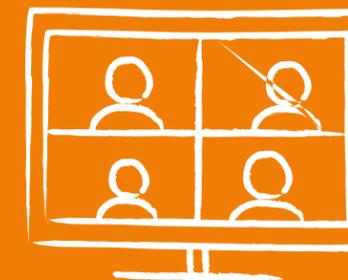


300+
pop-up participants



23
community partner meeting participants

20
customer focus group participants



4 out of 5
survey participants stated they highly support the Plan



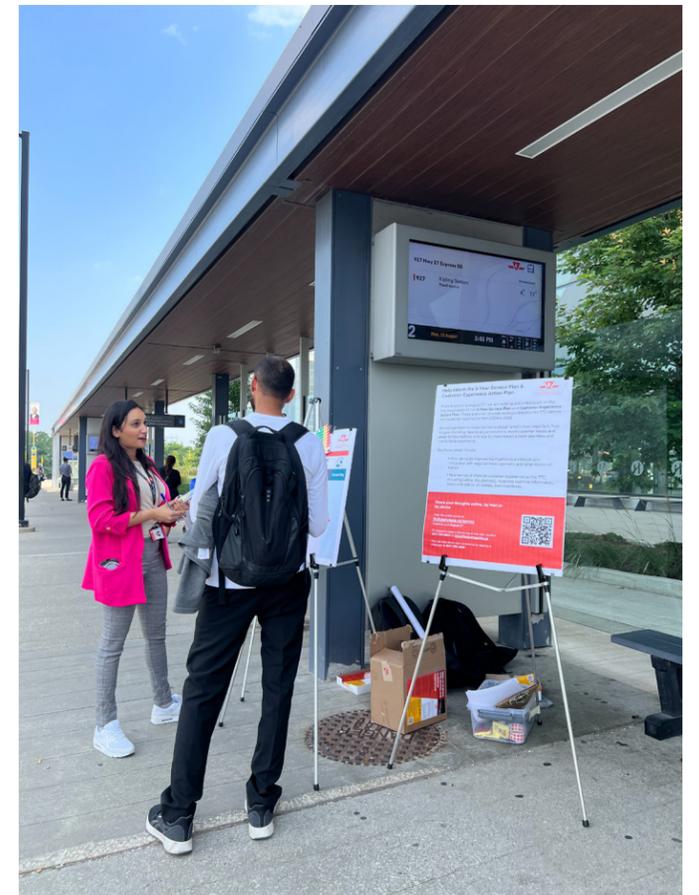
19
TTC employee focus group participants



540
people engaged by Youth Ambassadors



These photos were taken during in-person consultations held in August 2023.



Plan organization

This plan is divided into eight sections.

1. About the plan

This section describes the purpose of the 5-Year Service and Customer Experience Action Plan, how it was developed and some of the key considerations we heard during the engagement for this Plan.

2. Toronto context

The fundamental factors guiding the actions and initiatives of this Plan, including economic and population growth, customer experience trends and climate change, are described in this section.

3. Plan objective & opportunities

The objective and pillars of opportunity of this Plan are outlined in this section.

4. Action plan

The actions and initiatives for each of the seven pillars of opportunity are described in this section. A consolidated implementation timeline is provided at the end of this section.

5. Benefits summary

This section outlines how the Plan advances City and TTC policy and strategic goals, as well as how access will be improved across the city for our customers.

6. Investment summary

This section outlines the operating costs, fleet and capital costs associated with the actions of this Plan.

7. Measuring performance

The key metrics and indicators used to measure the success of this Plan and how they will be reported are outlined in this section.

8. 10-year outlook

The 10-year outlook provides a snapshot of the major projects and initiatives that will impact transit services in one way or another between 2024 and 2033.



This Plan is divided into eight sections.



Toronto context

This section highlights key factors that were considered to develop the Plan.

Factors informing this Plan

Home to a diverse population of more than 3 million people, Toronto is Canada's most populous city and the fourth largest in North America. It is a global centre for business, finance, arts and culture, and consistently ranks as one of the world's most livable cities. Over the past two decades, Toronto has experienced a surge of growth, presenting new opportunities and challenges, especially in the area of transportation and delivering high-quality transit service.

This Plan was prepared and informed by broader trends and initiatives happening in Toronto — from a growing population and employment base to the ever-increasing need to address climate change and equity. The factors which informed this Plan are summarized on the following pages.



Toronto is a rapidly growing city and continues to be one of the world's most livable cities.

Toronto is a growing city

The city's population continues to grow

The City of Toronto is projected to grow to 3.65 million people by 2051. Toronto is home to people with diverse backgrounds and ethnicities with over 1.5 million residents identifying as part of a racialized group and almost 1.3 million people who identify as an immigrant.

The city is built on the strengths of our diverse communities and neighbourhoods. The TTC serves as the vital link connecting people to the distinct elements that define Toronto. It links together workers, offices, educational institutions and other essential resources for easy navigation. But the TTC is more than just a transit network, it contributes to the city's economic strength, addresses the climate crisis and plays a key role in efforts to reverse social inequities.

Toronto, and transit, is an economic engine

Toronto has a large, growing economy with over 1.4 million jobs and 71,750 businesses. Toronto's employment is projected to grow to almost 2 million jobs by 2051, which will require intensification of existing employment areas. The city's community and entertainment employment sectors have increased by the highest rate in recent years, with office employment remaining Toronto's largest employment category.

The TTC contributes directly to our region's economy and spurs broader economic growth. The C.D. Howe Institute estimates that the TTC provides \$1.75 billion in annual wider economic benefits to the city. Findings from the Mobility Network, in partnership with the TTC, suggest that every \$1 invested in the TTC yields approximately \$7.14 in economic and regional development and quality of life benefits.

Investing in transit is an investment in our city and region — it is vital in fulfilling the commitment to connect our residents to opportunities, keep goods moving, create well-paying jobs and enable inclusive growth.

Congestion and construction will continue to challenge TTC's ability to provide fast and reliable service

Toronto continues to deal with increasing congestion conflicting with surface transit. Traffic on roadways has largely returned to or exceeded pre-pandemic levels. Despite a growing population, roadway space for transportation is constrained, which reinforces the need to increase the share of trips taken by transit to support the sustainable movement of goods and people. Congestion not only affects transit service reliability but has an impact on the overall quality of life, health, safety and regional economy. As population and employment increases, traffic congestion will continue to make surface transit slower and more unreliable.

Over the next 10 years, numerous critical infrastructure renewal, transit expansion and private development projects will occur across the city, creating challenging conditions to deliver fast and reliable transit service. The TTC and City must implement transit priority measures in conjunction with active transportation interventions to sustain mobility in the city.



Congestion and construction will continue to present challenges for transit.

Transit is important in helping to address some of the city's greatest challenges

Transit is critical to meeting climate goals

A sustainable future for the City of Toronto depends on the TTC. High-quality mass public transit is the most effective method for reducing the negative impacts of carbon emissions from transportation in cities. The City of Toronto, which declared a climate emergency in 2019, is no exception. While initiatives to green the fleet are key steps in decarbonizing transit services, they must be coupled with investments that encourage greater transit usage in place of personal automobiles. This shift is crucial for the City to achieve its targets under the TransformTO Net Zero Strategy, including:

- » 75% of school and work trips under five kilometres made by walking, cycling or public transit by 2030.
- » A reduction in community-wide greenhouse gas emissions in Toronto to net zero by 2040.

This Plan will help attract new and retain existing customers to support the TransformTO Net Zero Strategy.

Transit promotes equity

While some transportation options may remain out of reach for some individuals, fast, reliable and frequent public transit service ensures that everyone has access to life-sustaining services no matter their circumstances. Throughout the COVID-19 pandemic, the TTC proved that public transit is an essential service. Our city's essential workers, who are more likely to be people with low income, women and shift workers, need access to public transit to do their jobs.



Public transit is critical in connecting Toronto residents to employment opportunities.

Investments in high-quality public transit service catalyzes intensification and supports growth

Land use and socio-economic patterns indicate that proximity to higher-order transit is attractive to Torontonians. Since at least 1970, the areas in Toronto close to the central city and near the subway lines have experienced disproportionate increases in the individual incomes of residents.

Many areas of the city have high population and employment densities but are not served by current or funded higher-order transit. By contrast, there are also many regions of the city near higher-order transit that have low population and employment densities, which puts additional stress on the available housing close to higher-order transit. Increasing the amount of available higher-order transit and allowing higher densities close to it would allow more people to live near these desirable services, which aligns with the Province's Growth Plan. The Growth Plan sets a regional vision to align transit with growth by directing growth to major transit stations and other strategic areas.

Changes in both density along existing transit lines and the development of higher-order transit lines can have unintended negative consequences on equity-seeking groups. When households with higher wealth move into areas close to transit, they can out-compete households with lower wealth for housing, a process called transit-induced displacement. When coupled with measures like guaranteeing affordable, non-market housing; providing rental replacement; and enforcing the right-to-return; development along higher-order transit lines can help increase the supply of housing while safeguarding residents from displacement caused by the infrastructure meant to serve them.

Over the next 10 years, there are many planned expansion lines set to open. Expanding the TTC's transit network will reduce travel times and create greater transit equity, contributing to wider access to jobs, education, healthcare, community services and other opportunities.



High-quality public transit can catalyze intensification and support growth.

Factors informing TTC service and customer experience planning

In addition to the Toronto-specific trends and factors which informed this Plan, there are additional factors, specific to service and customer experience planning. These factors inform TTC's decision-making to create a transit network that meets the city's and our customers' needs (Figure 5). These factors include:

- » the City structure and growth areas,
- » TTC's service characteristics,
- » demographics and our customers,
- » customer experience trends, and
- » the steps and touchpoints in the end-to-end customer journey.

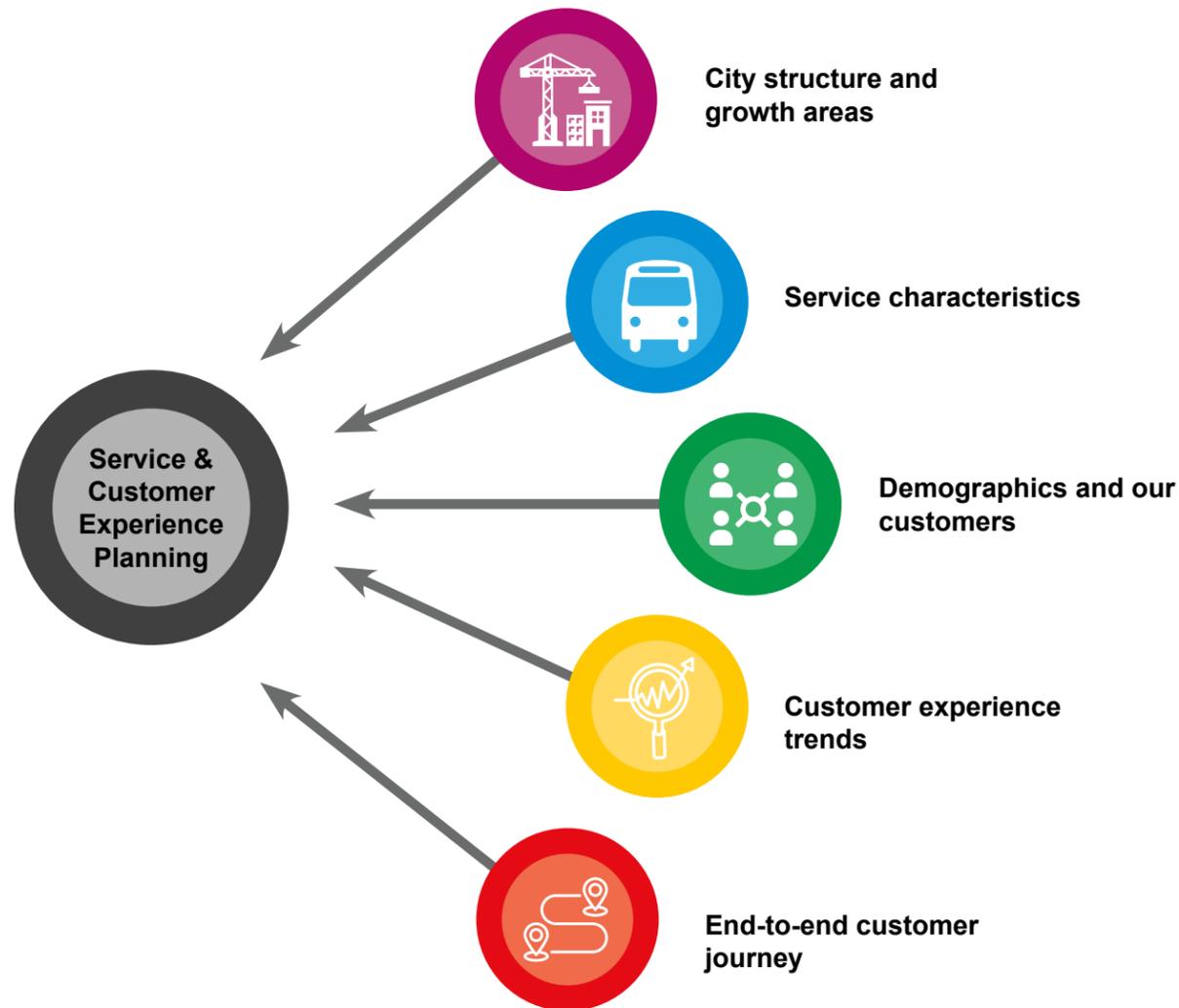


Figure 5. Factors that inform service and customer experience planning

City structure and growth areas

Toronto's urban structure (Figure 6) is defined by the City's Official Plan. The City's grid of major roads guides transportation and development. Most commercial and mixed uses are located along these major roads. The spaces between major roadway corridors generally accommodate single uses such as residential homes and employment lands.

The City's Official Plan aims to direct growth to the Downtown and Central Waterfront, Employment Areas, the Centres and Avenues in order to concentrate people and jobs close to transit. Development policies are geared towards mixed-use development. TTC services have depended on intensification along key arterial corridors to provide frequent transit services across the city. Many of the bus and streetcar services operating along these corridors are critical links across the city and feeders into rapid transit lines and have enabled development in transit-supportive patterns along these corridors.

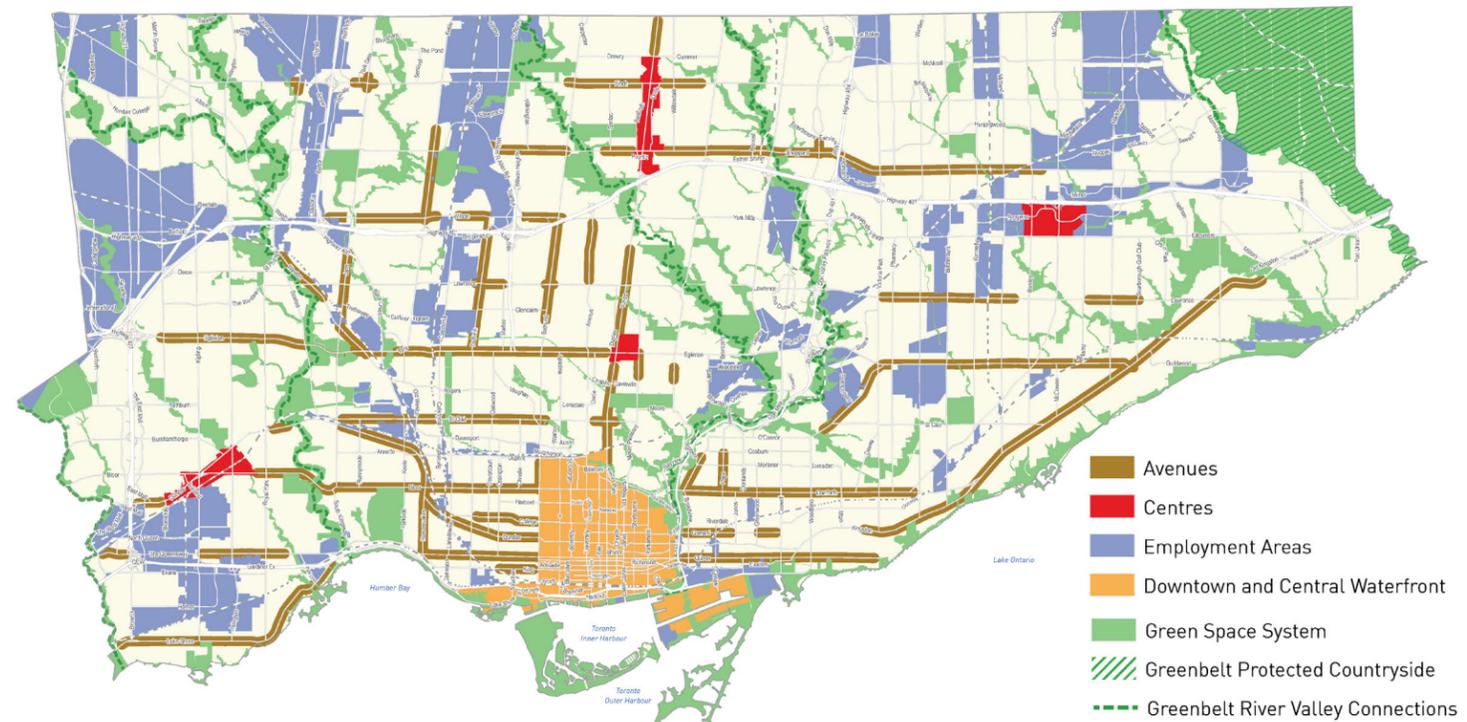


Figure 6. Map 2 Urban Structure from the Toronto Official Plan (February 2019)

Service characteristics

TTC's Service Standards are intended to make public transit the simplest, fastest, and most cost-effective way to move around Toronto by providing a systematic and objective means of planning, monitoring, adjusting and evaluating conventional transit services.

Service characteristics, which are a high-level summary of the service the TTC provides, are a reflection of TTC's Service Standards and the usefulness of the service to residents of Toronto — i.e. how people use the service to meet their needs. Service characteristics are influenced by the types of service our customers want, operating conditions and constraints, policy directives — such as the 10 minute network — and other local or regional effects that impact how people move through our city and communities.

Service characteristics represent a snapshot in time, and as the city continues to grow and evolve, so too will the characteristics of the service the TTC provides.



TTC's existing service

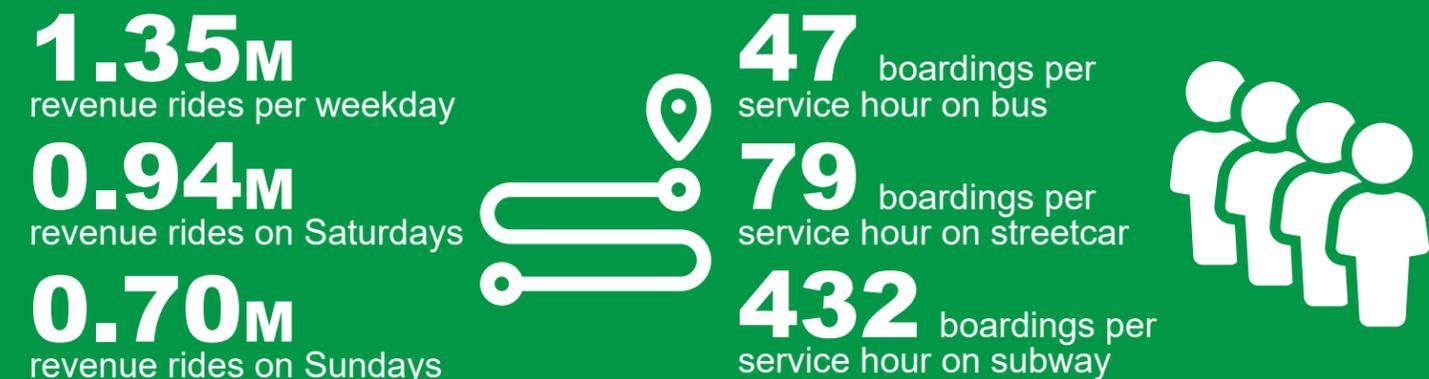
TTC service is guided by key policies and standards, including:



In fall 2023, during peak service, TTC operated:



In fall 2023, TTC averaged:



Ridership

In terms of ridership, the public transit network the TTC operates is among the highest across North America. In 2023, TTC customers made 396 million trips which represents approximately 75% of pre-pandemic conditions. Even post-pandemic, the TTC continues to be critical to Toronto's transportation network with 25% of all trips being made on public transit.

The TTC's bus network is important to the overall transit network. The TTC operates 14 bus corridors with each serving more than 30,000 customers boarding per weekday, which is the most of any public transit agency in North America (Figure 7). The TTC also serves 15 intersections where each serves more than 4,500 customers per day. The volume of customers served on our high-volume bus corridors and bus stop areas is similar to some North American commuter rail systems.

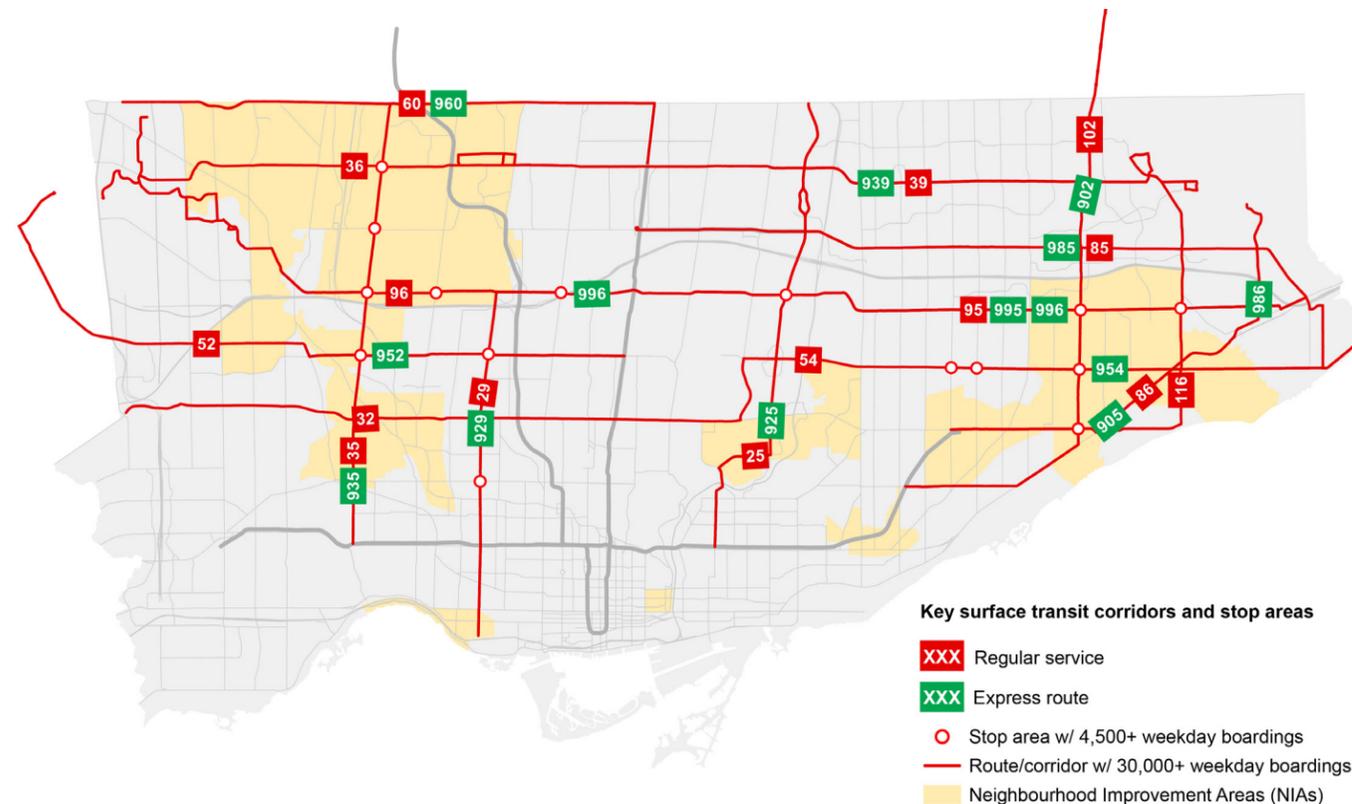


Figure 7. Key surface transit corridors and stop areas (September 2023)

Reliability and on-time performance

Customers expect public transit to be convenient, comfortable, predictable and dependable. Throughout the development of this Plan, service reliability was consistently ranked as a top priority.

In September 2023, overall bus on-time performance was 80% with 18 routes achieving 90% or better, 75 routes achieving between 80% and 90% and 27 routes operating at less than 80% (Figure 8). Comparatively, streetcar on-time performance was 60% for this period. Both bus and streetcar routes were subject to increased congestion and construction activities, which continue to affect on-time performance.

Increases in traffic congestion only make it more difficult to deliver reliable transit service. The TTC has improved schedules over the last five years and has taken other actions. To keep the TTC competitive, we need to continue the work started in the last 5-Year Service Plan and implement surface transit priority measures on major corridors.

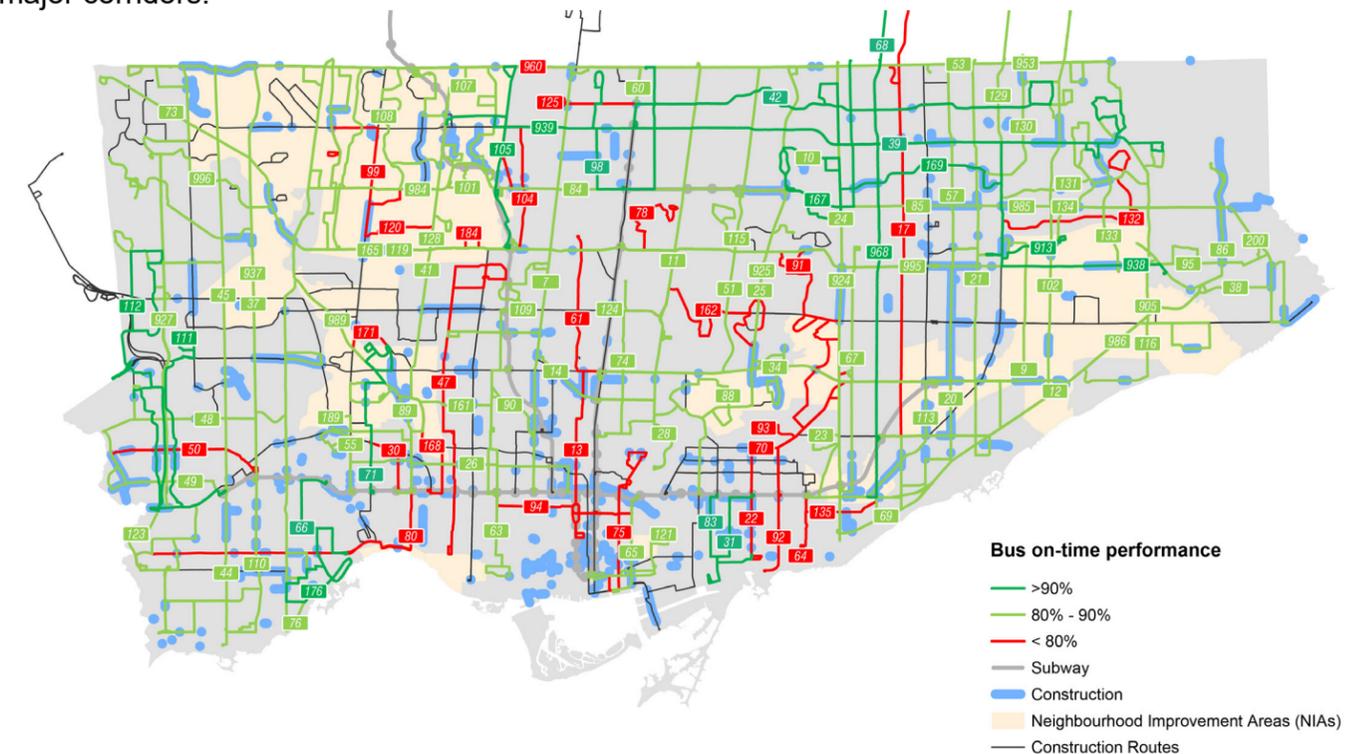


Figure 8. Bus on-time performance by route (September 2023)

Service coverage; connecting people to where they want to go

The TTC connects Torontonians to all of Toronto’s activities, thereby connecting people to their communities.

Approximately 90% of the population is within a five-minute walk of our day-time transit service (Figure 9) including our expansive 10-minute network and Express Bus network.

Approximately 95% of the population is within a 15-minute walk of our overnight transit network, highlighting an opportunity to improve service for customers who rely on transit during these hours as highlighted during the COVID-19 pandemic.

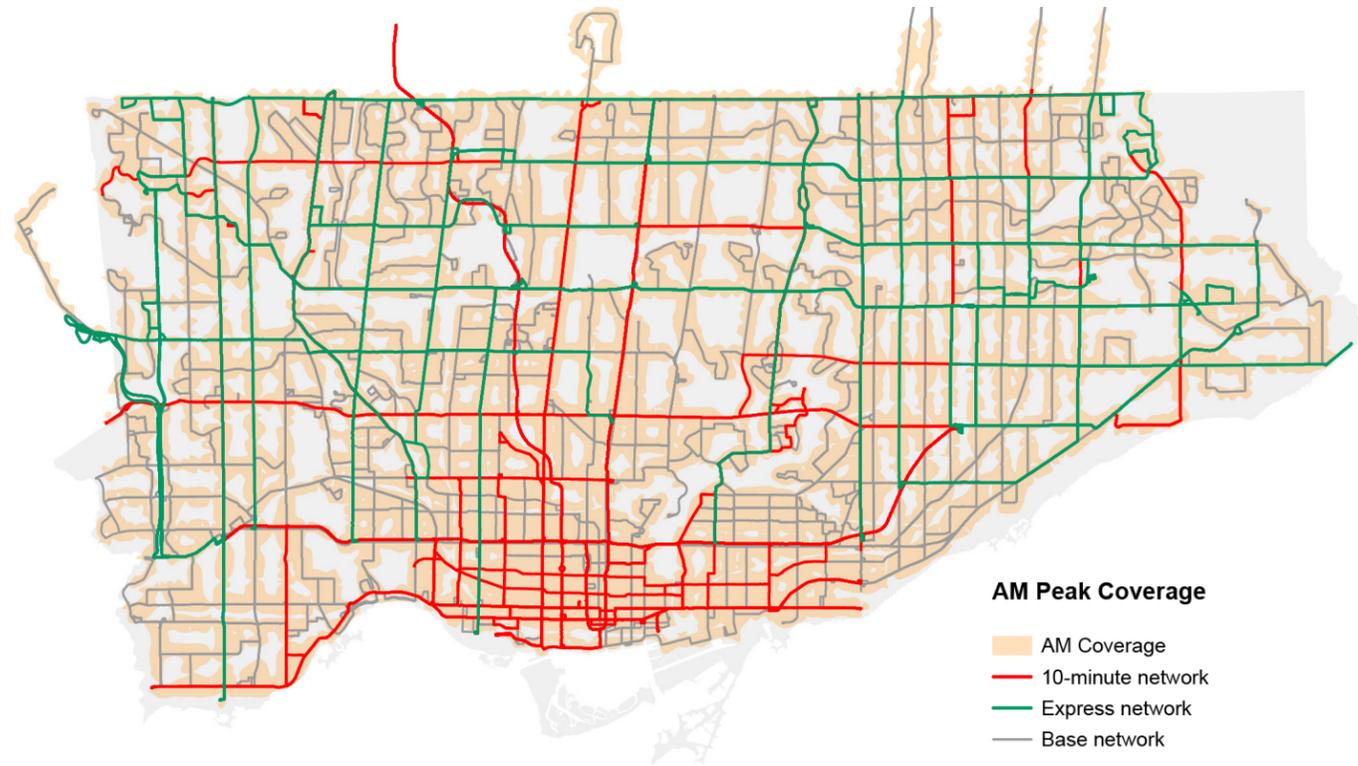


Figure 9. TTC coverage area for the morning peak period (November 2023)

Frequency and access to the frequent network

Customers consistently tell us that increasing the frequency of transit service is a top priority. Currently, two out of three customers are within a five-minute walk to frequent service (10 minutes or better) during the afternoon peak. During off-peak times, just over half of our customers are within a five-minute walk to frequent service. Access to frequent service is similar across population groups and is shown below in Figure 10.

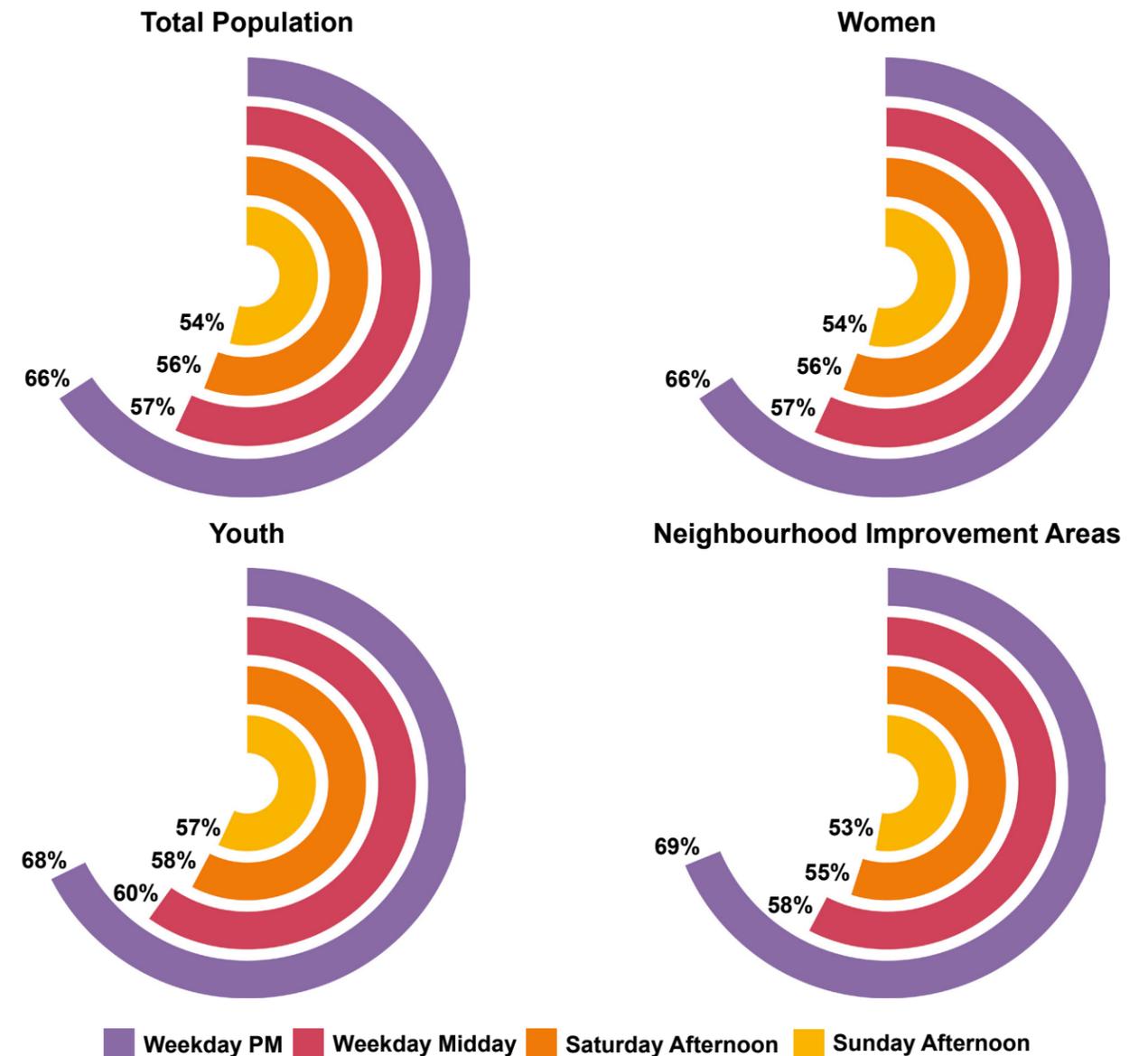


Figure 10. Percentage of population groups within a five minute walk of frequent transit (10 minutes or better) for different service periods (May 2023)

The lasting impacts of COVID-19

Ridership levels decreased during the COVID-19 pandemic; however, people with low income, women and shift workers continued to use transit. Generally, these customers travel in off-peak times and make longer bus trips to destinations spread out across the city. Women often trip-chain, making multiple stops during their trip.

The pandemic showed the importance of transit for essential trips such as to employment areas, hospitals and grocery stores. Service to the downtown core and routes that serve higher-income neighbourhoods have recovered at a slower pace.

As we move out of the pandemic, trends indicate that office workers are slowly returning to the workplace. Employers have extended their pandemic work model into the post-pandemic period. Employees that are allowed to work from home are generally doing so for 3.2 days a week, on average; with a preference to work from home on Mondays and Fridays. According to the March 1, 2024, Occupancy Index from the Strategic Regional Research Alliance, office occupancy in downtown Toronto is now approximately 63% of the typical level pre-COVID, up from 42% at the start of 2023. The occupancy varies across the week from a peak of 73% on Wednesdays to a low of 40% on Fridays. As office occupancy continues to increase, transit ridership will also increase.

The variation in work-from-home trends has resulted in variations in ridership trends by time of day and day of week relative to pre-pandemic conditions. These trends are less on the bus network and more pronounced on the streetcar and subway network (Figures 11, 12 and 13).

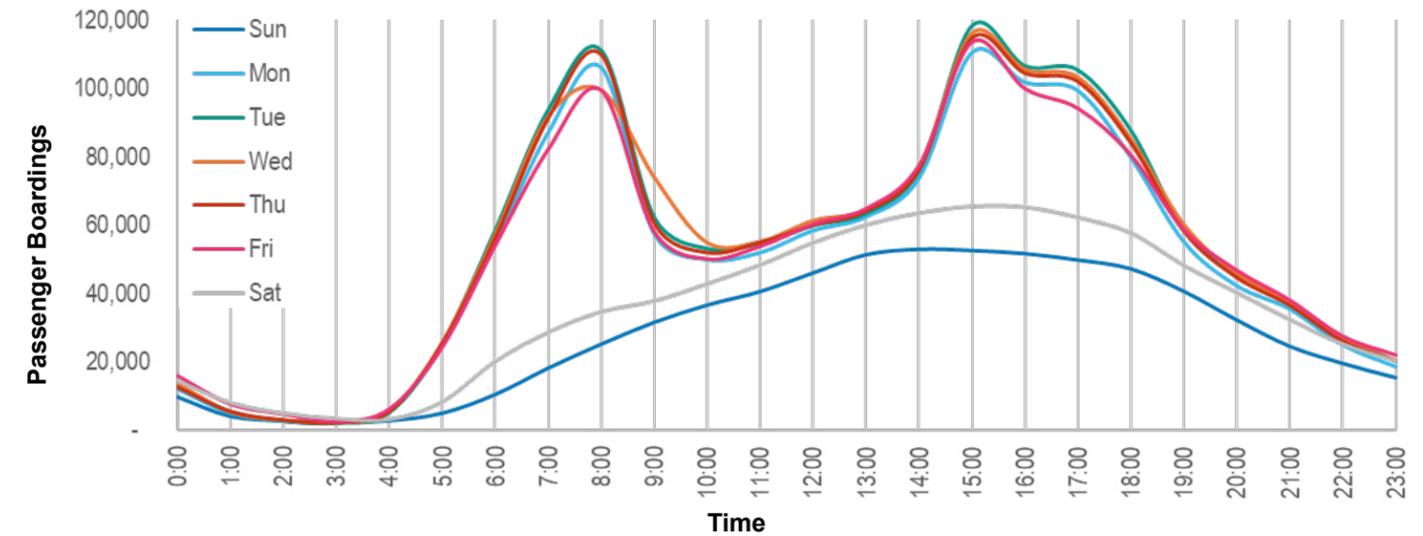


Figure 11. Bus boardings by time of day and day of week (September 2023)

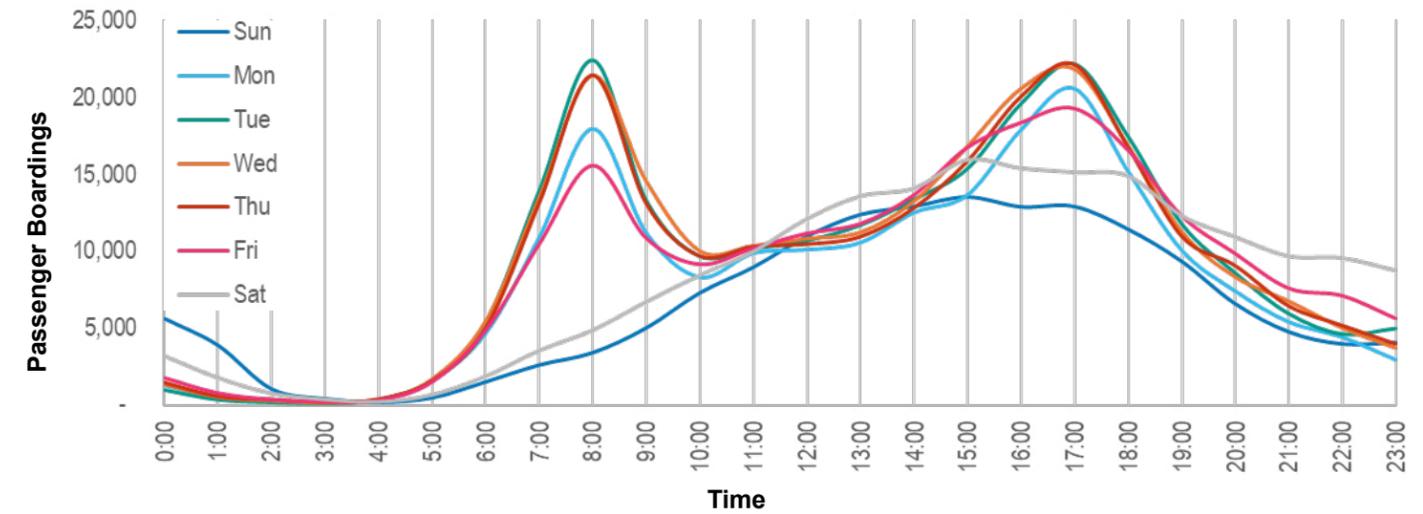


Figure 12. Streetcar boardings by time of day and day of week (September 2023)

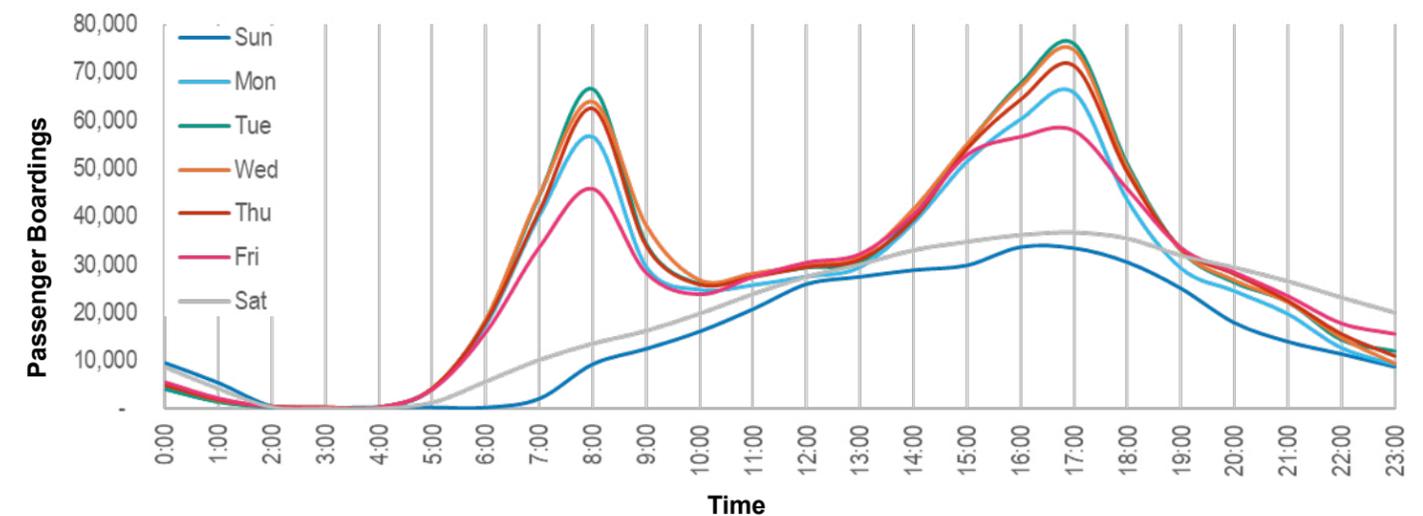


Figure 13. Subway boardings by time of day and day of week (September 2023)

Demographics and our customers

Indicators of high transit usage



Renters: In the City of Toronto, 48% of households rent their homes, which is 17 percentage points higher than the Province of Ontario. Studies have shown that transit usage increases as the proportion of renters increases.



Residents between the ages of 15 and 40: Residents aged 15 to 40 represent 37% of the city's population, which is four percentage points higher than the province as a whole. The millennial generation is the largest and most diverse generation and they are driving trends and challenging traditional transportation network design, including being more likely to use transit.



Diversity: People part of racialized groups comprise 55% of the City of Toronto's population, which is 21 percentage points higher than the province as a whole. Studies have also shown that transit usage rises with increases in the proportion of racialized people.



Income: 13% of the population in Toronto falls within the low-income measure after tax. This is three percentage points higher than the province. Studies show that economically disadvantaged persons have fewer mobility options and are more dependent upon public transit and other shared mobility systems.



Equity: As part of the Strong Neighbourhoods 2020 Strategy, the City of Toronto developed a Neighbourhood Equity Index to rank the City's 140 neighbourhoods. The lowest-ranked 31 neighbourhoods are designated as Neighbourhood Improvement Areas (NIAs) for the purpose of prioritizing additional investment and targeted actions to improve equity across these neighbourhoods. The first 5-Year Service Plan included targeted equity initiatives to protect and improve transit service in NIAs.



Apartments: In Toronto, the majority of residents (65%) live in apartments, this is 34 percentage points higher than the province as a whole, where the majority of residents live in single detached homes. Notably, 44% of the province's apartment population live in Toronto. Generally, people who live in apartments take transit at a higher rate than persons living in single detached homes.

Customer feedback

Customer feedback directly influences the TTC's service and customer experience planning and helps ensure the TTC provides the best possible experience to its customers. Customers can provide their feedback to the TTC in several ways, including through the TTC website, calling the TTC directly, contacting @TTCnotices on X (formerly Twitter), making a deputation at a TTC Board Meeting and participating in annual or 5-year service planning processes. Whether a customer's feedback is about the location of a particular stop, service reliability or how frequently a bus comes, the feedback the TTC receives helps to shape planning for all steps in our customers' journeys. TTC receives feedback from customers for all aspects of our service and customer experience. Ongoing customer feedback indicates that real-time communication, retail, and other factors beyond traditional service planning criteria like frequency, reliability and stops are important to them.



TTC actively engages with customers in many different ways.

TTC's diverse customers

TTC customers are diverse and use the system at different rates. Estimated demographics for the **2.55 million** average weekday boardings in September 2023 suggest:

27%
are between 15 and 24



29%
are full-time students

53%
live in apartments



35%
are not employed,
including youth and seniors

23%
make more
than \$100K

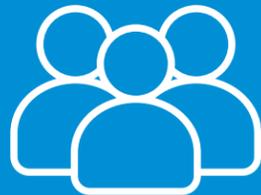


25%
make less
than \$40K

28%
work in professional, management
and technical industries

21%
work in retail and
service industries

55%
are members of
racialized groups



57%
identify as female

32%
do not own a car



Customer experience trends

Customer satisfaction among TTC customers remained relatively stable at around 80% throughout 2020 and 2021 (Figure 14), indicating high levels of satisfaction with TTC services. Amidst the pandemic, related customer concerns emerged, encompassing issues such as physical distancing in vehicles, cleanliness and challenges in customer-staff interactions within the framework of safety measures.

However, as riders returned starting when pandemic restrictions eased in 2022 and continuing into 2024, customer satisfaction scores have been volatile, driven mainly by customer perceptions of the comfort of their trip, length of trip, cleanliness and feelings of safety on the system.

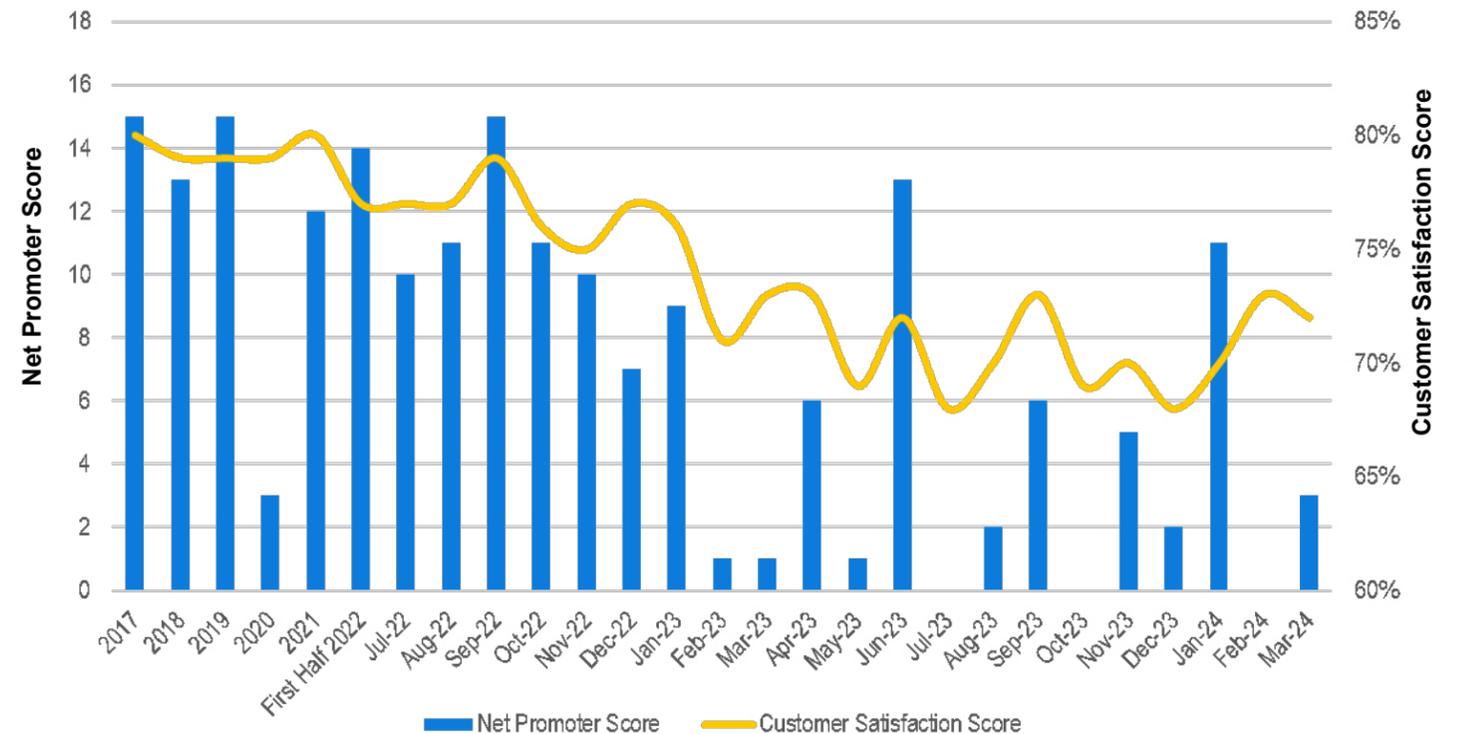


Figure 14. TTC net promoter score and customer satisfaction score 2017-2024

Why does customer experience matter?

1

Impacts confidence in their trip: Customer experience profoundly influences riders' confidence in their journey. When riders trust that they will have a reliable, comfortable and hassle-free experience, they are more likely to choose public transit over other options. For example, well-maintained vehicles, clear schedules and courteous staff enhance riders' confidence that their trip will go smoothly.

2

Builds public trust: A stellar customer experience contributes to building public trust in the transit system and the city at large. Satisfied customers lessen negative interactions with operators, fostering a positive public transit environment. Riders who have consistently positive experiences are more likely to view public transit as a trustworthy and dependable mode of travel and more likely to tell others about it. This trust is essential for attracting and retaining customers.

3

Increases ridership: One of the most direct impacts of a great customer experience is increased ridership. When riders have a pleasant experience, they are more likely to choose public transit for their daily commute or leisure activities. Reduced traffic congestion, environmental benefits and increased revenue are some of the positive outcomes of increased ridership.

4

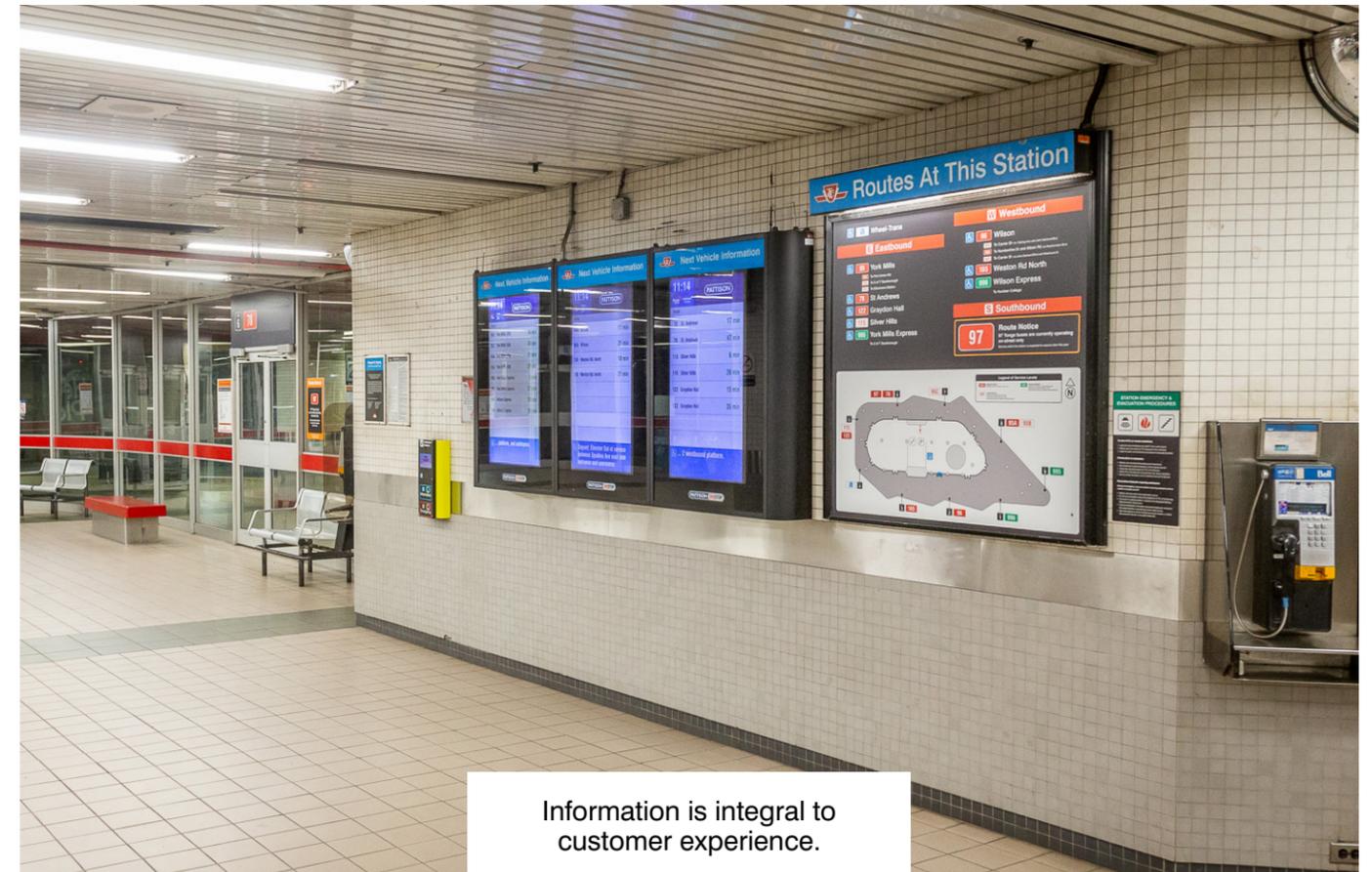
Benefits for the city: Customer experience in public transit extends beyond individual experiences; it benefits the entire city. A well-functioning, customer-centric transit system can reduce traffic congestion, pollution and the need for extensive parking infrastructure. This, in turn, contributes to a more sustainable and livable urban environment.

5

Employee satisfaction and belief in impact: Happy employees provide better service, and when they see that their efforts make a difference in customers' lives, their job satisfaction increases. In a customer-focused transit system, employees take pride in their roles, knowing that they play a vital part in delivering a service that enhances the quality of life for city residents and visitors.

In today's transit landscape, customer experience is paramount and multi-dimensional

Beyond the reliability and efficiency of the service, customers expect safety, cleanliness and a range of amenities to enhance their journey. Safety is a top concern and the TTC must provide a secure environment that instills confidence in customers. Clean and well-maintained vehicles and stations not only contribute to the overall satisfaction of customers but also reflect the pride and care invested in public transit. Additionally, customers appreciate amenities such as cellphone service in the subway system, device charging stations and comfortable seating, which can transform transit into a more pleasant and productive part of their daily routines. Addressing these customer experience expectations will play a pivotal role in making the TTC an attractive and competitive choice in the modern urban landscape.



Information is integral to customer experience.

With more mobility options and the ability to compare, book and pay via smartphone, transit riders are becoming more selective. Transit must be a competitive mobility option

The proliferation of new options for getting around our city coupled with the ability to easily compare, book and pay for these options via phone, means that customers are less tethered to any single mode of transportation. Increasingly, customers make decisions on a trip-by-trip basis depending on cost, travel time and other factors. To remain competitive, TTC must understand and respond to our customers' diverse needs and maintain high service levels and coverage throughout the week to meet those needs.

Before the pandemic, the city benefited from one of the highest transit mode shares in North America, representing the high value of TTC services and the importance of those services to the functioning of the city. To address growing traffic congestion that threatens the city's economy, the TTC must continue to focus on reliability and service. This involves city-wide investments in service enhancements, ensuring that transit remains a competitive mobility option by prioritizing it on critical corridors.

Improving communications is becoming just as important as our physical infrastructure

Our daily lives have become enabled by smartphones and digital technologies in recent years. Information and services are now available on-demand on our phones, which has created the expectation of accurate, real-time information and access to a diverse range of services. With the growth of digital technologies, transit agencies' websites, apps and communications platforms are playing a key role in overall customer satisfaction. Digital technology results in more and more data being generated and the TTC must be able to interpret and act on this information. Meeting our customers' expectations for helpful, user-friendly technologies will contribute to making transit a convenient and competitive option, attracting and retaining a new generation of riders.



Smartphones have enabled more access to other, non-transit mobility options.

The TTC customer journey

To provide a positive experience for our customers, the TTC must plan for all stages and touchpoints along our customers' journeys. This involves considering customer needs and potential pain points.

The TTC customer journey (Figure 15) comprises eight steps, each open to improvement through new technologies, thoughtful design, optimized processes and ongoing attention to customer service.

It is essential that the TTC regularly assess the customer journey by incorporating customer feedback and evolving industry trends. By staying agile and responsive we can continuously refine the customer journey, fostering customer satisfaction and loyalty.

Change happens when we focus on the end-to-end customer journey.

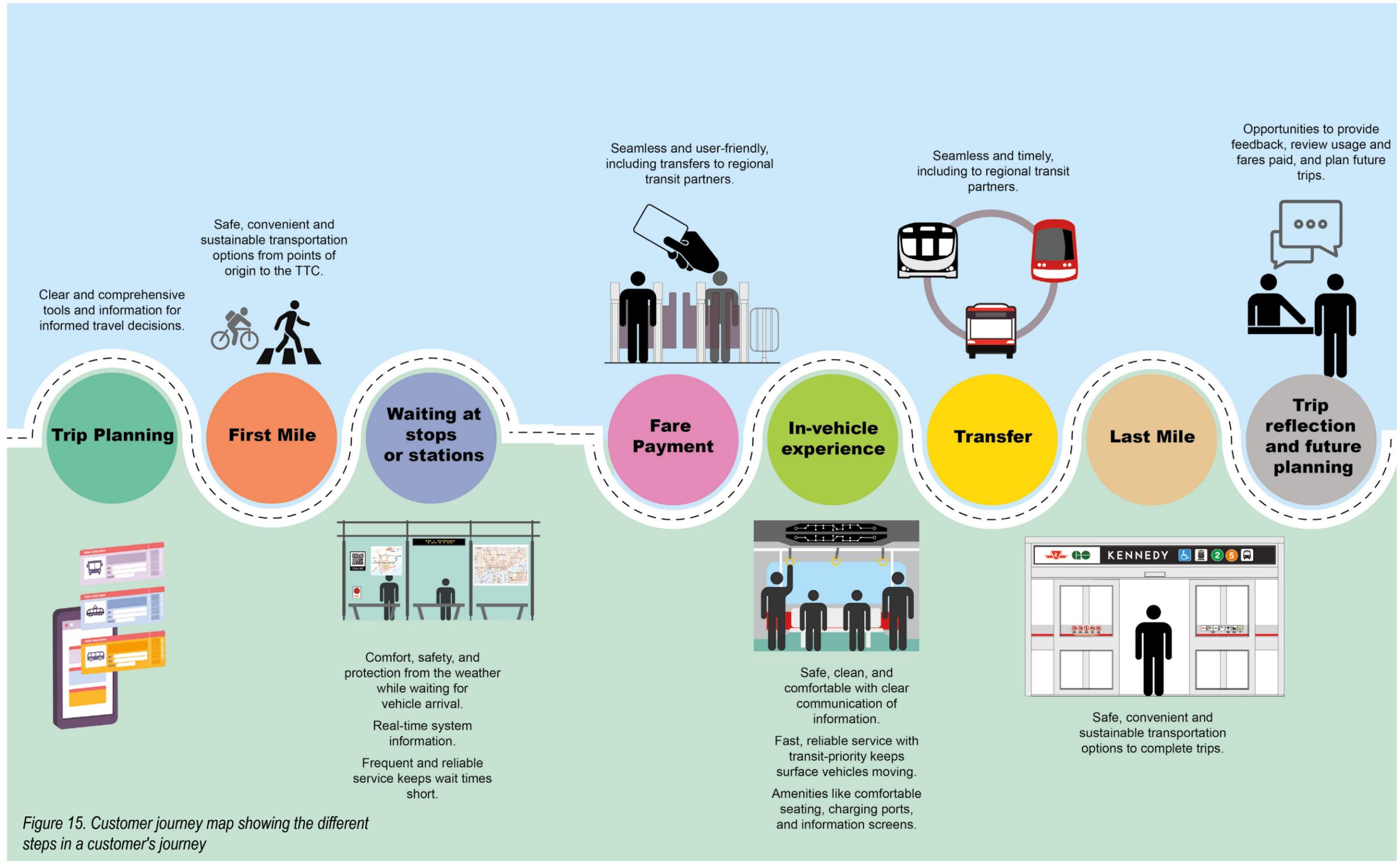


Figure 15. Customer journey map showing the different steps in a customer's journey



Plan objective & opportunities

The 5-Year Service and Customer Experience Action Plan (2024-2028) establishes an objective and identifies pillars of opportunity and actions to enhance public transit service in Toronto over the next five years. The objective and pillars of opportunity are presented in this section.

Plan objective

The 5-Year Service and Customer Experience Action Plan sets an objective for public transit service and customer experience over the next five years. The Plan's objective carries forward the TTC's last 5-Year Service Plan's focus on transit service excellence and broadens the focus to account for our customers' end-to-end journey. The Plan objective is intended to be customer-centric and holistic as our customers and community partners advised during the consultation process. The objective for this Plan supports and helps drive progress on achieving the TTC's vision of *Moving Toronto towards a more equitable, sustainable and prosperous future*.

The objective for this Plan is:

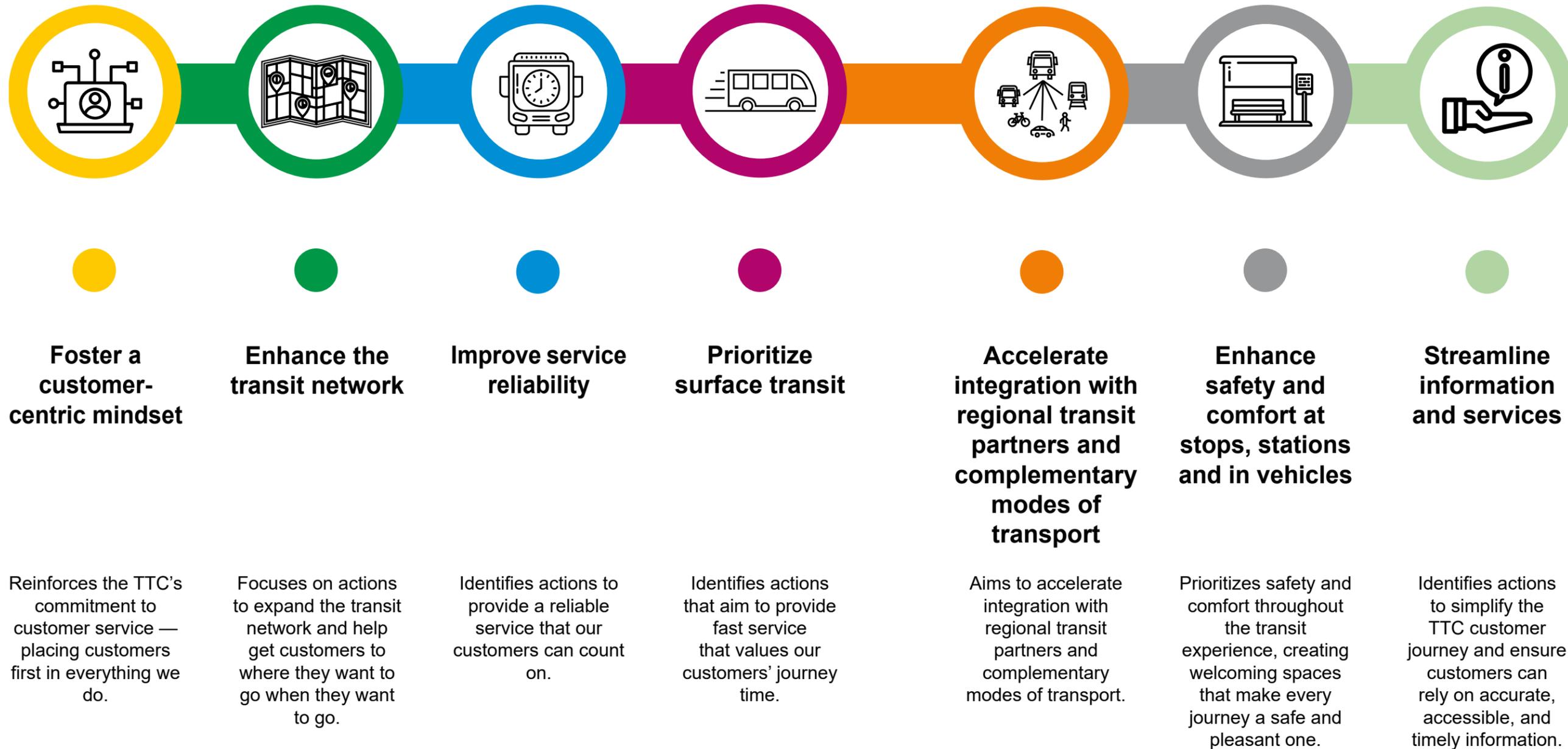
The 5-Year Service and Customer Experience Action Plan focuses on improvements that enhance TTC's core competency: mass transit — moving large volumes of customers safely, reliably and swiftly across Toronto and improving how customers experience the system.



This Plan sets an objective and identifies opportunities for the next five years.

Pillars of opportunity

The seven pillars of opportunity seek to improve our customer's experience through each step in their journey; helping customers get where they need to go quickly and reliably, while also increasing comfort and convenience.



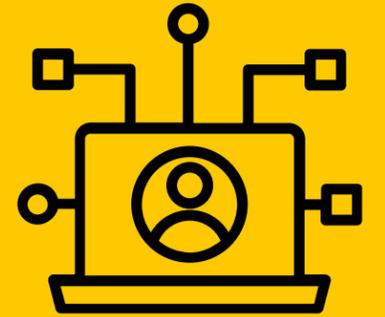


Action plan

This section outlines the actions and initiatives associated with each pillar of opportunity that form the 25-point action plan.

Pillar 1

Foster a customer–
centric mindset





About this pillar

Pillar 1 reinforces the TTC's commitment to customer service, placing customers first in everything we do.

This first pillar of the Plan looks inward. Through this pillar, we aim to continue to foster a customer-first culture across all levels of the organization and place the customer at the centre of all decision-making. Through this ongoing process we will emphasize understanding our customers' priorities and evaluate our service from their point of view. With customer-centricity as a top priority, this pillar aims to give our employees the tools, technology and resources they need to deliver positive customer experiences.



This Plan places the customer at the centre of all decision-making.



What we've done

During the pandemic, we continued to focus on customers and their safety, pivoted to virtual consultations when in-person events weren't an option and leveraged new data sources and methods to improve our understanding of customers.

TTC implemented an Automated Passenger Counting system (APC) on the surface fleet with 100% coverage on buses and 50% on streetcars. APC data provides direct insight into passenger demand at varying levels (system-wide, route or stop) and different periods (yearly, monthly or daily) (Figure 16). We explored and utilized new data sources, such as train weight data, fare gate event data and station Wi-Fi data, which gives TTC more insights into customer demand in the subway system. With the newly implemented Computer-Aided Dispatch / Automatic Vehicle Location (CAD/AVL) system (VISION), TTC can use vehicle location data to understand the service performance of surface modes to support our planning and operations teams in providing reliable services for customers.

Further, TTC expanded the use of data to gather insights into customer experience through the customer relationship management (CRM) system and the ongoing Customer Satisfaction Survey. TTC also works closely with the City to provide a monthly online dashboard of TTC Special Constable calls for service and incidents data.

TTC introduced an enterprise data system to support the analytics teams to further explore the different types of data within TTC. Advanced analytics, business intelligence and visualization tools have been implemented such as ArcGIS, MicroStrategy and Power BI.

TTC has successfully implemented several impactful data analysis projects by integrating multiple large-scale datasets and using advanced analytics to understand how our service connects customers to one another and to communities around them. In one example, TTC has created new tools to understand demographics at stops to improve equity-based evaluations for service. Other impactful data analytics projects included countering misuse of child PRESTO cards, implementing innovative demand modelling to prioritize responsive service and Customer Recovery-Route-by-Route Insights. Finally, TTC has developed a blueprint to launch a Data & Analytics Centre of Excellence to innovate for the long term.

We have trialed customer experience testing and used this process to evaluate new vehicle features. This hands-on approach involved engaging with our customers to understand their preferences, needs and feedback. We will continue to expand this successful approach to solicit customer feedback that enhances customer convenience, safety, accessibility and comfort.

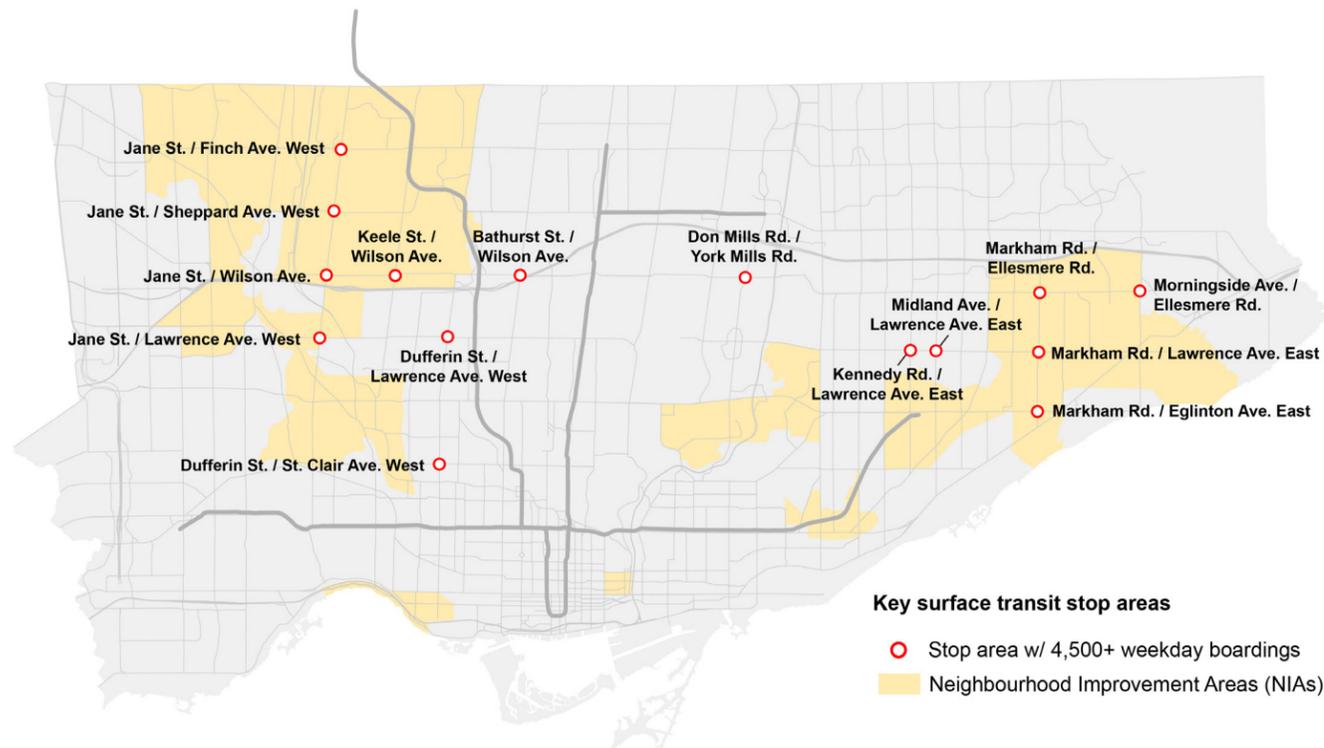


Figure 16. Key surface transit stop areas (September 2023)



Our plan to improve

Action 1.1. Reinforce the organizational commitment to customer service

Establish a customer experience Network of Champions program

We will establish a Customer Experience (CX) Network of Champions program. This program aims to proactively identify and empower CX advocates from various departments of the TTC. This working group, integrated within the TTC's corporate governance model, will convene regularly to infuse a CX lens into projects spanning the entire organization.

Improve internal availability of CX data to better enable staff to make customer-focused decisions

We are working on improving the internal availability of customer experience data. Providing tools like a customer experience dashboard will help departments make data-driven decisions that keep the customer at the centre of focus.

Implement user experience testing and customer acceptance standards

We will engage customers in user experience testing to trial potential new customer-facing technologies and amenities. For example, creating innovative spaces like a seat lab, where customers can trial different seat materials; or conducting customer trials of new website features. Concurrently, we will introduce an objective scoring process that sets minimum customer acceptance scores a project must meet before advancing to full implementation. These measures will help ensure that the services we provide meet the needs and expectations of TTC customers.

Complete a communications review to ensure that frontline staff have the information they need to support customer service

Based on customer questions and feedback, we will audit existing communications with frontline staff to better equip employees with the communications support they need to improve the customer experience.

The TTC received over **60,000 customer comments** through the TTC's Customer Service Centre system in 2023.

Explore implementation of a mystery rider program

We will explore the implementation of a mystery rider program to gain deeper insights into the customer experience, pinpointing areas for improvement.

Explore new data sources and methods to improve our understanding of customers

We have several ideas we will explore, aimed at improving our understanding of our customers:

- » a new customer segmentation tool may help drive ridership growth by connecting improvements to each groups' needs;
- » a new CRM dashboard to help TTC further understand customers from different areas;
- » improvements in customer journey mapping may allow for targeting of key pain points and connection opportunities for common TTC journeys;
- » using natural language processing techniques to better understand customer open-ended sentiment from customer surveys, CRM and social media;
- » real-time data and real-time communication with customers to understand what are the locations or routes that tend to be associated with customer complaints or customer positive sentiment;
- » using machine learning to predict ridership and customer demand;
- » data integration and statistical/data analytical tools availability; and
- » enhancing visualization capacity to support different levels of the analytics results and recommendations.



Action 1.2. Elevate the importance of ongoing public engagement

Identify, assess and apply leading edge tools for use in public engagement and market research activities

We are giving paramount importance to our ongoing public engagement efforts. We aim to apply new tools for use in our public engagement and market research activities to ensure that the customer voice is heard and thoughtfully considered in our decision-making process.

Utilize the diverse and representative customer panel to seek insights on a continual basis

We're expanding the use of TTC's customer panel to reflect Toronto's increasing diversity and population growth. This representative panel of TTC customers will provide ongoing customer feedback aimed at building external and internal customer awareness through diverse voices of our customers. Seeking detailed feedback continually will allow us to make informed decisions that align with customer needs and expectations.

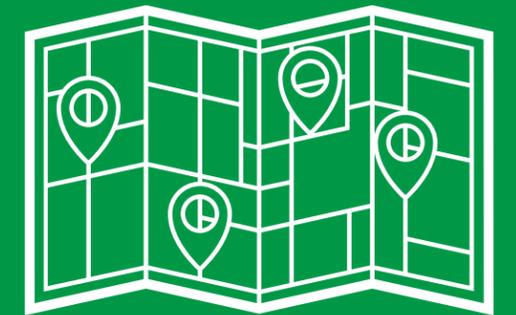
Over 3,800 customer and employee interactions shaped this Plan.



Customer feedback is integral to decision-making.

Pillar 2

Enhance the transit network





About this pillar

Pillar 2 focuses on actions to expand the transit network and help get customers to where they want to go when they want to go.

Through this pillar, we aim to create an expansive transit network that connects people to healthcare, shopping, employment, education and social activities. We aim to improve the frequency and coverage at all times of day over the course of a week, based on demand.



The TTC is committed to an expansive network that gets people to where they want to go when they want to go.



What we've done

TTC has implemented several initiatives to enhance the transit network to support new and existing travel patterns. We continue to optimize service to align with ridership demand driven by population and employment growth and ridership patterns post COVID-19 pandemic. We also fully implemented Automatic Train Control (ATC) on Line 1 in September 2022, thereby improving the reliability, speed and capacity of service.

We continue to improve transit service by applying an equity lens when making transit service changes, including in Neighbourhood Improvement Areas (NIAs), and by ensuring that service changes consider the needs of women, shift workers and people with low income — key customer segments who continued to ride the TTC through the pandemic. To address the travel needs of youth and key priority groups (women, people with low income and shift workers), we take a deliberate engagement approach to collaborate with these groups on proposed service initiatives, including hiring youth ambassadors each year to gain detailed feedback from their communities on proposals developed through the Annual Service Plan process.



Automatic Train Control is now operational on Line 1.

Our plan to improve

Action 2.1. Accommodate population and employment growth

Between 2024 and 2028, the population in Toronto is projected to grow around 1% per year, and population growth is projected to occur across the city (Figure 17). Although overall rates of employment have been impacted by the COVID-19 pandemic, Toronto's employment will grow by an average of 10,600 jobs per year. To accommodate this growth in population and employment, the City of Toronto adopted a pledge on housing in 2023 to have 285,000 new housing units built by 2031 — a 23% increase in Toronto's housing supply.

Every year, the TTC will look at all active developments near completion as part of the Annual Service Plan process to understand where additional services may be required to meet demand. Each six-week period, we will review and adjust service to accommodate customer demand.

The City of Toronto's population is projected to grow by **approximately 150,000 people** over the next five years, which is equivalent to the population of municipalities like Guelph, Kingston and St. Catharines.

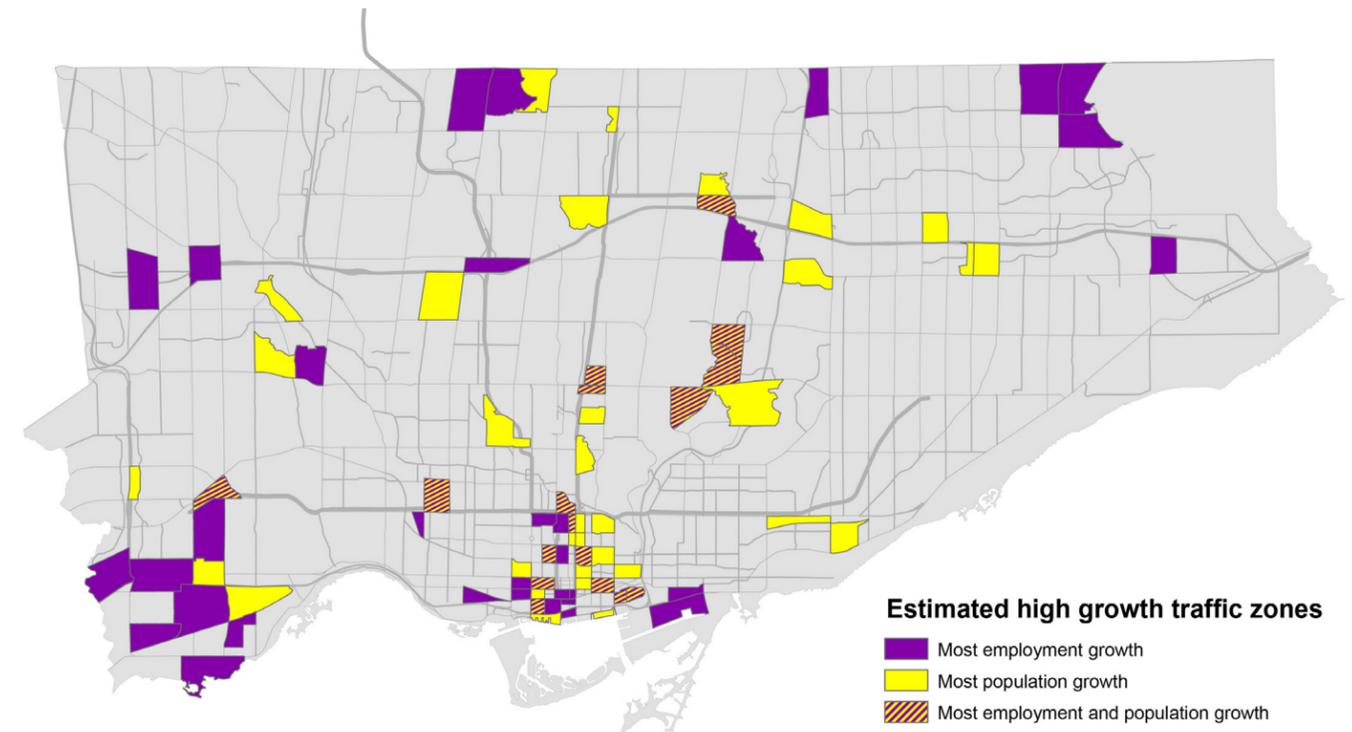


Figure 17. Estimated High Growth Traffic Zones based on Active Development Projects (City of Toronto)



Action 2.2. Implement new services to address travel patterns

As the city and region continue to grow and evolve, new travel patterns will emerge. New destinations, including employment centres, recreation facilities, medical centres and residential growth areas, will change where and how people travel. Temporary travel patterns that emerge from events, such as the 2026 FIFA World Cup, will also be considered as we plan TTC service. To improve our surface transit network, we will modify and enhance existing routes to match these changing travel patterns while implementing new ones as well. In recent years, we have expanded our Express Bus network and added new routes to service growing neighbourhoods. In the next five years, we will continue enhancing and expanding these services to ensure customers can get to where they want to go efficiently, as part of the Annual Service Plan process (Figure 18).

The TTC created, extended or modified **34 routes** in the 2024 ASP.

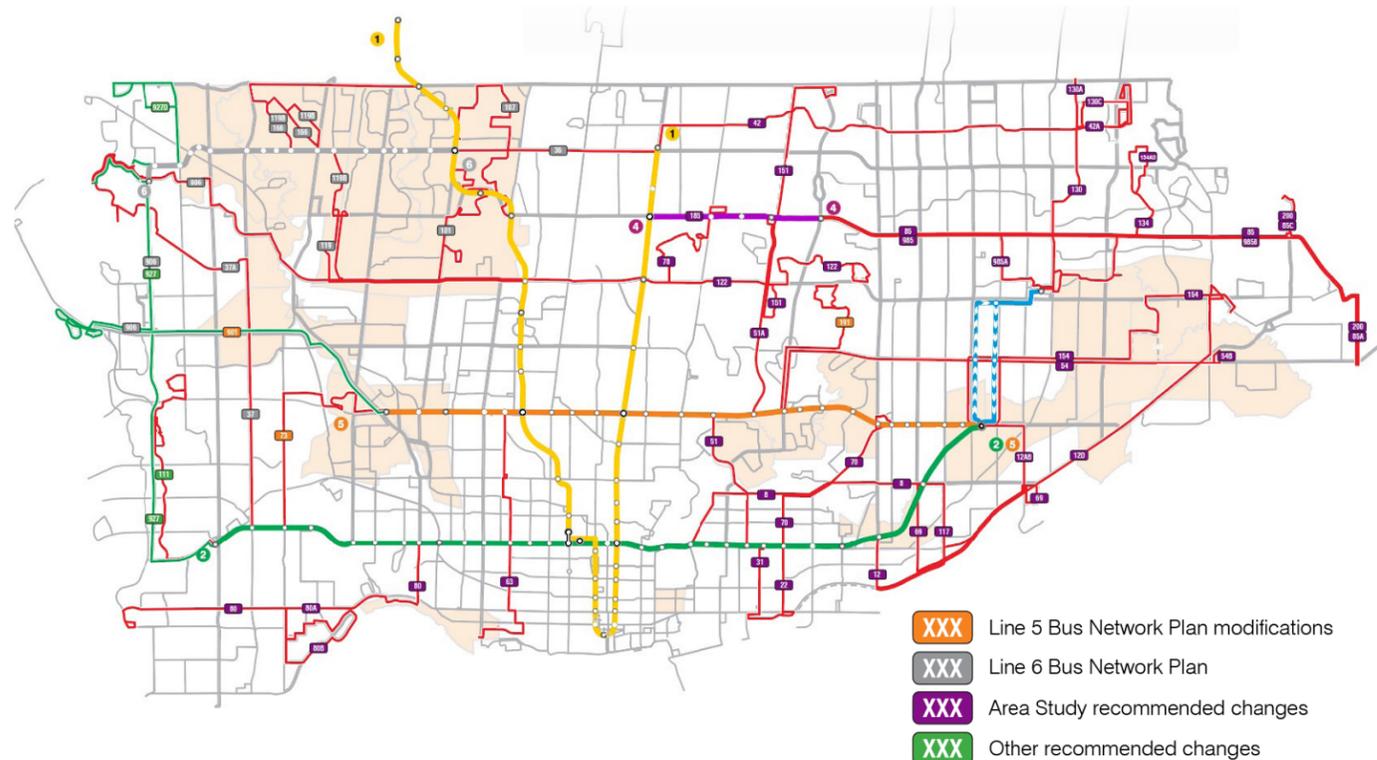


Figure 18. 2024 Annual Service Plan

Action 2.3. Open Line 5 Eglinton

Line 5 Eglinton will offer customers a new 19-kilometre long fast and frequent east-west rapid transit service along Toronto's Eglinton Avenue. The current opening date for Line 5 Eglinton is still to be determined by Metrolinx. The Line 5 Bus Network Plan was approved in the 2022 ASP, which showed modifications to 27 bus routes connecting to Line 5. In the 2024 ASP, we further evaluated the Line 5 Bus Network Plan and made eight additional adjustments to the plan, including renumbering routes, rerouting routes to reflect on-street operating conditions and introducing new routes to support new travel patterns. Once an opening day has been set, we will open the line and implement the approved routing changes. TTC will be the operator of Line 5.

Line 5 will serve **25 new stations** and connect to **70 routes**.





Action 2.4. Open Line 6 Finch West

Line 6 Finch West will offer customers a new fast and frequent east-west rapid transit service between Humber College and Finch West Station (Figure 19). The new service will reduce travel times and make service more comfortable for customers living in Neighbourhood Improvement Areas. The current opening date for Line 6 Finch West is still to be determined by Metrolinx. The Line 6 Bus Network Plan, which outlines changes to nine bus routes, was presented to the TTC Board in November 2023 as part of the 2024 ASP and adopted. The Line 6 Bus Network Plan includes introducing new routes to support new travel patterns, redirecting existing routes to create new connections with the LRT and renumbering routes.

Line 6 will directly serve nearly ¼ of Toronto's Neighbourhood Improvement Areas and connect **18 new stations to 28 TTC bus routes**.

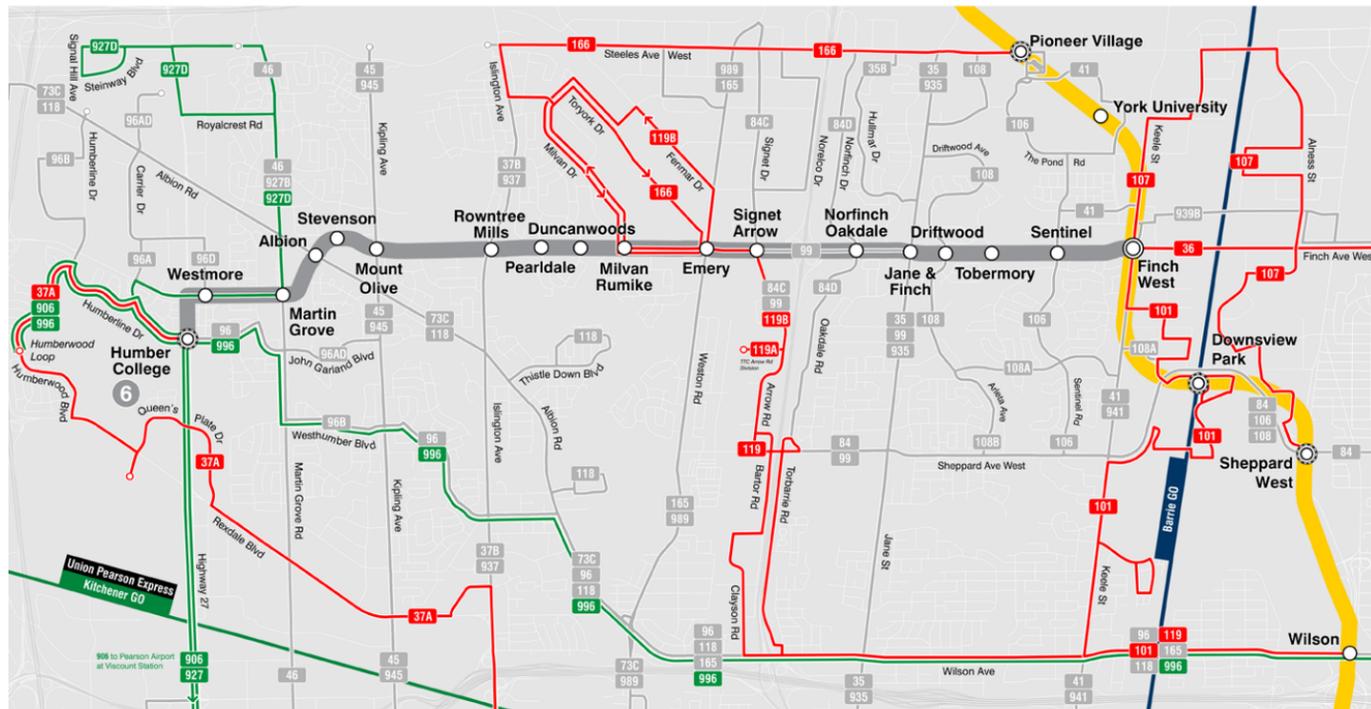


Figure 19. Proposed TTC routes connecting to Line 6 Finch West (2024 ASP)

Action 2.5. Implement Line 3 future busway

In July 2023, Line 3 train service was suspended. Bus replacement service has been in place since that time with a suite of transit priority measures, including priority bus lanes. Bus service will be in place until the Line 2 East Extension opens.

Work is underway to complete the design for a dedicated busway (Figure 20), which will use the on-grade portion of the existing Line 3 right-of-way between Kennedy Station and Ellesmere Station. The busway will enable buses to operate without mixed traffic and traffic lights. The final design for the busway is set to be completed by Q4 2024. Construction will start in 2025 and will take approximately two years (estimated delivery in 2027). Upon completion and operation of the Line 2 East Extension, the bus network serving the busway will be different and will be explored in a future ASP.

The Line 3 busway will bypass over **15 signalized intersections**, saving customers approximately **10 minutes in the AM peak** when compared to conditions immediately following the Line 3 closure. Travel times will be comparable to the trip times previously offered by Line 3.

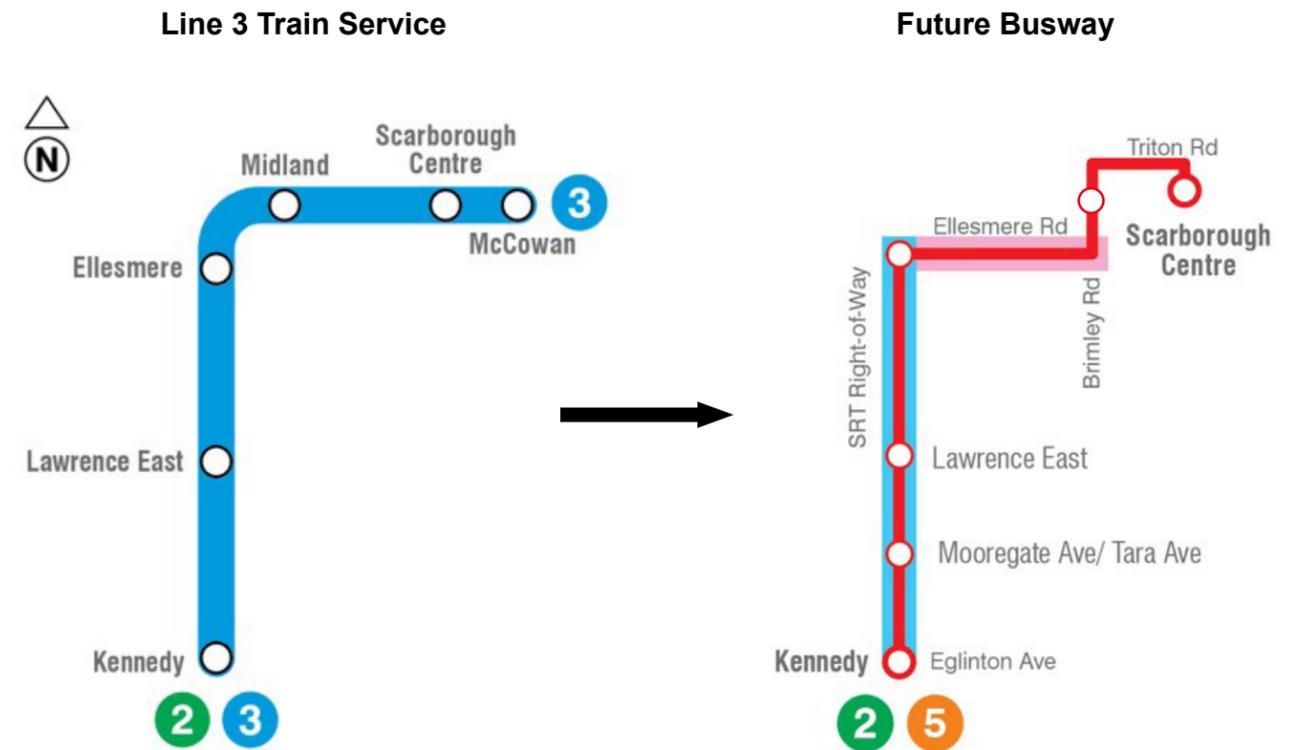


Figure 20. Line 3 future busway plan



Line 3 Bus Replacement Plan and busway

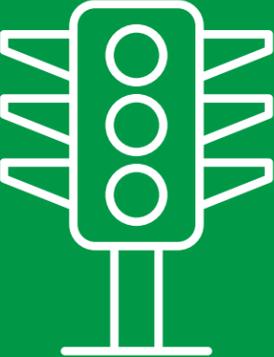
To support the closure of Line 3, the TTC developed the Line 3 Bus Replacement Plan, which includes a suite of transit priority measures and priority routing to reduce customer wait and travel times between Kennedy and Scarborough Centre stations. As part of the Line 3 Bus Replacement Plan, and subsequently included in this Plan, the TTC will convert a portion of Line 3's right-of-way to a dedicated busway, which will allow buses to avoid many intersections and operate out of mixed traffic.

The TTC and City began installing transit priority measures along Kennedy Road, Midland Avenue and Ellesmere Road in September 2023, including 23 intersections with transit signal priority and 10 kilometres of transit priority lanes. In November 2023, the TTC made several routing changes to eliminate transfers on many trips, including extending seven routes from Kennedy Station to Scarborough Centre Station. These changes, on average, save customers between 3 and 8 minutes in the morning compared to conditions immediately following the Line 3 shutdown.

Once complete in 2027, the busway will further improve travel times and reliability for bus users traveling to and from Scarborough. Travel time between Kennedy and Scarborough Centre stations will be comparable to travel time when Line 3 was operating — around 10-15 minutes. Further discussions with the City will be required on whether bus lanes will remain on Kennedy Road and Midland Avenue once the busway is complete; however, Ellesmere Road bus lanes will remain to connect the busway to Scarborough Centre. It is planned that the busway will continue to operate beyond the opening of the Scarborough Subway Extension, but service on the busway will change in response to the subway extension and will be determined in future ASPs.



10 km
of bus lanes installed on
Kennedy Road, Midland Avenue
and Ellesmere Road



23
intersections with
transit signal priority



10-15
minutes to travel between
Kennedy and Scarborough
Centre stations with the busway

Action 2.6. Restore and enhance service standards

Restore service levels back to Board-approved Service Standards

The TTC's Service Standards define the TTC's service planning principles and priorities. They are a systematic and objective means of planning, monitoring, adjusting and evaluating transit services throughout Toronto.

The Service Standards are reviewed holistically as part of the 5-Year Service Plan process and updated as part of the Annual Service Plan process to prioritize resources and implement initiatives, if applicable.

In early 2023, temporary adjustments were made to the crowding standards which are used to plan service levels. These temporary increases to the Service Standards are in the process of being reverted; however, additional resources are required to restore system-wide service levels back to the Board-approved Service Standards. Specifically, resources are required to:

- » Increase capacity on corridors where we currently do not meet approved service levels based on our crowding standards.
- » Increase frequency on routes where we do not meet the minimum policy service levels.
- » Restore frequency and periods of operation on existing express corridors where service levels may have changed due to the pandemic.
- » Restore the 10-minute network.



Options to enhance Service Standards

The Service Standards provide a formal mechanism to increase or decrease service levels and coverage across the network. They can be used as a lever to make policy decisions on how transit service is planned and provided across the city. The following section highlights five options to enhance service above and beyond the current TTC Board-approved standards. The five options to enhance the Service Standards are:

- » expand and enhance the Express Bus network,
- » expand early morning Sunday service,
- » expand the frequent network,
- » expand and enhance the overnight network, and
- » enhance the streetcar network.

Expand and enhance the Express Bus network

In 2016, the TTC completed an extensive Express Bus Network Study and has since implemented a number of the routes recommended from the study. The Express Bus network offers faster service in many areas of the city. We have completed a performance review of the network and have found that on some corridors we are not achieving the Service Standards originally set out in 2016.

Based on our technical review and customer feedback, we are proposing some modifications to our Express Bus Service Standards. This includes modifying guidelines associated with stop spacing, stopping patterns and travel time savings targets.

Finally, based on customer feedback, we will explore opportunities to expand the network to other corridors and examine expanding the span of service on existing corridors.

Expand early morning Sunday service

Weekend service has recovered much faster than weekday service, as customers make discretionary trips across the network. Sunday ridership has consistently exceeded pre-COVID ridership. We will explore starting Sunday service earlier on approximately 60 bus routes so customers have greater access to the TTC earlier in the day.

On average express buses are **12% faster** than local buses, providing faster and more efficient service.

Since 2019, Sunday early morning demand has increased from **3.1% to 3.5%** of the total Sunday demand.

Expand the frequent network

In 2015, the TTC introduced the 10-minute network: a network of four rapid transit, 11 streetcar and 37 bus services that operate every 10 minutes or better from approximately 6:00 a.m. to 1:30 a.m. from Monday to Saturday and 8:00 a.m. to 1:30 a.m. on Sundays. This frequent network provides customers with shorter wait times, allows for spontaneous trips and makes it easier for people to run an errand or shop during their commutes.

Customer feedback consistently shows that having frequent service is a top priority. We will review opportunities to expand the frequent network and increase the population's access to important destinations within the city.

Expand and enhance the overnight network

The Blue Night Network plays a key role in providing mobility across the city during the overnight period, which contributes to the city's night economy. It is designed so that 95% of the population is within a 15-minute walk of overnight bus service. During the pandemic, the Blue Night Network played a key role in providing travel options for essential workers travelling to and from shift work. Over time, we have seen a steady increase in ridership on the network. We will review opportunities to expand the number of routes in the network and explore revising the minimum service level from 30 minutes to 20 minutes.

Enhance the streetcar network

The TTC operates 11 streetcar routes, which move thousands of customers each day. The streetcar network primarily operates in downtown Toronto, but several routes extend east and west of downtown. Much of the streetcar network is comprised of shared streetcar and mixed-traffic lanes, though there are portions of the network which have dedicated right-of-ways. To improve the frequency of the streetcar network, we will explore implementing a 6-minute all-day, everyday streetcar service on key streetcar routes.

66% of the Toronto's population is within a 5-minute walk of our frequent network on weekdays and nearly 60% on weekends.

Ridership on the Overnight Network has **increased by 36%** since 2019.

Streetcars carry **2.6x more people** than a standard bus during the rush hours.

Action 2.7. Enhance service planning equity lens

The City of Toronto and TTC are committed to creating a more equitable transit network. The TTC understands the role we have in providing access to social and economic opportunities. Implementing transit equity measures works to ensure adequate resources are available to everyone to achieve an equitable outcome. We will continue to engage with community partners and the public, particularly youth, women, people with low income and shift workers, to ensure their feedback is represented in our work.

Striving towards equitable levels of access to transit, particularly for populations that are traditionally underserved, the TTC and the City of Toronto will collaborate to refine and adopt new measures of transportation equity across all neighbourhoods, with an emphasis on transportation disadvantage and built environment factors.



55% of our customers are members of racialized groups.

The City of Toronto and TTC continue to work towards a more equitable transit system.

Pillar 3

Improve service reliability





About this pillar

Pillar 3 identifies actions to provide a reliable service that our customers can count on.

Service reliability is consistently ranked as our customers' number one priority when it comes to service improvements. The TTC recognizes the importance of service reliability for customers as late and irregular service negatively impacts a customer's experience. Highly variable, or inconsistent, transit service means people must include more travel time in their plans to ensure they're not late. Vehicles may not come on schedule, especially at peak times. Inconsistent service means longer waits and increased overcrowding when more than one vehicle arrives at once. And being late for an appointment, childcare pick-up or exam can be more than an inconvenience. It can mean paying a late fee, waiting until the next pick-up slot or failing a course. Being late for a job can mean losing it. Through this pillar, we aim to continue to improve service reliability to deliver service customers can rely on.



Service reliability is one of our customers' primary concerns.



What we've done

Bus and streetcar schedules are continually adjusted and improved to ensure we deliver the service we advertise. Run as directed buses are also deployed to mitigate impacts of planned and unplanned service disruptions on our customers' journey.

Since 2020, progress continued towards achieving the 90% On-Time Performance (OTP) objective. Over the last few years, OTP has been challenged by construction as well as changing traffic patterns post-pandemic as people begin to solidify new commuting patterns and return their activities to pre-pandemic levels. OTP has been especially challenging on the streetcar network due to significant construction in the downtown core impacting most streetcar routes. Unfortunately, these construction impacts are likely to be felt for some time as major work, such as the Queen Street closure, between Victoria Street and Bay Street for Ontario Line construction, continues for several years.

Throughout 2023, we continued to evolve our OTP program. A diagnostic process has been introduced to complete root cause reviews for poor performing routes scoring less than 80%. Further, efforts have focused on performance during the afternoon peak period where OTP has traditionally been the most challenging. To improve OTP during this period, schedules were adapted to the observed earlier start of the afternoon peak period on 58 routes in 2023 with positive results to date.

Beyond changes to schedules, additional initiatives have been undertaken to help improve OTP, including deploying on-street supervisors on a pilot basis to manage service, working more closely with operators to overcome challenges and making improvements to end of line operations.



The TTC continues to update its On-Time Performance program.



Our plan to improve

Action 3.1. Improve service reliability

We know that our customers want to get to the people and places that matter most to them. We also know they will use transit if it seamlessly fits into their lifestyle. That’s why we’re dedicated to making transit a more attractive option when compared to other travel options in the city by using technology, infrastructure and a more efficient process to get customers where they need to go — on time, every time.

Beyond continuously reviewing transit schedules, we will conduct a review of our service reliability performance measures to ensure they are customer-focused and allow us to identify the areas in greatest need of improvement. We will also:

- » continue to deploy automated monitoring and operator training and counselling to improve on-time departures,
- » evaluate the success of the active and passive route supervision pilot and make recommendations for improvements, and
- » continue to review infrastructure needs at the end-of-line points to ensure they meet operational needs.

Customers consistently selected **service reliability** as the most important action in the 5-Year Service and Customer Experience Action Plan.



Action 3.2. Doing disruptions differently

We will continue to mitigate the impacts of planned service disruptions, such as subway closures or streetcar diversions, and unplanned service disruptions like short-term road works, collisions and emergencies. More buses, streetcars and trains will be available to minimize the effects of service disruptions on our customers’ journeys.

As Toronto continues to grow, and the need to renew our aging infrastructure continues, construction and its associated impacts to transit are inevitable. Over the next five years, several critical infrastructure renewal projects, transit expansion and private development projects across the city will occur, creating challenging conditions to deliver fast and reliable transit in certain areas of the city.

We will continue to co-ordinate with the City of Toronto to prioritize public transit to ensure we maintain service reliability getting people where they need to go. And, building off lessons learned from 2022 and 2023, in 2024 we will develop a construction service framework and seek to continuously improve it over the course of this Plan. Using the framework and its objectives, we will develop construction plans to mitigate construction challenges while meeting operational requirements, Service Standards, customer demand as well as taking into consideration customer and community feedback.

As of 2023, there were **240 construction cranes** in the city – the most in North America and nearly 200 more than any other major North American city.



Pillar 4

Prioritize surface transit





About this pillar

Pillar 4 identifies actions that aim to provide fast service that values our customers' journey time.

Providing fast service that values our customers' journey time is key to improving overall customer satisfaction. Fast transit increases access to jobs, schools and social activities — especially for people who cannot afford to live in urban centres. When service is fast, reliable and frequent, people feel more confident taking longer transit trips or trips that require transfers. They may also opt to take trips they previously wouldn't have attempted because trip times have expanded their reach. Through this pillar, we aim to reduce customer travel time, becoming a competitive mobility option and providing more access to opportunities.



Transit priority measures, like priority lanes, can help improve surface transit reliability.



What we've done

The TTC operates one of the highest ridership surface transit networks across North America. On a given day, the TTC may carry over 1.3 million bus riders, with some routes and corridors carrying a significant portion of the overall ridership. Corridors like Finch Avenue East, Jane Street and Dufferin Street carry over 40,000 passengers each weekday, with these corridors, and others throughout the city, receiving little or no priority treatment for transit. The City of Toronto and TTC are working together to enhance surface transit across Toronto through multiple priority treatments including dedicated bus lanes, transit signal priority and queue jump lanes. Since 2020, we've implemented many improvements.

We have painted nearly 20 kilometres of roadway red to signify bus-only travel on corridors including Eglinton Avenue East, Kingston Road, Ellesmere Road and Kennedy Road. We have implemented seven standalone queue jump lanes and 86 queue jump lanes that are part of the bus lanes implemented through the Line 3 Bus Replacement and RapidTO (now referred to as "Surface Transit Network Plan") projects. In addition, transit signal priority (TSP) has been installed and enhanced at 90 locations across Toronto, while TTC continues to work with the City to implement a new modern advanced transit signal priority project through its MoveTO program.

To keep transit moving during construction, TTC has worked with the City of Toronto on a variety of temporary transit priority measures, including on St. Clair Avenue West to support the replacement buses during construction, and on Dundas and Queen Streets to support the 501 Queen diversion during Ontario Line construction. TTC continues to lay the groundwork to add more transit priority measures including more red painted transit lanes across the city.



Eglinton Avenue East bus priority lanes have improved reliability and travel times.

Our plan to improve

Action 4.1. Implement the Surface Transit Network Plan (RapidTO)

Beyond the red bus lane installations to date, the TTC and the City of Toronto have jointly developed the Surface Transit Network Plan (STNP) to guide the study, evaluation and delivery of major bus and streetcar corridor improvements in Toronto (Figure 21). The plan presents a prioritized list of the top 20 corridors in Toronto, including the remaining corridors identified in the TTC's 2020-2024 5-Year Service Plan & 10-Year Outlook (Jane Street, Steeles Avenue West, Dufferin Street and Finch Avenue East).

Each corridor will be assessed for benefits and impacts and will undergo public and community partner consultation to ensure the transit priority measures carried forward are context-specific and reflect community values. Transit priority solutions can include regulatory (e.g. transit lanes), transit signal priority and physical (e.g. queue jump lanes) measures. The success of these solutions will be determined by assessing changes in transit ridership, transit reliability, travel times of transit vehicles and automobiles, average wait times for transit vehicles and positive impacts on equity.

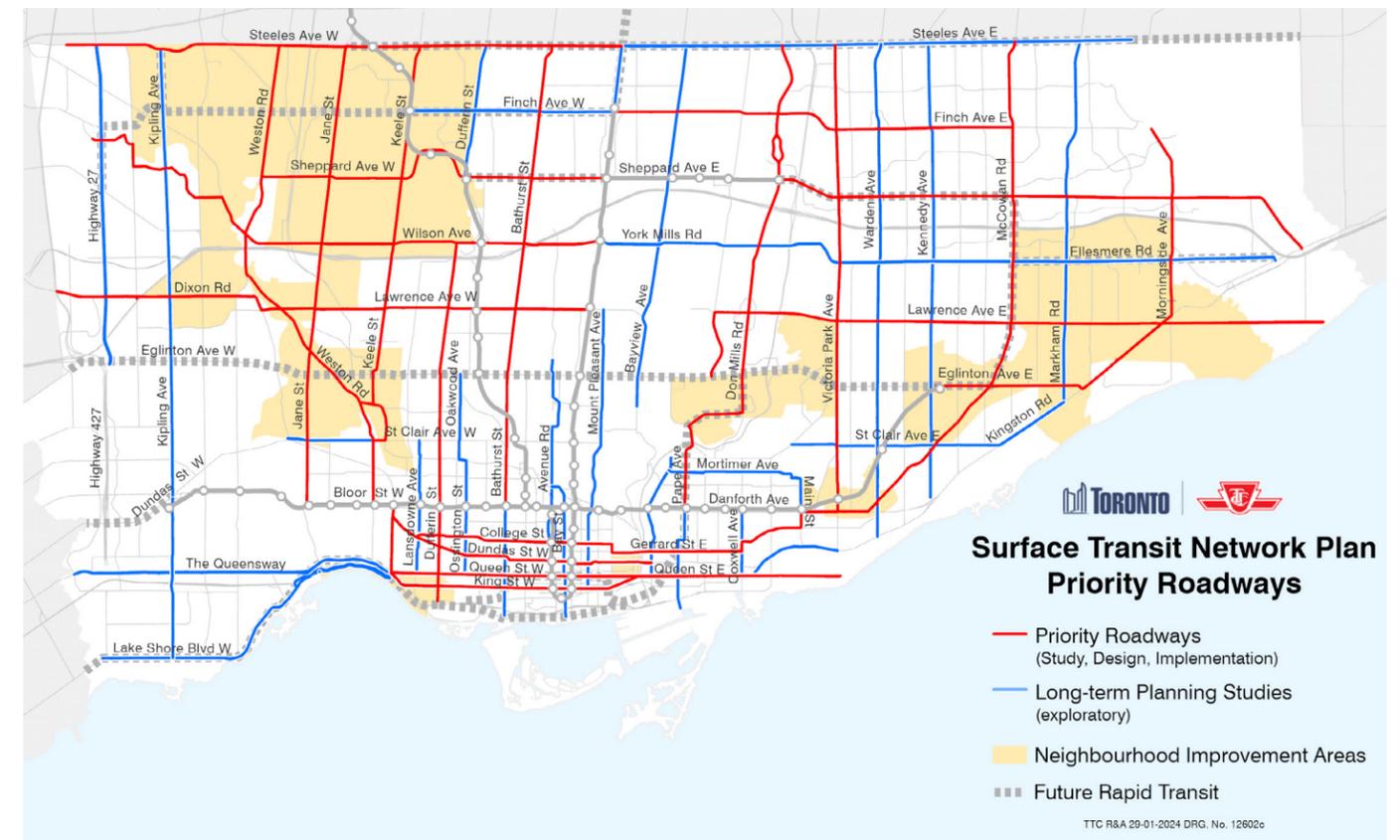


Figure 21. TTC and City of Toronto Surface Transit Network Plan



Eglinton Avenue East improvements

In 2020, 8.5 kilometres of transit priority bus lanes were implemented along Eglinton Avenue East, Kingston Road and Morningside Avenue. The project included the conversion of existing curbside mixed-traffic and High Occupancy Vehicle (HOV) lanes to priority bus lanes and serves several Neighbourhood Improvement Areas. These bus lanes play a significant role in moving people around the city.

The purpose of this project was to improve transit reliability, speed and capacity on some of the busiest surface transit routes in the city. More reliable and faster bus service has improved access to employment, healthcare and community services and has contributed to transit equity.

Since its implementation in 2020, the City and TTC have continued to monitor how the transit priority bus lanes have impacted transit speed and reliability, and impact on general automobile traffic. Compared to 2019, before the project was implemented, the following benefits have been realized:

- » Peak period travel times for buses have decreased by as much as 5 minutes.
- » An average reliability improvement of 10%.
- » Ridership recovering faster than system-wide bus ridership.
- » Car volumes and travel times continue to be at the same level or lower than the fall 2019 baseline.

Cost savings from the travel time reduction have been reinvested back into the corridor to improve frequency.



Peak period travel times have decreased by as much as **5 minutes**



10% average reliability improvements during the peak hour



Ridership is recovering faster than system-wide bus ridership

Action 4.2. Implement targeted regulatory transit priority measures

Transit priority measures include a variety of tools from infrastructure and technology improvements, like queue jump lanes and transit signal priority, to smaller regulatory changes like on-street parking and turn prohibitions. Regulatory changes can have a positive impact on transit speed and reliability with some projects only requiring minor infrastructure or signage changes. The City and TTC will look at opportunities over the next five years to implement regulatory changes at up to 10 locations per year to speed up some of TTC's busiest surface routes, in parallel to ongoing STNP studies.

By 2019, regulatory changes as part of the King Street Transit Priority Corridor resulted in a cumulative daily travel time savings of **~30,000 minutes** for 504 King customers.





Action 4.3. Implement more transit signal priority

Transit signal priority (TSP) helps buses, streetcars, and the customers they carry, move quickly and reliably through intersections by adjusting traffic signals in favour of public transit vehicles. The City and TTC will continue to roll out transit signal priority over the next five years, with up to 50 activations each year.

In addition to TSP, TTC is working with the City to implement Advanced Transit Signal Priority (ATSP) as part of the City's MoveTO program. The ATSP program will use TTC's GPS-based computer aided dispatch/automated vehicle location system to support transit signal priority, reducing TTC's reliance on maintaining physical infrastructure while providing improved monitoring.

Over 17% of traffic signals in the city already have TSP, one of the largest systems in North America.



Action 4.4. Implement more queue jump lanes

Queue jump lanes allow transit vehicles, and the customers they carry, to bypass the line (queue) of cars at traffic signals. This allows buses and streetcars to be the first vehicle to cross the intersection after the light has changed thereby reducing travel time for our customers. Working with the City of Toronto, TTC has developed a review process to implement more standalone queue jump lane projects. We currently have 12 queue jump lanes at different stages of progress and it is anticipated that these locations will be built in the next five years. As well, an additional 77 locations are being reviewed along with other bus lane projects including Kingston Road and the ongoing STNP projects along Jane Street, Steeles Avenue East, Dufferin Street and Finch Avenue East.

The queue jump lane eastbound on Steeles Avenue East at Don Mills Road saves customers **2,000 minutes** of daily travel time during the afternoon peak period.



Pillar 5

Accelerate integration with regional transit partners and complementary modes of transport





About this pillar

Pillar 5 aims to accelerate integration with regional transit partners and complementary modes of transport.

Creating accessible connections between transit and other modes, specifically for first/last mile connections, can greatly increase the catchment area of transit services and enable the TTC to serve more people. We also know that a portion of our customers travel across municipal boundaries. Providing seamless connections between regional transit partners is critical to increasing access across the region. Through this pillar, we aim to accelerate integration with regional transit partners and complementary modes of transport.



Integrating cycling and transit can improve the health and well-being of the city.



What we've done

TTC has implemented various initiatives to improve integration with complementary modes of transport.

We implemented Fare Integration, through the Province's One Fare program, in early 2024, and continue to advance Service Integration to allow customers to use any public transit vehicle to travel in Toronto.

In the fall of 2021, we completed the Automated Shuttle Pilot in the West Rouge neighbourhood. Although service was not offered to the general public there were many lessons learned with regards to the technology and implementing such a service in the future.

We have made major improvements with cycling. The TTC has installed bicycle parking, bicycle shelters and bicycle repair stands at many subway stations. We also continue to work with Bike Share Toronto to expand their network across our system.

We have continued our collaboration with the City of Toronto when designing cycling and transit infrastructure. Important considerations such as the visibility of cyclists for bus drivers, cyclist interactions with customers boarding/alighting buses and streetcars, and accessibility guidelines are essential to ensure TTC can continue operations safely. To help transit and cycling co-exist on roads, integrated platforms are being implemented where road space is limited. These platforms are bike lanes that ramp up to platform height at the transit stop with added tactile warning strips. In addition, the TTC is currently working with the City to develop innovative design standards for integrated island bus platforms.

The TTC also examines protected intersections to determine any impacts on TTC service. This includes reviewing signal designs, space for turns, location of bus stops and transit signal priority. The TTC has closely collaborated with the City on over 30 cycling projects, such as the Danforth-Kingston Complete Streets, Bloor Street West Bikeway Extension and the Gerrard Complete Street.

We have also worked to enhance pedestrian access to transit through the construction of a new sidewalk at our Sheppard West Station.



TTC continues to work with neighbouring transit agencies to integrate services.



Our plan to improve

Action 5.1. Implement fare and service integration

Fare integration

The TTC, municipal transit agencies and Metrolinx share a vision of a seamless public transit system that serves customers in Toronto and the region. Fare Integration, through the One Fare program, is a key step towards achieving this vision and was implemented in February 2024. With Fare Integration, customers no longer have to pay a double fare when they take the TTC and GO Transit or a municipal transit agency when they pay with a PRESTO farecard, debit card or credit card. Fare Integration creates benefits for customers travelling regionally and locally by making transit more affordable and presenting new transit travel options. The Province of Ontario has committed funding for the One Fare program until March 2026; the TTC will monitor customer travel pattern and demand changes at TTC and GO Transit transfer points during the program to understand how fare integration is changing the way people travel.

Approximately 13% of TTC customers start or end their journey outside of Toronto.



Service integration

TTC, York Region Transit, MiWay, Brampton Transit, Durham Region Transit and the Province continue to develop a service integration plan to better integrate local public transit service (Figure 22). The objective is to increase access and optimize service schedules for customers by enhancing service coordination. This is made possible by permitting neighbouring transit agencies to operate “open door” service within Toronto.

Currently, the partner agencies are focused on developing a fare collection solution using the PRESTO farecard. Once a solution can be implemented, the service integration plan will be implemented in a phased approach.

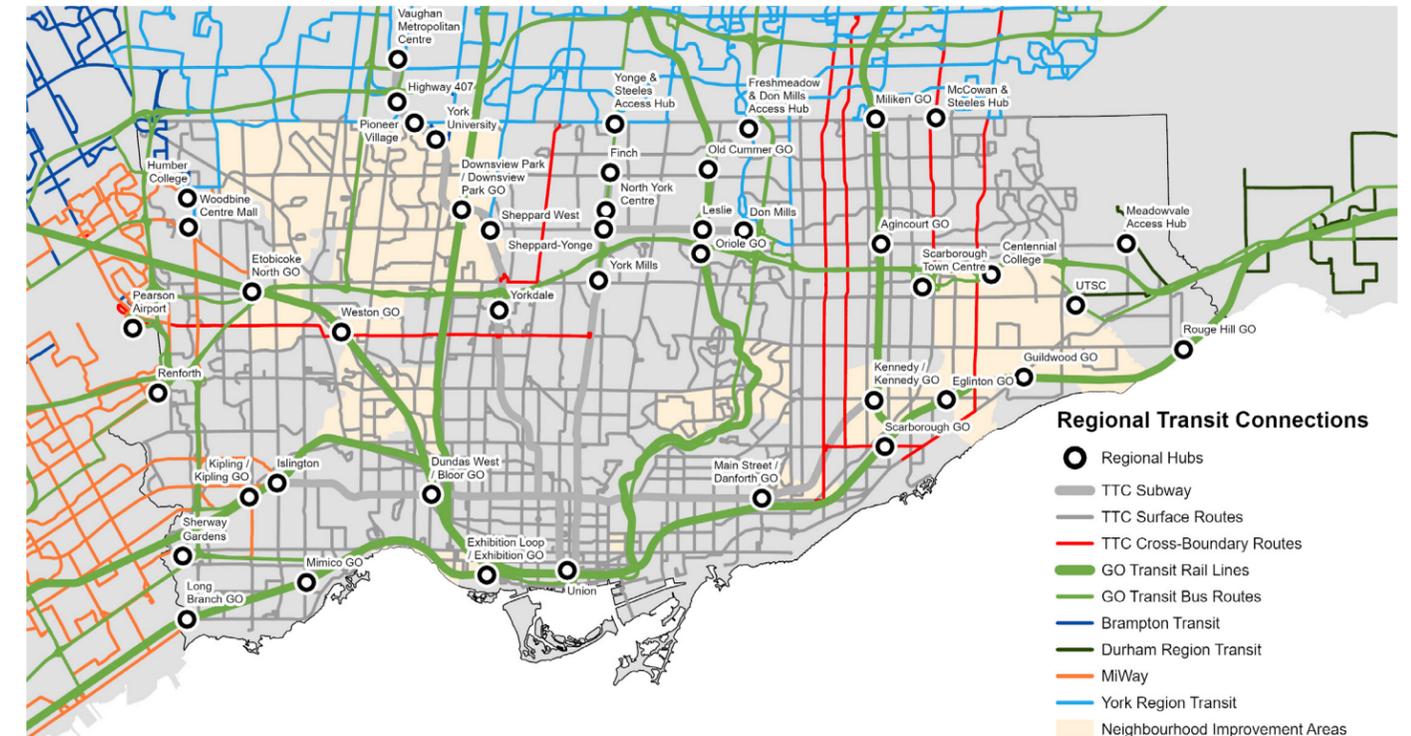


Figure 22. Regional transit connections in the GTA



Action 5.2. Enhance integration with cycling

Cycling and active transportation uptake has grown considerably over the course of the pandemic. Creating accessible connections between cycling and transit, with a focus on first/last mile connections, can greatly increase the catchment area of transit services and connect more people to the TTC. In collaboration with Bike Share Toronto and the City of Toronto, TTC will work to improve cycling and transit integration to facilitate multi-modal trips.

As part of this action, we will also:

- » continue to investigate where cycling connections to transit or cycling infrastructure and amenities can be improved by understanding customer needs;
- » continue to work with the City of Toronto to develop innovative designs, such as creating design standards for integrated floating island bus platforms;
- » monitor our existing investment in bicycle parking and repair stands to understand utilization and make recommendations for future expansion;
- » based on customer consultations, work to increase education and awareness around transit and cycling integration; and
- » continue to work with the City on their various cycling projects, including enhancing customer safety and accessibility by integrating transit stop infrastructure into cycling projects. So far, over 80 integrated bus platforms have been installed, with more planned for completion.

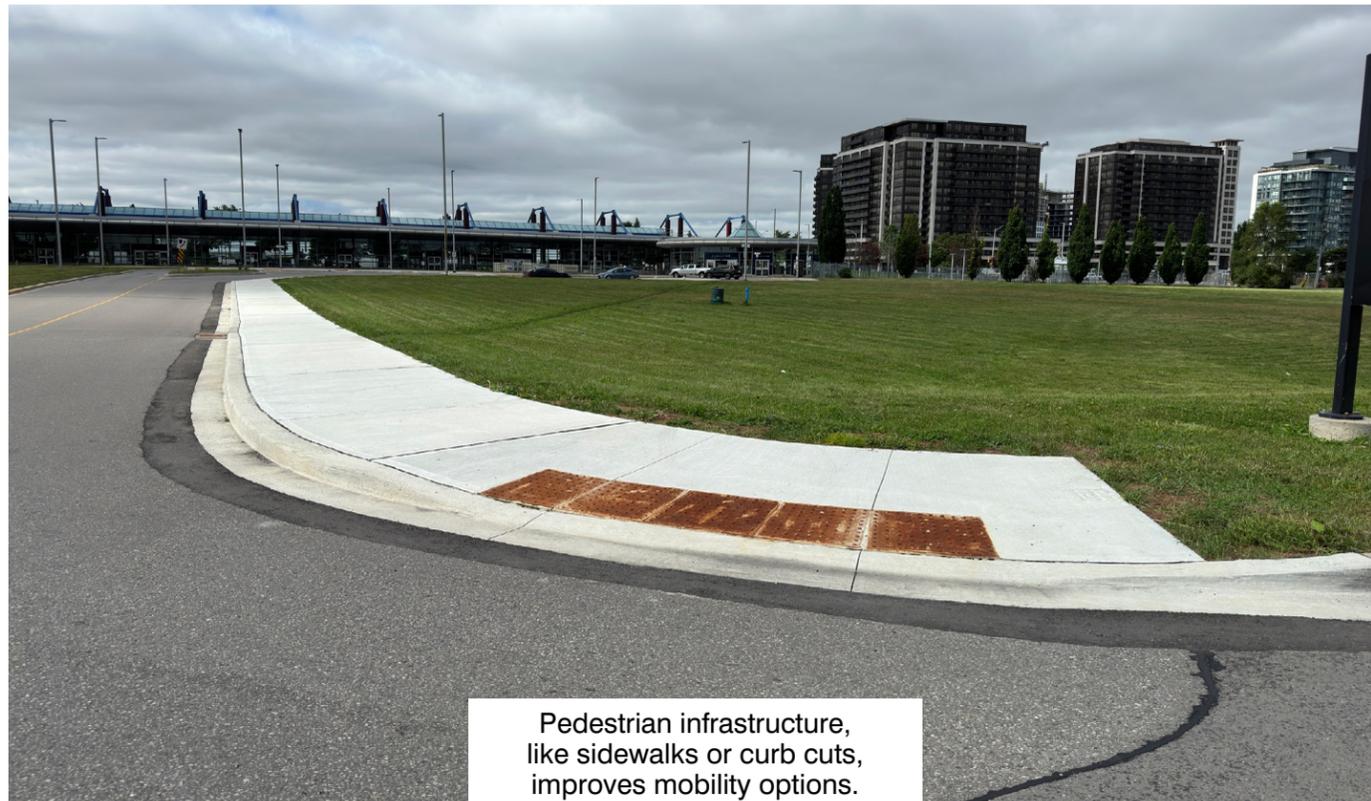




Action 5.3. Enhance pedestrian pathways to TTC

Improving pedestrian access to TTC stops and stations enhances customer experience and increases the likelihood of taking transit, as every transit user's journey includes being a pedestrian at some point. While nearly all TTC stops are accessible by sidewalk, there are nearly 800 kilometres of local roads in Toronto without a sidewalk. Starting in 2024, we will identify locations to enhance pedestrian access to transit and work with the City of Toronto to investigate and implement potential improvements as part of their missing sidewalk program.

There are nearly **800 kilometres** of local roads in Toronto without a sidewalk.



Pedestrian infrastructure, like sidewalks or curb cuts, improves mobility options.

Action 5.4. Improve microtransit and review micromobility connection opportunities

Improve microtransit connections

There are several private, high-occupancy microtransit shuttles that connect to TTC services. We will work to ensure that private shuttles connecting to TTC facilities are able to efficiently and safely bring passengers to and from the TTC network, while not impeding on other station operations including surface transit transfers and layovers, other pick-up/drop-off activity and pedestrian and active transportation access. This includes piloting physical improvements at Don Mills Station.

Review micromobility connection opportunities

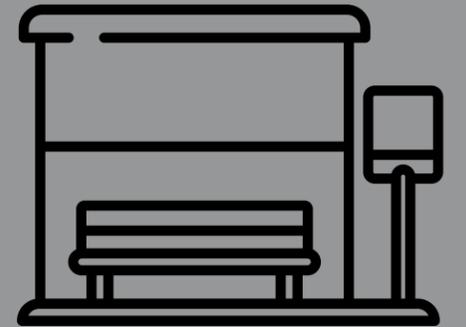
Micromobility is a term for small, lighter weight, compact, low speed vehicles. They span a range of types, such as bicycles, cargo bikes/trikes, folding bikes, electric two/three/four-wheeled cycles, low-speed vehicles (four-wheeled electric mini-car), e-mopeds, electric kick scooters (e-scooters) and more. Use of micromobility — if guided by a robust policy framework — holds great potential in helping the City achieve its environmental, social and economic goals, as well as supporting Vision Zero road safety, active transportation and Bike Share Toronto expansion, public transit, TransformTO and community equity.

The City of Toronto is developing a Micromobility Strategy to take a holistic approach in assessing and recommending ways to reach micromobility's full potential, while providing for a safe, multi-modal and active transportation network for people of all ages, abilities and backgrounds. In addition to action 5.2 to improve integration of cycling and transit, the TTC will work with the City to explore opportunities and understand any impacts the micromobility strategy may have on transit operations and infrastructure.

There are over **35 private shuttles** connecting to TTC stations across the network.

Pillar 6

Enhance safety and
comfort at stops, stations
and in vehicles





About this pillar

Pillar 6 prioritizes safety and comfort throughout the transit experience, creating welcoming spaces that make every journey a safe and pleasant one.

Enhancing safety and comfort is key to improving the overall TTC customer experience. Clean and attractive stops, stations and vehicles improve the image of the TTC to current customers and play a crucial role in shaping the perception of transit to non-users. A well-maintained and safe environment raises confidence in the overall quality of our service.

Customers expect comfort and convenience while using transit, including climate control, comfortable seats and amenities such as benches, shelters, lighting, trash receptacles, cellular service in stations, and retail and vending facilities.

Recognizing the critical role that safety plays in shaping the transit experience, we are committed to addressing customer concerns. To this end, we have taken a multidisciplinary approach to community safety, security and well-being. This approach complements our comprehensive and proactive TTC Safety, Health & Environment Management System, which manages occupational health and safety, operational safety and environmental risks. Through this pillar we aim to create a secure and comfortable environment that instills confidence and peace of mind for TTC customers.





What we've done

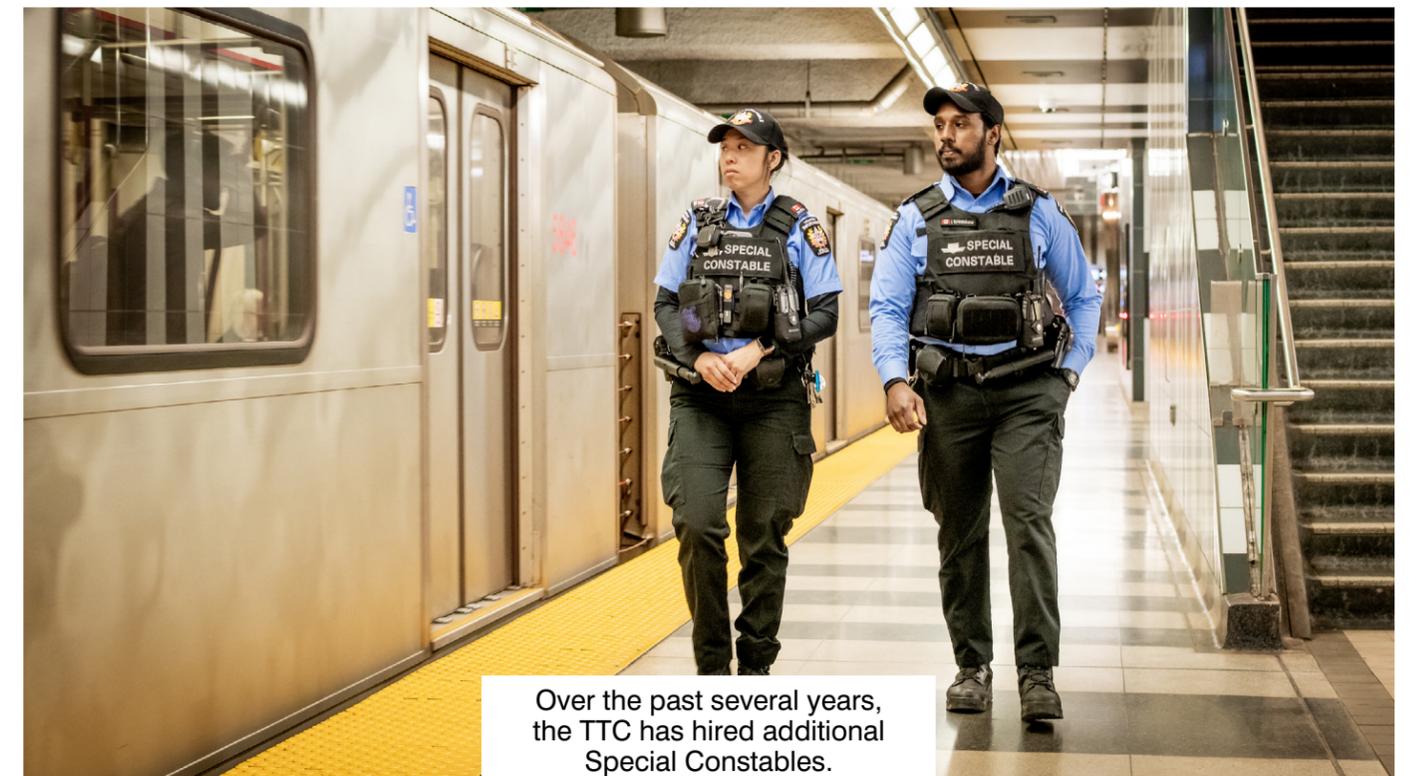
We have undertaken significant new investments in community safety and security initiatives. Our recent investments include:

- » Hiring 161 new customer-facing personnel and 50 additional Special Constables, vastly increasing the visible presence of TTC staff across the system.
- » Continuing to support 20 Streets to Homes outreach workers, 20 Community Safety Ambassadors, temporary security guards, de-escalation training and the Multi-Disciplinary Outreach Team (M-DOT) pilot program.
- » Adding six new bus operators and mobilizing dedicated buses to provide a means of accessing City of Toronto warming centres and shelters and provide temporary shelter while individuals are awaiting transport.
- » Maintaining all-day coverage of the Transit Control Security Desk with six additional dispatchers.
- » As part of the Stations Transformation Program, we've invested in infrastructure improvements to enhance our communication with customers. In 2021, we completed upgrades to our Passenger Assistance Intercoms (PAIs), which now feature a dual button that provides an option for customers to request information or emergency response. We also began work to upgrade the Public Announcement (PA) system in the subway to ensure that vital announcements and information are audible and clear.
- » Through the Stations Transformation Program we have installed/upgraded our existing closed-circuit television (CCTV) cameras. As of 2022, all stations have at least 75% camera coverage, and 59 stations now have at least 90% camera coverage, providing added visibility for Stations staff. We have also installed CCTV fare gate monitors at all secondary entrances. This provides visual deterrence for fare evasion, visibility of service conditions to TTC customers prior to crossing the farelines and improved ability for Collectors and Customer Service Agents to monitor the stations.

Through the TTC's 5-Year Accessibility Plan we have continued to make transit stops more accessible, as well as upgrade stops to accommodate articulated buses. We have also added several hundred Family of Services transfer point stops to facilitate safe and comfortable transfers between Wheel-Trans and conventional transit services.

To improve wayfinding at stations and stops, we have rebranded TTC's seasonal service to "200"-series routes, marked by white and pink branding on maps, station signage and stop poles, and have redesigned illuminated system maps. In collaboration with the City of Toronto, the Corner Commons initiative was installed at the Jane-Finch intersection that provides informal seating and waiting areas for TTC customers.

TTC continues to improve subway stations and the surrounding areas through Public Art and Community Art programs. These programs are an integral part of the TTC's Graffiti Management Plan, successful in reducing graffiti vandalism and replacing it with vibrant, colourful, community-engaged art.



Over the past several years, the TTC has hired additional Special Constables.



Our plan to improve

Action 6.1. Improve the comfort and convenience of stop areas

Expand customer amenities at stop areas

The TTC will continue to work on making surface transit stops accessible across the city. We will maintain collaboration with the City of Toronto to ensure preventive maintenance of street furniture elements and addition of street furniture elements at feasible stop locations. Additionally, we will coordinate with City staff to determine opportunities to reimagine the street furniture requirements for bus and streetcar stops based on lessons learned and customer feedback. This is an opportunity unlocked by the end of the current Coordinated Street Furniture Program in 2026. Customers have provided feedback suggesting the TTC improve transit stops by matching amenities to demand, based on transit stop ridership — i.e. at busier stops provide bigger shelters, more benches, lighting improvements, prioritize real-time information screens, etc. We also consider sustainability when re-imagining street furniture (use of materials, energy, future climate conditions). The proposed improvements for future bus stops are potential options and are dependent on input from the public and community partners, as well as the availability of funding.

In preparation for the opening of Line 5 Eglinton, 30 transit stops will be upgraded. In collaboration with the City of Toronto, transit stops within the Jane and Finch neighbourhood will continue receiving upgrades with similar features to locations in denser areas, like Downtown Toronto, which will improve the user experience at this key transit node. We will also continue to implement improvements to stops to accommodate articulated buses and to add new concrete pads to accommodate service changes.

Explore location-based QR codes for cleanliness and maintenance

To keep customers informed and ensure a pleasant environment, we will explore the introduction of QR codes at transit stops. By scanning QR codes placed at stops, customers would be able to obtain location-based information about their stop such as next vehicle arrival times. Customers would also be able to easily report cleanliness and maintenance issues to the appropriate party depending on the issue, whether that is the City's 311 contact centre or TTC Customer Service.

TTC vehicles serve more than **10,000 stops.**

Bus stop improvements to explore



Amenities

- Larger heated shelters
- Ample seating
- Improved lighting
- Proximity to garbage/recycling bins



Integration

- Enhanced pedestrian pathways
- Bike parking
- Bike Share stations



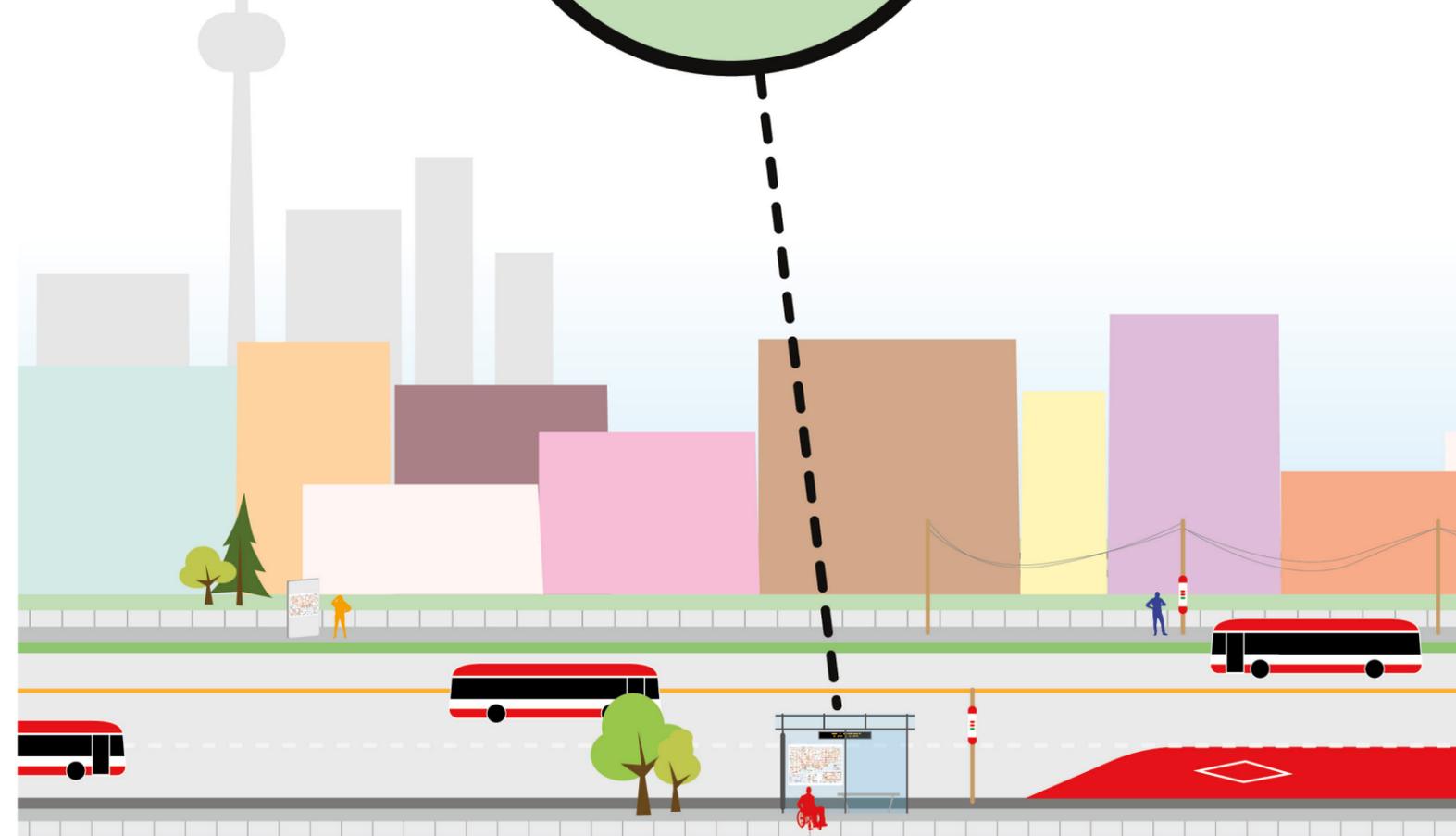
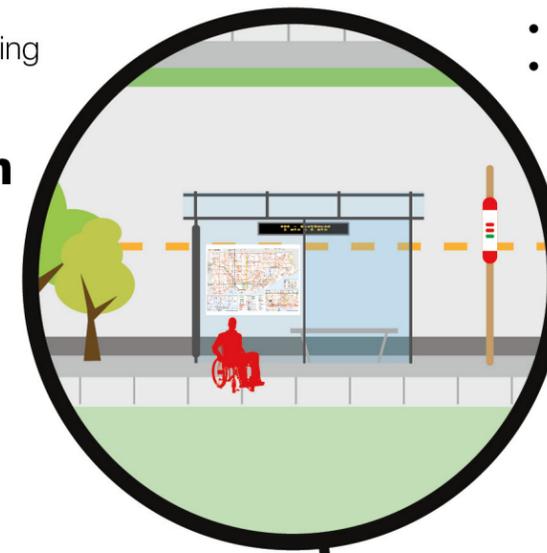
Wayfinding and Information

- Larger maps
- TO360 signage
- Pilot E-ink real-time signage
- QR codes for swift issue reporting



Accessibility

- Continue to make more stops accessible





Action 6.2. Improve the comfort and convenience of stations and vehicles

Expand station retail amenities

The TTC will continue to seek out new partnerships with retailers and service providers to expand availability of food, drink and e-retailing amenities. When seeking new partnerships, we will consider ways to enhance recycling and reduce waste, for example considering partnerships with vendors who offer low/no waste products.

Improve customer amenities at stations

At stations, we recognize the need to enhance customer amenities. We will increase seating for customer comfort, explore the installation of water-bottle refill stations for convenience where feasible and add more waste bins to support improved cleanliness.

Explore location-based QR codes for cleanliness and maintenance

To keep customers informed and ensure a pleasant environment, we will explore the introduction of location-based QR codes. By scanning QR codes placed strategically and consistently throughout TTC vehicles and stations, which will be facilitated by the ongoing rollout of 5G cellphone service across the subway system, customers and staff would be able to easily and quickly report cleanliness and maintenance issues directly to Transit Control, enabling swift resolution of issues.

All 70 TTC stations now have cellular service.



All TTC subway stations have cellular service.

Action 6.3. Prioritize safety and security

Build on the multi-disciplinary approach to community safety through the development of a Community Safety, Security and Well-being Plan

We will implement recommendations in the areas of enhancing staff's high-visibility presence and improving incident management, supporting persons experiencing homelessness and individuals with complex needs, and ensuring ongoing community safety program support. We will continue to expand on initiatives in the areas of data analysis, education and training, engagement and communications, programs and procedures and incident response and support.

Make it easier for customers to report safety concerns

We're increasing staffing presence to provide real-time assistance and enhance community safety. To facilitate reporting when staff are not nearby, we will seek to introduce a short (3-5) digit phone number for customers to contact the TTC for safety concerns. We will also explore implementation of novel reporting tools to allow customers to directly message with the TTC via their preferred messaging app. To ensure customers have access to emergency information when needed, we will investigate installing emergency information signage at surface stops.

Investigate automated camera enforcement for streetcar customer safety

In 2022, the Province enacted both legislation and regulations to allow the use of an automated camera enforcement system to ticket illegal passing of a stationary streetcar in the act of taking on or discharging passengers. As part of a TTC-led pilot project beginning in 2024, technologies similar to those used by Red Light Cameras, Automated Speed Enforcement and Automated Bus Stop-Arm Enforcement, will be used to detect and capture infringements by vehicles that illegally pass streetcars serving a streetcar stop.

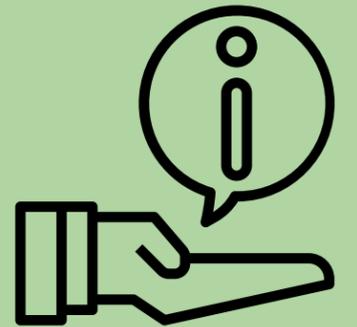
Improve camera coverage to at least 90% in 11 remaining stations

We will continue to expand the CCTV camera coverage of our stations, achieving 90% coverage in all stations by the end of 2024. The additional camera coverage provides added visibility for Stations staff to improve customer service and augment the safety and security of TTC customers and employees.

We've hired 161 new customer-facing personnel to help ensure customers feel secure throughout their journeys.

Pillar 7

Streamline information and services





About this pillar

Pillar 7 identifies actions to simplify the TTC customer journey and ensure customers can rely on accurate, accessible and timely information.

Through this pillar, we aim to make the TTC experience more seamless by providing more and better real-time information and improving access to TTC services and information. Real-time information has become integral to transit journeys, providing riders with timely and accurate details about service status, vehicle arrival times and potential disruptions. It contributes to reduced wait times, as customers use apps to align their departures with vehicle arrivals; and decreased travel times, as customers adjust their journeys based on information provided. Accuracy of the information helps build trust in transit as a competitive mode.

We also aim to make all TTC-related information more easily accessible. This extends to our dedicated frontline staff, who serve as a vital point of contact for customers, and our digital channels. We want to ensure that our customers feel supported and make the TTC experience more transparent and user-friendly. By investing in our information and services, we empower customers with the knowledge they need to navigate their TTC journey with ease.



Customers rely on accurate information to plan their journeys.

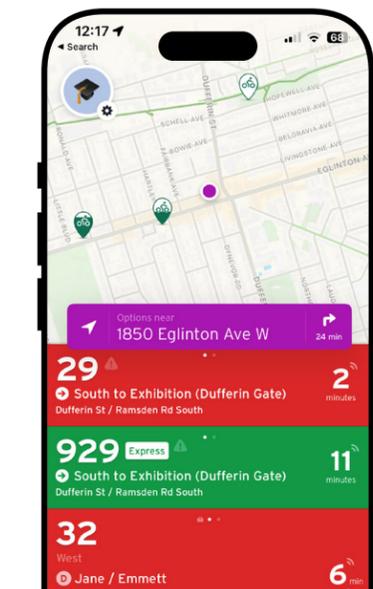
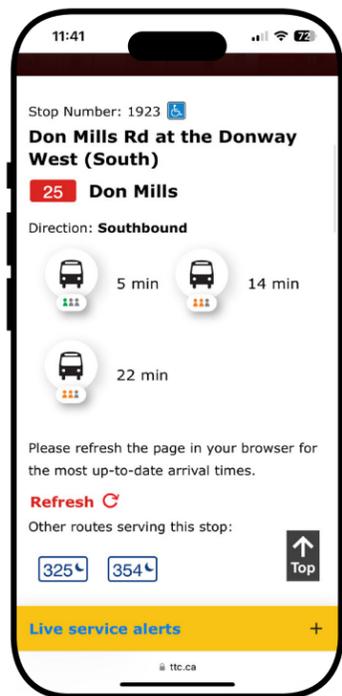


What we've done

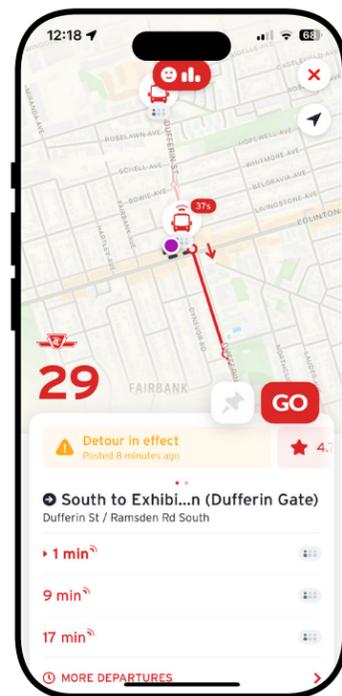
We introduced real-time crowding information on our website and select third-party apps to respond to customer needs. This valuable feature empowers customers with live updates on the occupancy levels of our vehicles, enabling them to plan their trips more efficiently and make informed decisions.

We have elevated the quality and depth of information shared across our social media platforms. By providing more comprehensive and timely updates, we aim to keep customers well-informed about service changes, events and other relevant announcements.

Recognizing the importance of connectivity throughout the entire journey, 5G cellular service is now available in all subway stations. We will continue to work to implement cellular service in subway tunnels to ensure uninterrupted connectivity for customers during their TTC journeys.



Real-time crowding information is available on the TTC website and some third-party apps.



Our plan to improve

Action 7.1. Improve customer service and loyalty

Make it easier for customers to access TTC customer service

We're expanding the ways customers can get assistance and access important TTC services. We're planning to modernize the application process for the TTC Post-Secondary Photo ID and Support Person Assistance Card, and we will also look to re-introduce tablets for Customer Service Agents to help staff provide immediate trip planning and language translation assistance to customers.

Add customer experience features to the TTC website

We will consider new approaches to reach and share information with our customers such as a customer-facing blog on the TTC website to provide customer-experience news, updates and other relevant information. Additionally, we are exploring a carbon footprint calculator tool to be integrated into the TTC website. These calculators raise awareness about carbon emissions and encourage the public to make more sustainable transportation choices.

Explore approaches and incentives that build customer loyalty

We will explore options to implement a loyalty program to attract new customers and reward existing customers for their loyalty.

825,000 customers ride the TTC more than two days per week.



Action 7.2. Improve customer awareness and education

Amplifying Customer Connections: A social media empowerment strategy

Our approach to social media will continue to foster genuine connections with our audiences and customers. We'll continue to prioritize a human and relatable content strategy, primarily through video content, social listening and a channel strategy. Remaining approachable, relevant and on-trend is crucial to resonate with our audience. We will continue to adopt an effective channel strategy and tailor content based on audience trends, preferences and segments. Collaborating with influencers is an integral consideration to enhance community trust and influence customer perception.

Building on our foundation of unprecedented channel growth and positive customer sentiment, we will continue to create relatable, authentic and real content that align with up-to-date and modern trends. Maintaining two-way dialogue and social listening will ensure customers understand our initiatives and services, fostering positive sentiment even during unforeseen service issues. To adapt to emerging trends, stay agile and prioritize customer satisfaction, we'll seek to grow our social team to sustain our volume of content creation in a dynamic digital landscape.

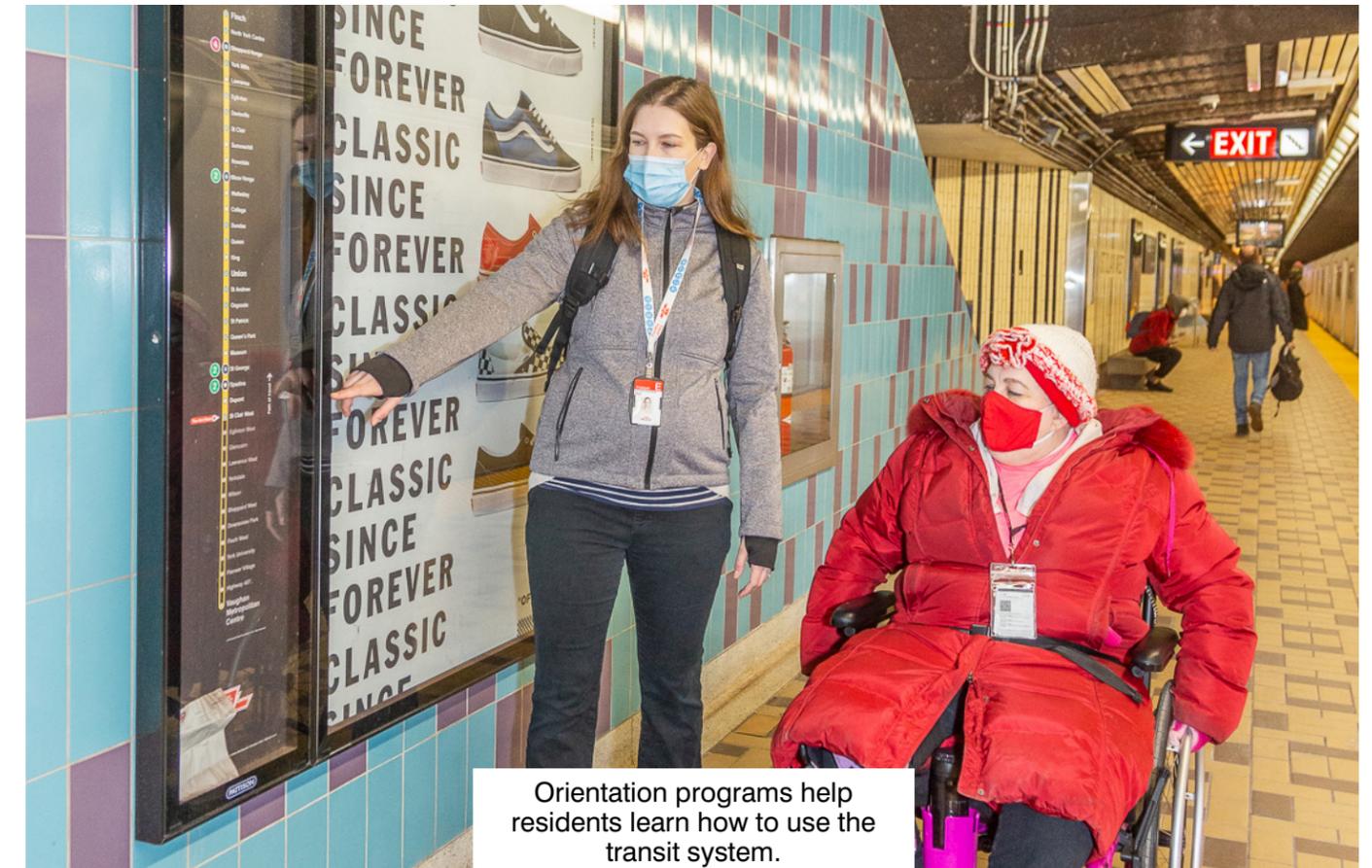
Expand customer education and awareness campaigns

We will continue to launch customer awareness campaigns focused on safety, courtesy and planning alternate routes. These campaigns aim to provide customers with essential information, promote respectful behaviour and guidance through various travel situations.

We've seen a **45% increase** in social media follower growth in 2023 compared to 2022, and increased our reach by **1.2 million.**

Implement a TTC New Customer Orientation Program

We will seek funding to implement a new program to provide TTC education and assistance to communities, schools and newcomers. Similar to the Travel Training program available to Wheel-Trans customers, this initiative aims to empower individuals new to the TTC to navigate the system independently by enhancing their understanding of fare payment options, routes and schedules and etiquette. Studies have shown that teaching children and students about public transit at an early age can contribute to increased transit usage later in life. Additionally, improved etiquette has the potential to alleviate customer concerns around crowding by making it easier to move throughout vehicles.



Orientation programs help residents learn how to use the transit system.



Action 7.3. Provide customers with accurate, accessible and timely information

Continue to implement the TTC Wayfinding Strategy

We will continue to make improvements to signage and wayfinding across the system through various initiatives. This includes continual updates to System Route maps, updates to overhead bus terminal signage to reflect changing conditions at bus terminals, changes to signage as part of the Station Capacity improvement program and supporting service changes through the development of pole cards and other communications. We also aim to complete the installation of large-scale maps at all remaining subway stations. With our City partners, we will work towards providing a consistent and recognizable product to customers transitioning from the TTC system to on-street wayfinding.

Upgrade the next vehicle arrival data feed to provide better information to customers

Enabled by the ongoing implementation of the VISION system, the TTC will be able to provide real-time information sources, including transit apps, with an upgraded General Transit Feed Specification real-time (GTFS-RT) data feed. This data feed will share accurate vehicle locations, vehicle arrival predictions and service alerts, such as cancellations and detours, in real time and will improve the timeliness and accuracy of service information provided to customers.

Improve display screens for real-time information and signage for unplanned events

We will pilot solar-powered, real-time information signage at key stops to provide service alert information. Additionally, we will seek to increase the number of digital arrival and departure boards in stations to improve information availability.

We are enhancing the clarity of information during delays and disruptions by introducing centralized tracking of surface stop changes and temporary detour signs, and exploring implementation of QR codes at stops to communicate closures and diversions more effectively. We will also enhance information availability by providing delay and detour updates on bus display screens, temporary notices at station entrances during service suspensions and delays and improved shuttle bus wayfinding.

More than **40%** of **Torontonians** first language is not English or French.

Enhance Public Announcement system clarity

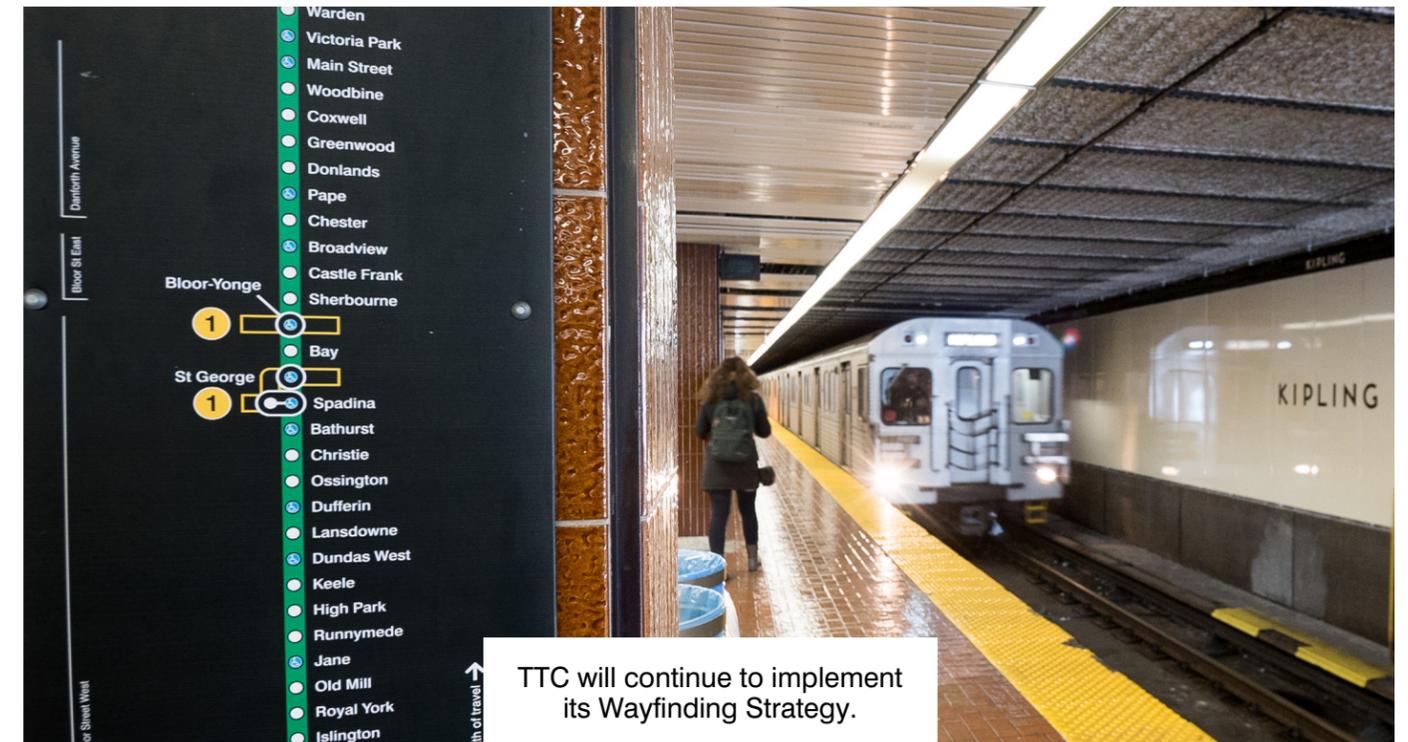
We are working to improve the clarity of the PA system and address existing audio distortion issues to ensure that customers receive clear and understandable announcements during their journeys.

Expand E-Alerts to planned service changes, stop-level alerts and SMS alerts

We will explore expanding our E-Alerts to include new categories of alerts such as planned service changes and stop level alerts and will evaluate the option of offering SMS alerts in addition to existing email alerts.

Explore mobile app solutions

We are exploring the development of a TTC mobile app or better integration with third-party apps, to provide a user-friendly platform for customers to plan their journeys, access real-time information and receive updates on service changes and delays.



25-point action plan

The 25-point action plan summarizes the actions and initiatives that TTC will undertake over the next five years. The plan is shown over the next two pages.



	2024	2025	2026	2027	2028
Pillar 1: Foster a customer-centric mindset					
1.1. Reinforce the organizational commitment to customer service	<ul style="list-style-type: none"> Establish a Customer Experience Network of Champions program Complete a communications review to ensure that frontline staff have the information they need to support customer service 	<ul style="list-style-type: none"> Improve internal availability of CX data to better enable staff to make customer-focused decisions 	<ul style="list-style-type: none"> Explore new data sources and methods to improve customer understanding 	<ul style="list-style-type: none"> Implement user experience testing and customer acceptance standards 	
1.2. Elevate the importance of ongoing public engagement	<ul style="list-style-type: none"> Identify new tools for use in public engagement and market research Utilize the diverse and representative customer panel to seek insights on a continual basis 			<ul style="list-style-type: none"> Explore implementation of a Mystery Rider Program 	
Pillar 2: Enhance the transit network					
2.1. Accommodate population and employment growth	<ul style="list-style-type: none"> Relieve crowding 	<ul style="list-style-type: none"> Increase service to address demand 	<ul style="list-style-type: none"> Increase service to address demand 	<ul style="list-style-type: none"> Increase service to address demand 	<ul style="list-style-type: none"> Increase service to address demand
2.2. Implement new services to address travel patterns	<ul style="list-style-type: none"> Implement area study network changes 	<ul style="list-style-type: none"> Implement area study network changes 	<ul style="list-style-type: none"> Implement area study network changes 	<ul style="list-style-type: none"> Implement area study network changes 	<ul style="list-style-type: none"> Implement area study network changes
2.3. Open Line 5 Eglinton	<ul style="list-style-type: none"> Implement approved network changes 				
2.4. Open Line 6 Finch West	<ul style="list-style-type: none"> Implement approved network changes 				
2.5. Implement Line 3 future busway	<ul style="list-style-type: none"> Complete busway design work 			<ul style="list-style-type: none"> Complete construction of busway 	
2.6. Restore and enhance service standards	<ul style="list-style-type: none"> Modify express bus service standards 	<ul style="list-style-type: none"> Update services to reflect standards 		<ul style="list-style-type: none"> Explore opportunities to enhance service frequency, travel times and network coverage (e.g. express bus, frequent network, early morning Sunday service, 20-minute overnight service, 6-minute streetcar service) 	
2.7. Enhance service planning equity lens	<ul style="list-style-type: none"> Continue with enhanced consultation process Refine and adopt transportation equity measures 			<ul style="list-style-type: none"> Implement proposed transportation equity measures 	
Pillar 3: Improve service reliability					
3.1. Improve service reliability	<ul style="list-style-type: none"> Continuously review transit schedules Improve weekend and overnight schedules to reflect operating conditions Review service reliability metrics 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	<ul style="list-style-type: none"> Adopt and communicate construction planning guidelines based on consultations and customer feedback Review, document and improve process and responsibilities for service disruptions Implement service changes for area-specific construction 	<ul style="list-style-type: none"> Implement service changes for area-specific construction 	<ul style="list-style-type: none"> Implement service changes for area-specific construction 	<ul style="list-style-type: none"> Implement service changes for area-specific construction 	<ul style="list-style-type: none"> Implement service changes for area-specific construction
Pillar 4: Prioritize surface transit					
4.1. Implement the Surface Transit Network Plan (RapidTO)	<ul style="list-style-type: none"> Complete Jane Street study Begin studies on Finch Avenue East, Dufferin Street and Lawrence Avenue East 	<ul style="list-style-type: none"> Implement Jane Street (2025 for improvements not requiring civil works, 2026-2027 for improvements requiring civil works) Begin study on Steeles Avenue West 	<ul style="list-style-type: none"> Complete studies on Finch Avenue East, Dufferin Street and Lawrence Avenue East 	<ul style="list-style-type: none"> Implement Finch Avenue East and Dufferin Street 	
4.2. Implement targeted regulatory transit priority measures	<ul style="list-style-type: none"> Complete up to 10 locations 	<ul style="list-style-type: none"> Complete up to 10 locations 	<ul style="list-style-type: none"> Complete up to 10 locations 	<ul style="list-style-type: none"> Complete up to 10 locations 	<ul style="list-style-type: none"> Complete up to 10 locations
4.3. Implement more transit signal priority	<ul style="list-style-type: none"> Continue to roll out existing program - up to 50 locations Continue implementing ATSP 	<ul style="list-style-type: none"> Continue to roll out existing program - up to 50 locations Continue implementing ATSP 	<ul style="list-style-type: none"> Install up to 50 locations 	<ul style="list-style-type: none"> Install up to 50 locations 	<ul style="list-style-type: none"> Install up to 50 locations
4.4. Implement more queue jump lanes	<ul style="list-style-type: none"> Complete design and construct up to 5 standalone locations Additional locations delivered as part of STNP and other City projects 		<ul style="list-style-type: none"> Complete design and construct up to 7 standalone locations Additional locations delivered as part of STNP and other City projects 		

	2024	2025	2026	2027	2028
Pillar 5: Accelerate integration with regional transit partners and complementary modes of transport					
5.1. Implement fare and service integration	<ul style="list-style-type: none"> Implement fare integration Monitor changes in TTC demand around GO stations 		<ul style="list-style-type: none"> Monitor/review travel patterns Consult with customers Implement potential route changes through ASP process 		
			<ul style="list-style-type: none"> Implement a service integration pilot with MiWay and YRT 		
5.2. Enhance integration with cycling			<ul style="list-style-type: none"> Monitor existing investment to understand utilization Continue to support Bike Share on their growth plan Continue to work with the City on their cycling projects <ul style="list-style-type: none"> Increase education and awareness 		
5.3. Enhance pedestrian pathways to TTC	<ul style="list-style-type: none"> Identify missing sidewalks to and from TTC stops 			<ul style="list-style-type: none"> Work with the City to implement potential improvements as part of their missing sidewalk program 	
5.4. Improve microtransit and review micromobility connection opportunities	<ul style="list-style-type: none"> Work with City staff on micromobility policy opportunities and impacts on transit service 	<ul style="list-style-type: none"> Implement microtransit shuttle parking improvements at Don Mills Station 		<ul style="list-style-type: none"> Explore microtransit shuttle parking improvements at other locations 	
Pillar 6: Enhance safety and comfort at stops, stations and in vehicles					
6.1. Improve the comfort and convenience of stop areas		<ul style="list-style-type: none"> Explore QR codes for cleanliness and maintenance at stops 	<ul style="list-style-type: none"> Make surface transit stops more accessible Preventive maintenance of street furniture elements Adding street furniture elements at feasible stop locations 		
		<ul style="list-style-type: none"> Explore opportunities to reimagine the street furniture requirements for bus and streetcar stops with City staff 			
6.2. Improve the comfort and convenience of stations and vehicles	<ul style="list-style-type: none"> Explore QR codes for cleanliness and maintenance at stations 		<ul style="list-style-type: none"> Continue to expand station retail amenities 		
		<ul style="list-style-type: none"> Improve customer amenities at stations: increase water-bottle refill stations, seating and wastebins 			
6.3. Prioritize safety and security	<ul style="list-style-type: none"> Improve camera coverage to at least 90% in 11 remaining stations 	<ul style="list-style-type: none"> Build on the multi-disciplinary approach to community safety by preparing a Community Safety, Security and Well-being Plan 	<ul style="list-style-type: none"> Make it easier for customers to report safety and security concerns: increase staff presence, customer education and implement a short text-code for reporting 		
			<ul style="list-style-type: none"> Investigate automated camera enforcement for streetcar customer safety 		
Pillar 7: Streamline information and services					
7.1. Improve customer service and loyalty	<ul style="list-style-type: none"> Implement digital application process for the TTC Post-Secondary Photo ID and Support Person Assistance Card 	<ul style="list-style-type: none"> Add customer experience features to the TTC website: customer experience blog, carbon-footprint calculator Explore approaches and incentives that build customer loyalty Explore tablets for Customer Service Agents 			
7.2. Improve customer awareness and education		<ul style="list-style-type: none"> Implement a TTC New Customer Orientation Program 	<ul style="list-style-type: none"> Amplifying Customer Connections: A social media empowerment strategy Expand customer awareness campaigns with an increased focus on safety, courtesy and planning of alternate routes 		
7.3. Provide customers with accurate, accessible and timely information	<ul style="list-style-type: none"> Improve display screens for real-time information and signage for unplanned events: trial solar-powered real-time signage at surface stops; implement centralized tracking of surface stop changes and temporary detour signs; Install QR codes at stops for closures and diversions; increase number of arrival/departure screens in stations; deploy temporary notices at station entrances during service suspensions and delays; improve shuttle bus wayfinding; provide delay and detour information on bus display screens 		<ul style="list-style-type: none"> Continue to implement the TTC Wayfinding Strategy Upgrade the next vehicle arrival data feed to provide better information to customers Enhance Public Announcement system clarity Expand E-Alerts to include planned service changes, stop-level alerts and SMS alerts Explore mobile app solutions (including MaaS) 		



This Plan focuses on improving all aspects of our customers' journey.



Benefits summary

This section summarizes the key benefits that may be realized through the implementation of this Plan.



Plan benefits

The Plan advances the city’s economic prosperity, social well-being and environmental sustainability. The Plan:



Accommodates projected population and employment growth.



Promotes exercise and activity by integrating and enhancing infrastructure to support cycling and walking to transit.



Enhances the customer experience to attract new riders by improving amenities, information and services.



Advances the vision of TransformTO.



Improves access to opportunities and amenities, including a 17% increase in customers' access to jobs within 60 minutes of where they live during the morning peak.



Supports mental health and well-being by increasing predictability, reliability and reduced trip times – factors which are linked to lower-stress travel.



Uses city streets to move more people **more efficiently** on key bus and streetcar routes.



Reduces tailpipe emissions of greenhouse gas emissions, which contribute to climate change, and air pollutants that cause heart and lung problems, by providing transit services that decrease the need for single occupancy cars.

The Plan also advances TTC’s Corporate Plan vision of *Moving Toronto towards a more equitable, sustainable and prosperous future*. The 5-Year Service and Customer Experience Action Plan will:



Increases ridership by **more than 80 million per annum** by 2028.



Provide more **frequent service** in high growth areas across the city and where demand has increased.



Provide **more reliable service** on bus and streetcar routes.



Provide **more rapid service** through various actions, including the opening of Line 5 Eglinton and Line 6 Finch West, and transit priority measures on key corridors.



Support the **upgrading of stop and station amenities** and infrastructure across the city for customers of all abilities.



Provide customers with **accurate and timely information**, reducing uncertainty and minimizing wait times.

Change in access

The 5-Year Service and Customer Experience Action Plan includes actions and initiatives to enhance the transit service that's available to residents of Toronto during all periods of the day. This will enable our customers to move safely, reliably and swiftly across Toronto to access family and friends, employment opportunities, and the institutions they need.

The Plan includes the opening of two new rapid transit lines (Lines 5 and 6), bringing services back up to the TTC Board's approved Service Standards, implementing new routes, improving service frequency on all modes, and implementing a suite of transit priority measures, including RapidTO (STNP) projects on Steeles Avenue West, Jane Street, Finch Avenue East and Dufferin Street. Residents will have greater access to job opportunities (Figure 23), while businesses will have a larger market to attract potential customers (Figure 24).

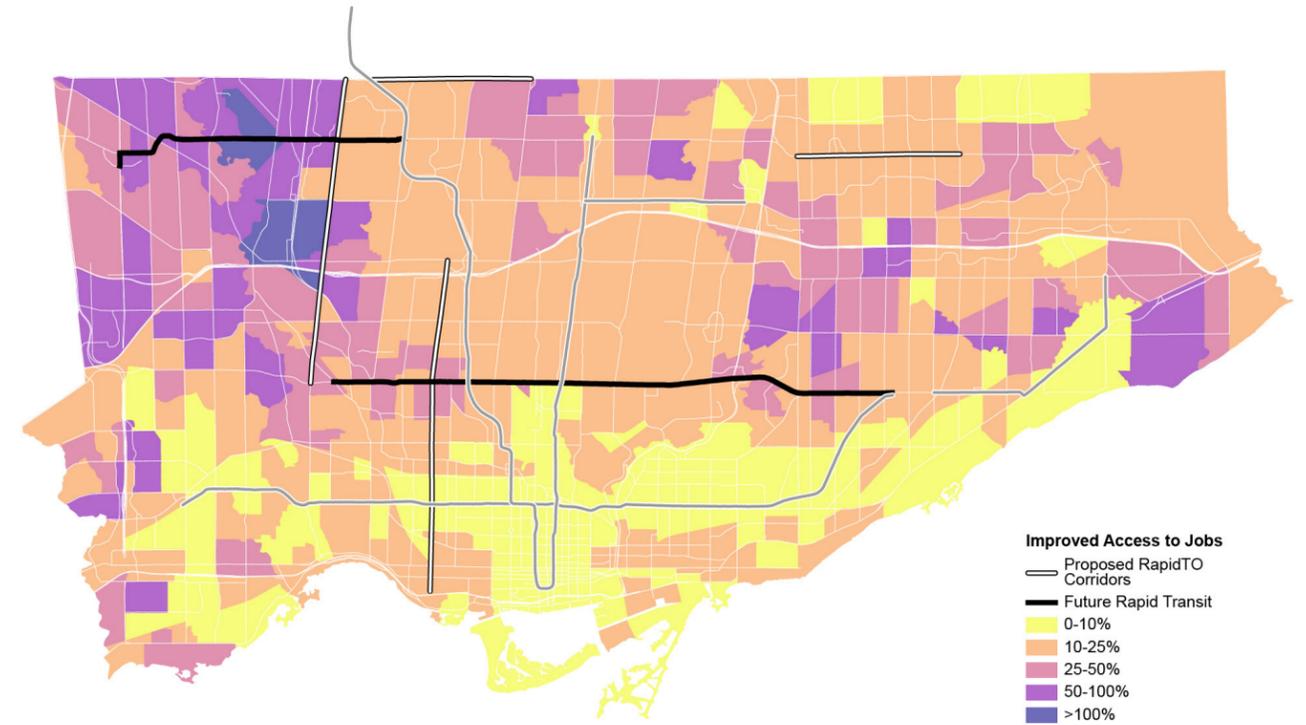


Figure 23. Improved access to jobs within 60 minutes during the morning peak period

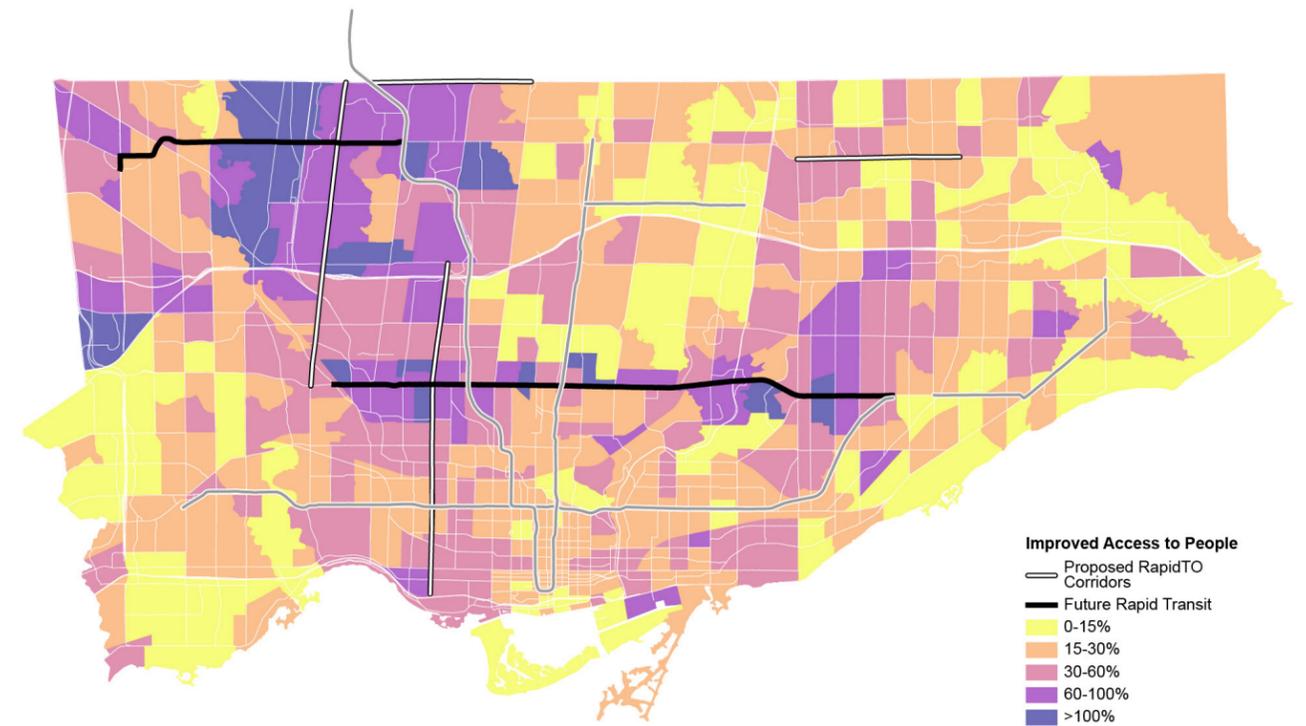


Figure 24. Improved access to people within 30 minutes during the morning peak period

Ridership projections

Transit ridership and demand are a function of many factors: population and demographic trends, changing travel behaviours, technological changes and changes in fare policy all contribute to who uses a transit system and the purposes they use it for.

Like most transit agencies across North America, the COVID-19 pandemic systematically disrupted transit ridership uptake and travel patterns (Figure 25) — the effects of which are still being felt today.

Over the next five years, the level of ridership across the network is expected to continue to grow. Population growth and more aggressive housing strategies that aim to increase the number of dwellings in the city will promote higher ridership. Rapid transit expansion, like the opening of Lines 5 and 6, and fare integration between TTC, GO and 905 transit agencies is expected to continue to increase ridership in the city, while the implementation of RapidTO (STNP) projects will make transit a more attractive commuting option. In contrast, it is expected that the number of in-office days for office workers is expected to stabilize closer to three in-office days per week, on average.

Based on these factors, the Plan identifies a number of initiatives to attract new riders and retain existing customers between 2024 and 2028 (Figure 26). The Plan is designed to be modular and provides opportunities for adjustment every year via the Annual Service Plan and Budget process.

The Plan’s initiatives can be bundled to attract various ridership growth targets. For example, implementing surface transit priority treatments and accommodating growth and congestion would increase customer trips from 396 million in 2023 to 470 million by 2028. Going one step further, implementing initiatives to bring crowding, the 10 minute network, and wait times within standard would increase customer trips to 474 million by 2028. And, ultimately, implementing all initiatives in the Plan, including service enhancements like expanding early morning Sunday bus service, expanding the frequent network, and enhancing the streetcar network, would increase customer trips to 479 million by 2028.

The Plan establishes a dynamic framework that allows staff to prioritize investments in public transit every year based on current information and objectives.

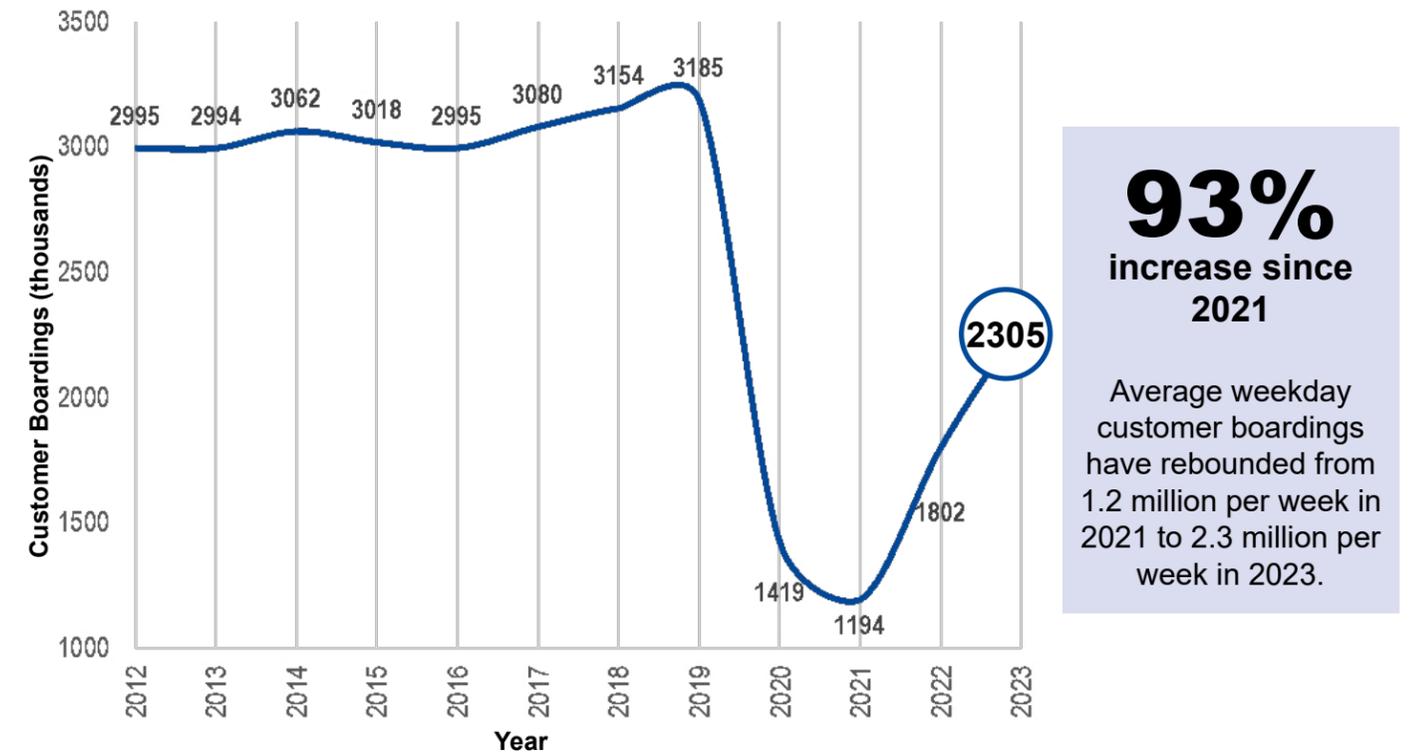


Figure 25. Average weekday customer boardings 2012-2023

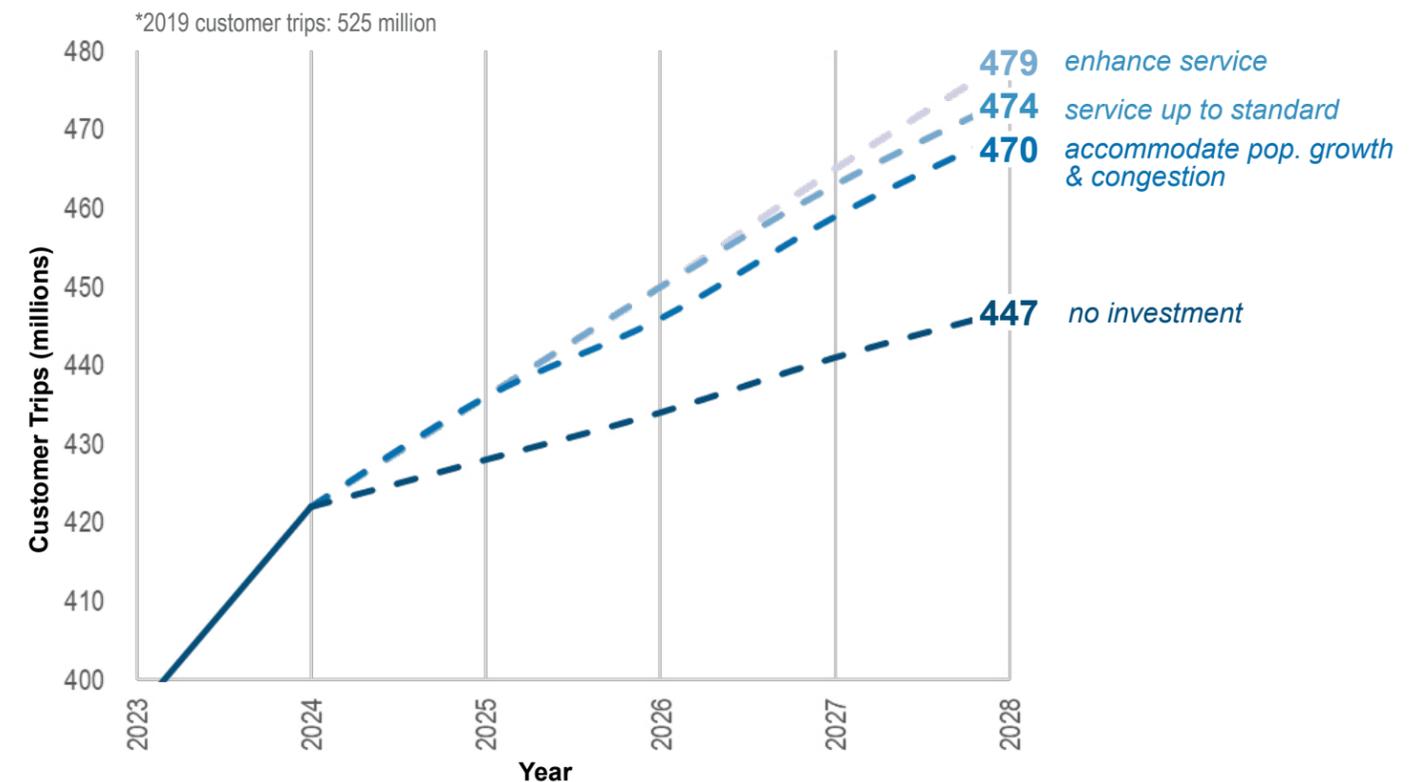


Figure 26. Projected annual customer trips 2024-2028 (millions) based on different Plan initiatives



50th ANNIVERSARY

Investment summary

This section describes the estimated operating and capital costs needed to implement the Plan. The sustained provision of reliable transit services relies on a sustainable funding model for transit, with support from upper levels of government, for both operating and capital needs of the TTC.

Operating costs

The 25-point action plan includes initiatives to introduce new services to address travel patterns, restore service levels to approved Service Standards and options to enhance the existing Service Standards. Actions implemented in 2024, including the anticipated opening of Lines 5 and 6, are fully funded in the approved 2024 TTC Conventional and Wheel-Trans Operating Budgets. Actions proposed for 2025 to 2028 are to be considered in future Annual Service Plans and Budget submissions. If fully implemented, carrying out these actions would result in an incremental increase in gross operating costs of approximately \$203.6 million annually by 2028, over and above what has been approved in the 2024 Budget (Table 1). Additional costs may be identified in the future for some of the proposed actions and initiatives through the Annual Service Plan process for actions where further exploration is required, such as expanding e-Alerts or exploring mobile app solutions.

Action / initiative
2.1 Accommodate growth – bus
2.1 Accommodate growth – streetcar
2.2 Implement new services to address travel patterns
2.3 Open Line 5 Eglinton
2.4 Open Line 6 Finch West
2.6 Restore standard – subway – 6 min or better
2.6 Restore standard – bus – express bus
2.6 Restore standard – bus – 10 min or better
2.6 Restore standard – bus – crowding
2.6 Enhance service – bus – expand express bus network
2.6 Enhance service – bus – start Sunday service earlier
2.6 Enhance service – bus – trial new overnight services
2.6 Enhance service – bus – increase overnight service
2.6 Enhance service – bus – implement a 15 min network
2.6 Enhance service – streetcar – 6 min streetcar network
3.1 Improve service reliability – update schedules
4.1 Implement the Surface Transit Network Plan (RapidTO)
5.1 Implement fare and service integration***
Total – incremental annual operating costs
Incremental annual revenue
Incremental net operating costs

2024	2025	2026	2027	2028	5- Year total (2025-2028)	
\$4.7	\$4.0	\$4.0	\$4.0	\$4.0	\$20.7	\$16.0
	\$1.0	\$1.0	\$1.0	\$1.0	\$4.0	\$4.0
	\$1.0	\$1.0	\$1.0	\$1.0	\$4.0	\$4.0
\$50.4	\$39.0				\$89.4	\$39.0
\$18.4	\$9.5				\$27.9	\$9.5
	\$1.0				\$1.0	\$1.0
		\$6.0			\$6.0	\$6.0
	\$3.0	\$4.0			\$7.0	\$7.0
	\$18.0	\$18.0			\$36.0	\$36.0
			\$9.0		\$9.0	\$9.0
			\$2.0		\$2.0	\$2.0
			\$1.0		\$1.0	\$1.0
			\$3.0	\$7.0	\$10.0	\$10.0
				\$4.0	\$4.0	\$4.0
			\$14.0	\$23.0	\$37.0	\$37.0
\$4.7	\$5.0	\$5.0	\$5.0	\$5.0	\$24.7	\$20.0
	(\$1.0)		(\$3.0)	(\$1.0)	(\$5.0)	(\$5.0)
	(\$3.0)	(\$2.0)			(\$5.0)	(\$5.0)
\$78.2*	\$85.6**	\$37.0	\$37.0	\$44.0	\$281.8	\$203.6
(\$2.7)	(\$36.0)	(\$31.2)	(\$34.4)	(\$31.7)	(\$136.0)	(\$133.3)
\$75.5	\$49.6	\$5.8	\$2.6	\$12.3	\$145.8	\$70.3

Table 1. Plan actions requiring operating funding (\$ millions, 2024 dollars)

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

***5.1 fare and service integration savings to be reallocated to 2.1 accommodate growth

Capital costs

The 25-point action plan includes initiatives between 2024 and 2028 to meet transit needs of our growing city. Actions requiring capital investments are either fully funded, partially funded or unfunded in the TTC’s 2024-2033 Capital Budget and Plan that was approved by the TTC Board on December 20, 2023. Direct capital costs to implement the Plan requires \$214.1 million, of which, \$95.7 million is funded. Projects that support the implementation of this Plan, such as fleet procurements and facility modifications requires \$2.77 billion, of which, \$1.34 billion is funded. In total, \$1.43 billion in approved funding is included in the 2024-2033 Capital Budget and Plan of the \$2.98 billion capital funding required (Table 2).

Action supported	Project name
4.2 - 4.4	Transit Priorities
4.1	Bus Lane Implementation
6.1	Bus Stop Improvements and Upgrades
6.1	Platform Modifications – Accommodate Articulated Buses
6.1	Bus Stop Improvements for Accessibility
4.2 - 4.4	Opportunity to Improve Transit Services - Transit Priority Measures
4.4	Opportunity to Improve Transit Services - Queue Jump Lanes
6.1	Opportunity to Improve Transit - Streetcar Platforms
Sub-Total - Service Planning	

Capital Plan	2024	2025	2026	2027	2028	Total
Funded	\$3.00	\$3.40	\$3.30	\$3.30	\$3.30	\$16.30
Unfunded		\$2.20	\$2.20			\$4.40
Sub-Total	\$3.00	\$5.60	\$5.50	\$3.30	\$3.30	\$20.70
Funded	\$7.00	\$6.50	\$6.50	\$6.50		\$26.50
Unfunded		\$1.00	\$0.60	\$0.30	\$19.60	\$21.60
Sub-Total	\$7.00	\$7.50	\$7.10	\$6.80	\$19.60	\$48.00
Funded						
Unfunded		\$2.00	\$2.00	\$2.00	\$2.00	\$8.00
Sub-Total		\$2.00	\$2.00	\$2.00	\$2.00	\$8.00
Funded	\$2.30	\$3.60	\$3.40	\$3.00	\$1.80	\$14.00
Unfunded			\$6.30	\$9.70	\$11.20	\$27.20
Sub-Total	\$2.30	\$3.60	\$9.60	\$12.70	\$13.00	\$41.20
Funded	\$2.20	\$3.60	\$3.40	\$3.00	\$1.80	\$14.00
Unfunded			\$6.30	\$9.70	\$9.70	\$25.70
Sub-Total	\$2.20	\$3.60	\$9.70	\$12.70	\$11.50	\$39.70
Funded	\$0.50	\$0.10				\$0.60
Unfunded		\$3.30	\$7.50	\$7.50	\$7.50	\$25.80
Sub-Total	\$0.50	\$3.40	\$7.50	\$7.50	\$7.50	\$26.40
Funded	\$0.30	\$1.90	\$3.90	\$6.30	\$1.80	\$14.20
Unfunded			\$0.60	\$4.10	\$1.00	\$5.70
Sub-Total	\$0.30	\$1.90	\$4.60	\$10.40	\$2.80	\$20.00
Funded	\$0.10	\$0.30	\$3.00	\$5.40	\$1.40	\$10.10
Unfunded						
Sub-Total	\$0.10	\$0.30	\$3.00	\$5.40	\$1.40	\$10.10
Funded	\$15.40	\$19.40	\$23.50	\$27.50	\$10.10	\$95.70
Unfunded		\$8.50	\$25.50	\$33.30	\$51.00	\$118.40
Sub-Total	\$15.40	\$27.90	\$49.00	\$60.80	\$61.10	\$214.10

Action supported	Project name
2.1, 2.2, 2.6, 2.7, 3.1	Buses
2.1, 2.2, 2.6, 2.7, 3.1	Streetcars
2.1	Subway Cars
2.1, 2.2, 2.6, 2.7, 3.1	Hillcrest Maintenance and Storage Facility
Sub-Total - Fleet and supporting projects	
Grand Total	

Capital Plan	2024	2025	2026	2027	2028	Total
Funded	\$200.20	\$456.40	\$25.10			\$681.70
Unfunded	\$17.70	\$135.50	\$265.70	\$263.00	\$374.50	\$1,056.50
Sub-Total	\$217.90	\$591.90	\$290.80	\$263.00	\$374.50	\$1,738.10
Funded	\$217.80	\$90.90	\$16.30			\$325.00
Unfunded						
Sub-Total	\$217.80	\$90.90	\$16.30			\$325.00
Funded	\$2.20	\$80.20	\$52.50	\$38.80	\$15.60	\$189.30
Unfunded		\$160.30	\$105.00	\$77.60	\$31.20	\$374.10
Sub-Total	\$2.20	\$240.50	\$157.40	\$116.4	\$46.80	\$563.40
Funded	\$1.60	\$23.80	\$44.60	\$42.30	\$28.50	\$140.70
Unfunded						
Sub-Total	\$1.60	\$23.80	\$44.60	\$42.30	\$28.50	\$140.70
Funded	\$421.80	\$651.30	\$138.50	\$81.10	\$44.10	\$1,336.70
Unfunded	\$17.70	\$295.80	\$370.70	\$340.60	\$405.70	\$1,430.60
Sub-Total	\$439.50	\$947.10	\$509.10	\$421.70	\$449.80	\$2,767.20
Funded	\$437.00	\$670.80	\$162.00	\$108.50	\$54.10	\$1,432.80
Unfunded	\$17.70	\$304.40	\$396.20	\$373.90	\$456.90	\$1,549.10
Sub-Total	\$454.70	\$975.10	\$558.20	\$482.40	\$511.00	\$2,981.40

Table 2. Plan actions requiring capital funding (\$ millions, 2024 dollars)

Note: Cost estimates (2024 CIP) are subject to refinement, as project life cycle progresses and final approvals to proceed

Fleet

Through the implementation of this Plan over five years, the TTC will operate more vehicles for all modes. Compared to 2024 levels, 100 more buses (6.3% increase), 40 more streetcars (26.3% increase), 10 more Line 1 trains (18.2% increase), six more Line 2 trains (15.0% increase) and one more Line 4 train (33.3% increase) will be in service. With the introduction of Line 5 Eglinton and Line 6 Finch West, the TTC will also operate new LRT vehicles to service those lines.

The planned in-service vehicles over the next five years are shown in Table 3 below.

Mode	2024	2025	2026	2027	2028
Bus	1,580	1,580	1,620	1,660	1,680
Streetcar	152	162	172	182	192
Line 1 - Trains (6 cars)	55	61	63	65	65
Line 2 - Trains (6 cars)	40	43	44	46	46
Line 4 - Trains (4 cars)	3	4	4	4	4
Line 5 - Trains (2 cars)	28	28	28	28	28
Line 6 - Trains (1 car)	15	15	15	15	15

Table 3. Planned in-service vehicles over the next five years



Through the implementation of this Plan, the TTC will operate more vehicles for all modes.



Measuring performance

The 5-Year Service and Customer Experience Action Plan provides a blueprint for improvements to service and customer experience. This section outlines how we will measure the performance of this Plan.

How we'll measure performance

Measuring performance is critical to ensuring investments in our services results in benefits we envision for our customers. As part of this Plan, we will measure performance at three different levels for service and customer experience:

- » at the system level,
- » at the route level, and
- » at the Plan level.

Traditionally, in transit performance analysis, ridership has been the primary measure of success for a route or network. While ridership gives an overall snapshot of how many people are using a route or service, it doesn't tell how useful or effective a service is. Measures such as travel time and cost competitiveness, access to community services by transit, and equity of service among others, are becoming equally important to ridership performance goals.

Given that transit service and customer experience are so intertwined, many of the indicators that measure the performance of the TTC can also show the experience of our customers. A fast, frequent and reliable route is likely to yield satisfied customers. However, there are additional measures we can use to dig deeper into our customers' experience, such as measuring customer satisfaction by route, including using real-time information, and measuring customer engagement and loyalty.

Table 4 on the following page indicates what we will use to measure the success of this Plan. In addition to the measures identified in the table, we will continue to explore new ways to report how useful and effective our service is for our customers.

What we're going to measure

	Level of analysis	Performance indicator	Reporting frequency	Where it's reported
1	System	Overall customer satisfaction and Net Promoter Score - monthly customer survey that measures satisfaction with the last TTC trip taken and likelihood of recommending TTC to others	Monthly	CEO's report
2	System	Detailed customer satisfaction - customer feedback on various aspects of our service, from cleanliness to customer efforts and response times, which help us pinpoint areas for improvement	Monthly	CEO's report
3	System	Ridership - the number of boardings over a given period	Monthly	CEO's report
4	System	Service reliability - the percentage of trips that are considered on time	Monthly	CEO's report
5	Route	Productivity - the number of boardings per revenue service hour	Annual	ASP
6	Route	Service reliability - the percentage of trips that are considered on time	Annual	ASP
7	Route	Crowding - greatest number of customers riding at one time, in the busiest direction, along a route during the busiest 60 minutes of each period of service	Annual	ASP
8	Route	Efficiency - the net cost per passenger	Annual	ASP
9	Plan	Action / initiative status - measures the completion level of an action or initiative	Annual	ASP

Table 4. Performance indicators, their reporting frequency and reporting location



10-year outlook

In addition to the next five years, this Plan takes a longer-term view of how public transit may be impacted by major projects and initiatives over the next 10 years. This section outlines some of those major projects and initiatives.

Population and employment growth

Between 2029 and 2033, the city will continue to grow by 1% per year and transit will continue to play a vital role in Toronto's prosperity.

We must continue to improve the speed, reliability and frequency of our service to ensure we remain a competitive travel option in the city. This will ensure we are doing our part to achieve the City's goals of addressing poverty, public health and climate change. As the city continues to grow, we must also explore and implement new technologies, tools and methods to ensure we are improving our customers' end-to-end journeys.



Rapid transit network expansion

The rapid transit network will grow with a number of planned expansion projects requiring additional fleet and facilities, and new connections to TTC surface routes. These projects will support the GTA's growth and build stronger regional connections (Figure 27).

Four provincial priority rapid transit projects are being planned, funded and delivered by the Province and would be operated by TTC. These projects would expand the rapid transit network in Toronto. These projects are described in greater detail on the following pages.



Figure 27. Existing and future rapid transit network in Toronto and the GTA (City of Toronto)

Ontario Line

This 15.6-kilometre line will provide rapid transit service between Eglinton Avenue East & Don Mills Road and Exhibition Place. The planned 15 stations of this line will relieve crowding on Line 1 by connecting with the downtown core, Line 1, Line 2, Line 5, the Lakeshore East and West GO lines, and many bus and streetcar routes. This line is expected to be delivered by 2031.

SmartTrack / GO Expansion

Five GO Transit rail stations are planned to be built in Toronto at Finch-Kennedy, East Harbour, King-Liberty, Bloor-Lansdowne, and St. Clair-Old Weston. These stations would be served by more frequent GO Trains, would improve access to higher order transit, and would offer excellent connections to TTC rapid transit, streetcar, and bus services. Some of the stations would be funded by the City of Toronto as part of the SmartTrack project. All of the SmartTrack Stations are anticipated to be in operation by 2029.

Line 1 Yonge Subway Extension

This 8-kilometre subway extension will extend Line 1 from Finch Station to Highway 7, adding connections to Vaughan, Markham, and Richmond Hill. This project includes five new stations that will expand the rapid transit network along the Yonge Street corridor to create convenient cross-boundary connections and improve connections to the TTC bus network. This extension is planned to be delivered by 2032.

Line 5 Eglinton West Extension

This 9.2-kilometre extension of Line 5 Eglinton will extend service of the under-construction Line 5 Eglinton west of Mount Dennis Station to Renforth. This project will create connections to UP Express and the Kitchener GO line, GO buses and MiWay as it will expand the rapid transit network in Etobicoke and improve connections to the TTC bus network. This project is expected to be delivered by 2031. A future extension would connect directly to Pearson Airport.

Line 2 East Extension

This 7.8-kilometre subway extension will replace Line 3 Scarborough with a three-stop extension of Line 2 Bloor-Danforth from Kennedy Station to McCowan Road and Sheppard Avenue. The extension will provide connections to Line 5 Eglinton, Stouffville GO line and Durham Region Transit bus service. The project will expand the rapid transit network in Scarborough and will improve connections to the TTC bus network. This project is expected to be completed by 2030.

Line 7 Eglinton East

This 18-kilometre LRT would connect Kennedy Station to the University of Toronto Scarborough, Sheppard Avenue and the Malvern neighbourhood. This line would provide additional transit connections to Line 2 Bloor-Danforth and Line 5 Eglinton, in addition to Kennedy, Eglinton and Guildwood GO stations. The project would expand the rapid transit network in Scarborough.

Durham-Scarborough Bus Rapid Transit

This bus rapid transit corridor would provide 36 kilometres of dedicated transit infrastructure that will connect Oshawa, Whitby, Ajax, Pickering and Toronto. It is currently being planned by Metrolinx and the Region of Durham. The project involves the provision of a higher-order bus rapid transit facility along Kingston Road and Ellesmere Road to Scarborough Centre Station. The corridor would be used by TTC, Durham Region Transit, and GO Transit buses.

Lakeshore East Joint Corridor

GO expansion on the Lakeshore East line will offer more frequent service to give customers greater flexibility. The project includes one additional GO track, two Ontario Line tracks and the reconstruction of several bridges along the corridor.

Dundas Bus Rapid Transit

This bus rapid transit corridor would provide 48 kilometres of dedicated transit infrastructure that will connect Hamilton, Burlington, Oakville, Mississauga and Toronto. It is currently being planned by Metrolinx and the City of Mississauga and involves the provision of a higher-order bus rapid transit facility along Dundas Street through Mississauga to Kipling Station. The corridor would be used by MiWay, GO Transit and TTC buses.

Bloor-Yonge Capacity Improvement Project

This project will provide crucial upgrades to Bloor-Yonge Station, the busiest in the subway system. Design retrofit and expansion of the Bloor-Yonge interchange station includes a new eastbound Line 2 platform, reconstruction of the existing Line 2 platform, and the expansion of the Line 1 platforms to address overcrowding, improve accessibility and accommodate future ridership growth from expansion. Expanding capacity and improving passenger circulation are required to safely accommodate future transit expansion and projected growth in demand. Other benefits of the project would include less frequent overcrowding, reduced train dwell time, and support for more frequent trains on Line 1 and Line 2.

Waterfront East LRT

This project includes the expansion of the existing Union and Queens Quay LRT stations, a new running tunnel and portal, and the associated track work required to accommodate the future east extension of the LRT service. The at-grade portion of the work includes an extension along Queens Quay from the new tunnel portal to Cherry Street with a connection to the existing TTC Distillery Streetcar Loop. This LRT would expand the rapid transit network in the growing East Bayfront and Port Lands neighbourhoods.

Airport Transit Hub

The Greater Toronto Airports Authority (GTAA) plans to build a new Regional Transit Centre (RTC) at Toronto Pearson International Airport. TTC is working with the GTAA and other transit partners to plan and design future requirements for transit connections at the RTC. The Airport Transit Hub will connect to the Line 5 Eglinton West Extension, Mississauga Bus Rapid Transit, Line 6 Finch West, UP Express, and GO Transit Regional Express Rail on the Kitchener line.

Waterfront Exhibition Loop-Dufferin Gate Loop

This transit project would provide a new streetcar connection between Exhibition Loop and the Dufferin Gate Loop. This connection will allow a new streetcar service to be operated between Union Station and Dufferin Street with potential connections to King Street, The Queensway and farther west. This will also enable a future extension of the Waterfront line along the Lake Shore Boulevard West Corridor and connect to The Queensway via Colborne Lodge Drive.





 **TORONTO**



TTC 5-Year Service and Customer Experience Action Plan
Stakeholder and Public Engagement Report
April – December 2023

Written for the Toronto Transit Commission by Third Party Public



Engagement Process Overview

The 5-Year Service and Customer Experience Action Plan (the Plan) followed a three-round consultation process. The Plan was initially introduced by the TTC in Round One as two separate, but connected long-term plans, named the 5-Year Service Plan (5YSP) and the Customer Experience Action Plan (CXAP). The focus of the 5YSP was to provide strategic direction for TTC service from 2024 to 2028, and the focus of the CXAP was on how the TTC will improve customer experience by addressing existing customer experience issues and challenges. These two plans were later combined by the TTC in Round Three into one long-term plan. The consultation process included a range of ways for stakeholders, TTC customers, TTC employees, and other members of public to learn about and share feedback on the Plan.

Over 3,800 engagement interactions, including with members of the public, TTC customers, stakeholder groups, transit advocates, and TTC employees, were facilitated over approximately nine weeks of extensive engagement. See the consultation focus and process details for each round below.

	Round One Participants	Round Two Participants	Round Three Participants	Total Participants
Survey	949	985	979	2,913
Stakeholder Meetings	0	12	11	23
Employee Focus Groups	0	19	0	19
Customer Focus Groups	0	20	0	20
Pop-ups	0	300+	0	300+
Youth Ambassador Engagement	0	540	0	540
Total	949	1876+	990	3,815+

Round One Consultations (April to May 2023)

Round One focused on seeking feedback about some important decisions the TTC has to consider when deciding how to spend funding to best meet customer needs in the face of funding uncertainty and evolving ridership demand. Specifically, participants were asked two sets of questions:

- how they would like the TTC to adjust key areas of their service in different funding scenarios (including when there is more funding, same funding, and less funding)
- where the TTC should focus efforts to improve customer experience in different funding scenarios (including when there is more funding, same funding, and less funding)

The consultation included:

- **One survey** available online and on request by mail to the general public and TTC employees (April 26 to May 17)
- **A dedicated engagement website and phone line**

Round Two Consultations (July to August 2023)

Building on feedback received in Round One and to help inform other areas of TTC service, Round Two focused on seeking feedback on how the TTC could improve:

- the Express bus network and integration with regional transit partners and other modes of transit
- safety, trip planning, receiving real-time information, stop amenities, station amenities, and cleanliness

The consultation included:

- **Two virtual stakeholder meetings** with a broad range of transit-interested organizations with both city-wide and area-specific mandates (August 9)
- **Three in-person focus groups with TTC employees** representing a range of roles at the TTC, including bus operators, streetcar operators, subway operators, collectors, divisional trainers, station supervisors, and station managers. Two of the focus groups were open to all TTC employees, while one focused specifically on engaging employees who identify as female (August 10, August 16, and August 17)
- **Three virtual focus groups with key TTC customer audiences:** women, shift workers, and lower income customers (August 10, August 14, and August 15)
- **One survey** available online and on request by mail to the general public and TTC employees (August 9 to August 27)
- **Six in-person pop-ups**
 - Humber College North Toronto Campus (August 16)
 - Don Mills Station (August 17)
 - Scarborough Centre Station (August 18)
 - Finch West Station (August 21)
 - Kipling Station (August 22)
 - Bloor-Yonge Station (August 23)
- **An engagement process led by 5 Youth Ambassadors.** The Youth Ambassadors consisted of a diverse team of youth between the ages of 18-29 across the city to engage their peers and other members of their community about the Plan. Each ambassador implemented their engagement process independently, using approaches customized to each youth and their community. They used a range of engagement tactics, including online surveys, hard copy surveys, and in-person intercepts at TTC stations and bus stops.
- **A dedicated engagement website and phone line**

Round Three Consultations (November to December 2023)

Round Three focused on sharing the draft seven Pillars of Opportunity and 30-Point Action Plan for 2024 to 2028 and seeking feedback to understand the level of support for the draft Plan.

The consultation included:

- **Two virtual stakeholder meetings** with a broad range of transit-interested organizations with both city-wide and area-specific mandates (November 16)
- **One survey** available online and on request by mail to the general public and TTC employees (November 13 to December 1)

TTC promoted the engagement through its website, email list, social media channels, Councillor's office communications, platform video screens, and announcements at transit stations.

Third Party Public, a third-party independent engagement team retained by the TTC, led the design, delivery, and documentation of all rounds of consultation.

Feedback Highlights

Throughout the engagement for the 5-Year Service and Customer Experience Action Plan, reliability, frequency, communication, accessibility, and safety were identified as top priorities for customers. See more details on the feedback highlights from each round of consultation below.

Round One Feedback Highlights

Feedback highlights from the first round of engagement has been organized into two topics: longer-term service delivery and customer experience.

Longer-term service delivery

- **Most would like the vehicles to arrive more often** in all funding scenarios (including when there is more funding, same funding, and less funding).
- **Most would like the hours of operation to stay the same and not be shortened** when there is no change in funding or a decrease in funding. When there's an increase in funding, most said the hours of operation could be longer.
- **Most would like the distance to access stops to remain the same** in all funding scenarios.
- **Most said that Express service could be adjusted** depending on funding.
- **Overall, reliability and frequency are customers' main priorities.**

Customer experience

- **Focus more effort on the in-station and stop experience**, especially if there is an increase in funding.
- **Focus more effort on in-vehicle experience when there is an increase in funding.**
- **Efforts for pre-departure planning supports could increase when there is an increase in funding** and could remain the same if there is no change or a decrease in funding.
- **Efforts for post-travel/future planning supports could be decreased if there is less funding.** If there is an increase or no change in funding, the majority of participants said they would like the effort put into post-travel/future planning supports to remain the same.

Round Two Feedback Highlights

Safety remains a significant concern for TTC customers and employees. Many wanted to see improved mental health and social supports on transit, and some wanted to see increased TTC staff or security presence with de-escalation training. They also wanted to see increased safety measures at stops and stations and accessible reporting mechanisms.

Customers want more reliable, clear, accurate, up-to-date, and accessible real-time and trip planning information. Inaccurate data in transit apps and next vehicle signs was a common pain point, as was misleading or out-of-date information on the TTC's website or signage at stations and stops. Many said improving this information would help restore their trust in transit. It is also important to make sure that the information is accessible to all abilities and available on digital, non-digital, and mobile platforms (including potentially a single, integrated TTC app).

The Express Bus Network is appreciated and could be even better. Many were not supportive if the TTC removes an Express Bus service, and customers were mixed on whether they would support removing some stops on Express routes to improve travel time. They would prefer to see transit priority measures used to improve Express Bus service.

Fare and service integration will make a big difference, especially between TTC and GO Transit. This integration has the potential to influence people's travel behaviour, especially if schedules, real-time information communication, and physical connections are also integrated. For some, integrating transit service with bikes was also important.

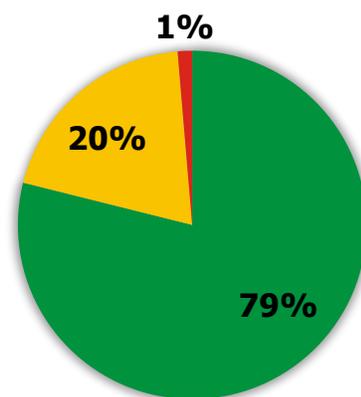
Improving service is key to improving customer experience. Several felt the best thing TTC could do to improve customer experience is to provide frequent, reliable service with long hours of operation (particularly to accommodate shift workers) and stops within a close distance to customers' destination.

TTC operators and frontline staff have a key role in providing good service and customer experience. Well-trained and frequently updated frontline staff (with access to updated information, technology, and tools) can help give customers good transit information and service.

Round Three Feedback Highlights

The draft Plan is on the right track and received high support from majority of participants. Stakeholder meeting and survey participants expressed support for the draft Plan. The majority of survey participants (79%) said they have high support, 20% said they have medium support, and only 1% said they have low support. Participants said that there was a lot to like in the draft Plan and that it seems like the TTC had considered customer feedback. They also said they liked that the draft Plan was ambitious and included many ideas that would have a big impact on transit in Toronto, including actions identified in Pillar 2 (Enhance the Transit Network), Pillar 3 (Improve Service Reliability), and Pillar 4 (Prioritize Surface Transit).

Overall support for the seven Pillars of Opportunity and the draft 30-Point Action Plan



■ High support ■ Medium support ■ Low support

Improving communication was emphasized as an important factor for the success of the Plan. Participants would like to see clear, consistent, up-to-date, and easily accessible real-time information about service changes, diversions, and disruptions. They said that simple and clear communication can help the average TTC customer understand the proposed initiatives and changes once implemented.

Make the Plan easier to understand and clarify the Plan’s priorities and feasibility. Some participants said that while the draft Plan generally sounded great, they found the technical terms and language difficult to understand and what the priorities were or how feasible the Plan was. Some were not confident about the financial feasibility of the proposed Actions, questioning how the TTC will implement them given current funding constraints. They said there should be a sustainable financial plan accompanying these Actions that includes a realistic assessment of budget constraints, recommends exploring alternative funding sources or joint ventures, and demonstrates how the proposed improvements will be implemented.

Providing reliable service would need improvements to scheduling, transit infrastructure, and route management. Participants emphasized the importance of providing a predictable service and better route management to improve service reliability. They said that enhancing the network standards is pointless if the vehicles don’t show up on time. They suggested improving headway and route management (with route supervisors being more present at terminals and be empowered to proactively manage departures), along with scheduling updates and infrastructure upgrades (including transit signal priority and queue jump lanes).

The actions and initiatives proposed for enhancing safety and comfort at stops, stations, and in vehicles were well-supported, with many saying no additional actions and initiatives were missing. Suggestions were focused more on expanding some Initiatives proposed including improving stop amenities (providing heated shelters and soft, hygienic seating materials), implementing faster and more effective responses to safety incidents, increasing de-escalation training for staff (rather than increasing security and police), and adding more washrooms at subway stations.

Accessibility and holistic thinking need to be integrated into the Plan and across TTC planning. There have been instances where TTC actions seem disconnected from broader plans or strategies. There were concerns that Actions and Initiatives in the draft Plan might not account for the budget or fleet needs to realize them. In all cases, participants said that TTC needs to make sure it is considering impacts and consequences of decision-making across the organization.

Need for transparency in reporting and metrics. Some raised concerns about TTC reports (like the CEO’s report) being too summary-focused, lacking detailed insights, and not focusing on metrics or key performance indicators that are relevant to customers (such as on-time performance, service reliability, wait times, vehicle cleanliness, and service quality). They suggested TTC develop and share a detailed online dashboard summarizing these and other indicators and that align and reflect riders’ actual experiences. They also said the TTC should continue to share consultation summaries, meeting minutes, and survey results.

The chart below summarizes the overall level of support survey participants identified for each Pillar of Opportunity.

		High Support	Medium support	Low support
	Pillar 1 Foster a customer-centric mindset	63%	32%	6%
	Pillar 2 Enhance the transit network	81%	17%	2%
	Pillar 3 Improve service reliability	77%	22%	2%
	Pillar 4 Prioritize surface transit	68%	26%	6%
	Pillar 5 Accelerate integration with other transit agencies and complementary modes of transport	62%	33%	5%
	Pillar 6 Enhance safety and comfort at stops, stations, and in vehicles	75%	22%	3%
	Pillar 7 Streamline information and services	71%	26%	3%

Summaries

Individual summaries of each engagement activity are available on the [TTC's 5-Year Service Plan & Customer Experience Action Plan webpage](#). These summaries are not intended to be verbatim transcripts; rather they are intended to capture key feedback and discussion points shared. These summaries do not assess the merit or accuracy of any of these perspectives, nor do they indicate an endorsement of any of these perspectives on the part of the TTC.

The summaries include:

1. [Round One Survey Summary](#)
2. [Round Two Stakeholder Meetings Summary](#)
3. [Round Two Employee Focus Groups Summary](#)
4. [Round Two Customer Focus Groups Summary](#)
5. [Round Two Survey Summary](#)
6. [Round Two Pop-ups Summary](#)
7. [Youth Ambassadors Report](#)
8. [Round Three Stakeholder Meetings Summary](#)
9. [Round Three Survey Summary](#)

Attachment 3: Summary of Service Standard Updates

Category of change	Changes made in document
2024-2028 TTC Corporate Plan	<p>Changes in this section align the Service Standards with the TTC Corporate Plan.</p> <ul style="list-style-type: none"> • Update the vision and mission of the TTC. • Add text to align the section on Accessibility with the Corporate Plan, which has Equity, Diversity, Inclusion, and Accessibility (EDIA) as a key principle.
Express bus service	<p>Changes in this section are intended to account for congestion and improve speed.</p> <ul style="list-style-type: none"> • Adjust travel time targets for express routes to reflect slower operating conditions. • Normalize stop spacing guidelines for all express routes to major stops/destinations.
Community bus	<p>Changes in this section are intended to reflect current service and operating practices.</p> <ul style="list-style-type: none"> • Update community bus span of service to reflect some routes operate on select days. • Update minimum service levels during the midday and afternoon peak to reflect longer travel times.
New Service Warrants	<p>Changes in this section update the Ridership per Net Dollar Spent metric to reflect the observed 2023 customers and revenue.</p>
Equity-focused consultations	<p>Changes in this section are intended to improve the application of equity-focused consultations for major service changes.</p> <ul style="list-style-type: none"> • Update target populations for equity consultation from “disproportionally impacted Diversity and Inclusion (D&I) Lens groups” to “people with low income, women, shift workers” based on COVID-19 lessons learned. • Add text regarding three methods the TTC uses to engage with target populations for equity-focused consultations: the Youth Ambassador Program, focus groups and community partner meetings. • Update and add steps for the TTC’s equity assessment for major service changes.
Housekeeping amendments	<p>These changes are housekeeping amendments to the Service Standards.</p> <ul style="list-style-type: none"> • Remove references to Line 3 – Scarborough. • Update “paratransit” with “Wheel-Trans.” • Update and/or remove out of date information. • Update TTC plan titles (e.g. 5-Year Accessibility Plan). • Remove references to vehicles no longer in service (e.g. S series train cars, CLRV and ALRV streetcars). • Remove references to services no longer in operation (e.g. Line 3, Downtown Express routes). • Update “community stakeholders” with “community partners.” • Correct in-document references. • Make minor grammatical and formatting changes.