



Ridership Growth Strategy 2018-2022

Date: January 25, 2018
To: TTC Board
From: Chief Executive Officer

Summary

The TTC's Ridership Growth Strategy (RGS), with all its components, is an extension of the new TTC Corporate Plan 2018-2022. While the Corporate Plan sets a high-level direction for the TTC over the next five years and beyond, the RGS is more detailed and translates this direction into tangible actions and improvements.

The RGS builds on the three strategic Critical Paths presented in Section B of the RGS 2018-2022 preliminary report that flow directly from the new TTC Corporate Plan 2018-2022:

1. Move more customers, more reliably
2. Make taking public transit seamless
3. Innovate for the long term

The RGS Action Plan 2018-2022 outlines focused initiatives the TTC will pursue over the next five years in order to grow its ridership. They vary in scope and scale from analysis, to implementation and from incremental improvements of current service, to transformational programs designed to attract new customers to transit.

The RGS Work Plan 2018 provides a detailed annual work schedule for the actions within each initiative.

Recommendations

It is recommended that the Board:

1. Endorse the RGS, including the RGS Action Plan 2018-2022 and the RGS Consultation Plan.
2. Endorse the RGS Work Plan 2018 for implementation.

3. Direct staff to include consideration of the funding needs of the RGS 2018-2022 in future budgets and financial plans.
4. Direct staff to develop annual Work Plans beyond 2018 to monitor the implementation of the RGS 2018-2022 Action Plan and provide annual progress reports to the TTC Board.
5. Direct staff to forward the RGS 2018-2022 Action Plan and RGS Work Plan 2018 to the City Manager's Office, Transportation Services, Municipal Licensing & Standards and City Planning at the City of Toronto, the Toronto Parking Authority and the following external stakeholders; Metrolinx, York Region Transit, MiWay, Durham Region Transit and Brampton Transit.

Financial Summary

This report identifies 2018 opportunities to move more customers more reliably as well as make taking public transit seamless. These opportunities include:

- 1) Implementation of a two-hour time based transfer for PRESTO users. It is anticipated that this initiative will have a net cost of \$11.1 million in 2018 and a full year net cost of \$20.9 million upon full implementation in 2020. This cost is currently being considered by City Council as part of the 2018 Budget process.
- 2) Continue to relieve overcrowding. It is estimated that overcrowding during 25 peak periods and 4 off-peak periods where crowding exceeds 30% of the standard can be addressed beginning in September 2018 at a cost of \$1 million in 2018 and \$4 million annually thereafter. This cost is also currently being considered by City Council as part of the 2018 Budget process.

Other budgeted service improvements taking place in 2018 and included in Appendix II of this report are included in this year's operating budget and are before City Council for approval as part of the 2018 Budget process.

Subsequent Board reports will include a financial impact assessment of the initiatives included in the 2018-2022 RGS Action Plan.

The Chief Financial Officer has read this report and agrees with its content.

Equity/Accessibility Matters

The TTC is working towards making Toronto's transit system barrier free by implementing changes that will make its services and facilities more inclusive and accessible to everyone, thereby attracting more customers to its system. Presently, all TTC bus services are operated using accessible, low-floor buses. New low-floor accessible streetcars are currently being deployed and all routes will have accessible streetcars by 2019. All subway stations will become accessible by 2025.

Current initiatives outlined in this report and in the TTC's Multi-Year Accessibility Plan will increase the number and geographic coverage of accessible transit services and facilities to more customers. The RGS will support the City's Poverty Reduction Strategy (2015), while also satisfying the Accessibility for Ontarians with Disabilities Act (AODA) objectives of more-spontaneous travel options for customers with disabilities, and the Ontario Human Rights Code.

Decision History

This work builds on the initial Ridership Growth Strategy, which was developed in 2003.

https://www.ttc.ca/PDF/Transit_Planning/ridership_growth_strategy_2003.pdf

At the March 2016 meeting, the TTC Board received a Ridership Update 2016 Report

http://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2016/March_23/Reports/2016_Ridership_Update.pdfv

Commissioner Carroll moved a motion:

That TTC staff report back to the Commission by the third quarter of 2016 with a development plan for a comprehensive multi-year strategy to address current ridership stagnation and to achieve a steady rate of ridership growth annually thereafter.

http://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2016/March_23/Reports/Decisions/5_2016_Ridership_Update.pdf

At the July 2016 meeting, the TTC Board received a Ridership Update 2016 Report

http://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2016/July_11/Reports/3_2016_Ridership_Update.pdf

At the November, 2017 meeting, the TTC Board received the Subway Closures 2017 Year in Review and 2018 Forecast report

https://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2017/November_13/Reports/10_Subway_Closures_2017_Year_in_Review_and_2018_Forecast.pdf

At the December, 2017 Board meeting the TTC Board received the Ridership Growth Strategy preliminary report

https://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2017/December_11/Reports/10_Ridership_Growth_Strategy_2018_2022_Preliminary_Report.pdf

Issue Background

The last five years have seen significant improvements and modernization efforts in all areas of the TTC. This transformation has been acknowledged by customers, who report a significantly improved satisfaction score, and the organization's American Public Transportation Association peers who awarded the Outstanding Public Transit System of the Year Award to the TTC in 2017.

While the highly visible improvements the TTC continues to make have been recognized by the organization's stakeholders, the ridership growth trajectory, except for off-peak bus ridership, levelled in the past three years. This trend is expected to continue in 2018.

Comments

Strategies to Increase Ridership

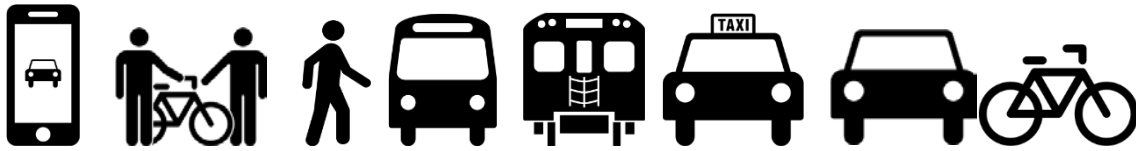
Toronto's Official Plan considers transit investment as foundational to Toronto's growing economy. To meet the City's objectives, the TTC's RGS, an extension of the TTC's Corporate Plan 2018-2022, has three main strategic objectives:

1. Retain current customers
2. Increase transit rides per current customer
3. Attract new customers to the system

The initiatives in the RGS will enable the TTC to continue providing a high quality public transit service to its diverse customers in an increasingly competitive environment with multiple travel alternatives.

Changes in mobility

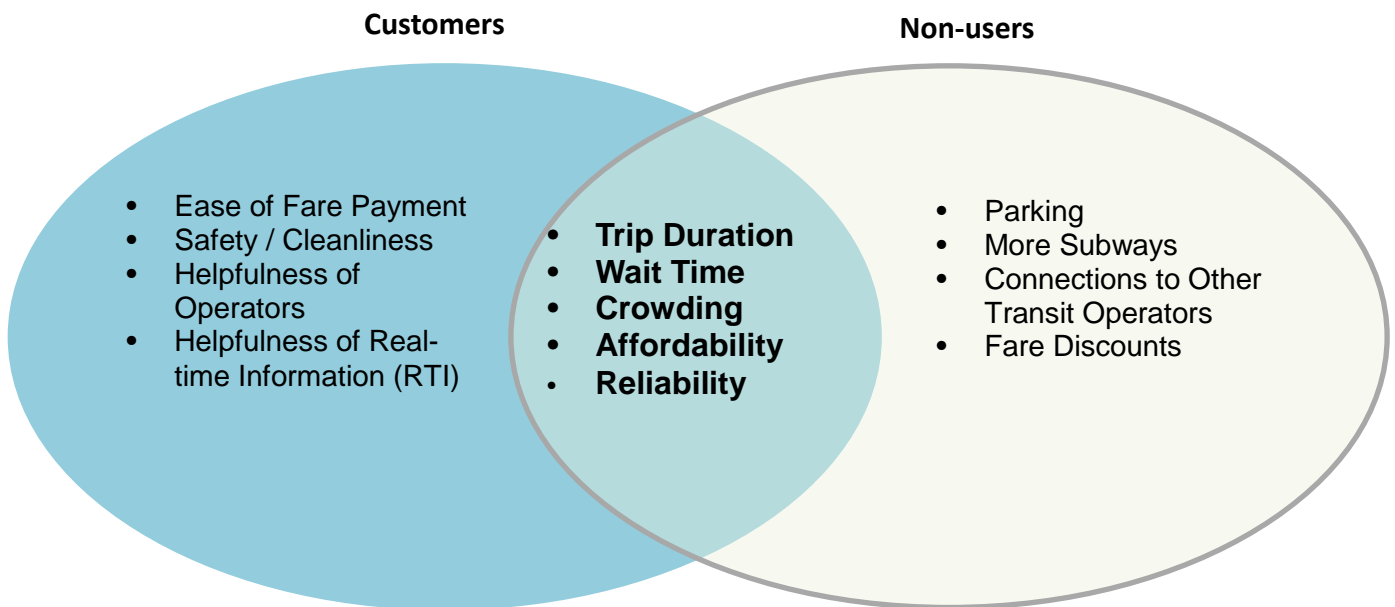
Over the past decade, major shifts in demographics, travel behaviour and technology have changed how people travel in cities. A multitude of mobility options, including cycling, walking, bike and car sharing in Toronto have been growing rapidly and are becoming more and more tailored to the individual and trip type. The transportation system has shifted from a traditional model of owning a car or using public transit, to a "mobility as a service" system where one either owns their car or accesses a shared-car/bike alternative. People are choosing the best (based on trip time, cost, comfort, convenience, etc.) mobility option based on the trip they need to make at any given time.



While further review of the recently released 2016 Census data is required, initial reviews show more Torontonians are commuting to work via public transit (37%), cycling (2.75%) or walking (8.6%) than they did ten years ago, while fewer are using a personal vehicle (46%).

The TTC is committed to supporting this shift to more sustainable travel and will continue to work on facilitating first and last mile multi-modal integration.

Figure 1: Customer and Non-user Needs & Drivers of Customer Satisfaction:



Based on customer needs and expectations, industry standards, as well as organizational and public priorities, the TTC will focus on the three following Corporate Plan Critical Paths to meet the RGS' strategic objectives:

1. Move more customers, more reliably

For more people within and around Toronto to choose transit, the TTC needs to strengthen its transit system and provide service that is more reliable, fast, frequent and affordable.

In the next decade and beyond, customers will see significant growth in Toronto's transit system. At the same time, we're undertaking a multi-faceted strategy to grow ridership. New rapid transit lines will reduce crowding and better serve high growth areas of our city.

Transit expansion will improve access to employment and services for people with low-incomes, and we're building stronger and more accessible connections to the regional transit agencies in and around Toronto: GO Transit, UP Express, York Region Transit / VIVA, MiWay in Mississauga, Brampton Transit, and Durham Region Transit

2. Make taking public transit seamless

Getting from A to B should be easy, frictionless and barrier-free – wherever you started, wherever you're headed, and whatever your accessibility needs.

TTC customers hope for a transit system that is more accessible and could be navigated by anyone. They want more positive interactions with TTC employees and better communication when things go wrong. They want a payment system that works for everyone, everywhere and, they want the TTC to connect all the ways of getting around our city.

3. Innovate for the long term

The TTC has made great strides in modernization, but the world is changing faster than ever. The TTC will need to continuously learn and innovate boldly to be a transit system and mobility enabler that makes Toronto proud in the decades to come.

The initiatives under each Critical Path range in complexity of implementation and expected impact. In general, current frequent customers are the most likely to increase their use of the TTC. The less frequently someone relies on the TTC, the more difficult it will be to encourage them to use the TTC more often.

Measuring ridership and ridership counts

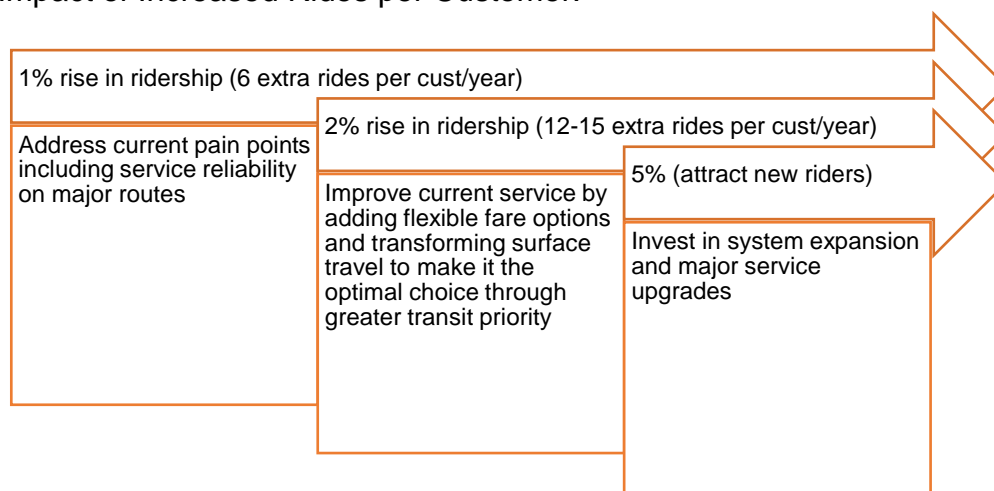
With the rollout of PRESTO and the installation of automatic passenger counters, the TTC is modernizing the way we measure ridership.

PRESTO's data will provide the TTC with insights into travel behaviour that will assist in transit planning and budgeting, while the implementation of automatic passenger counters on the TTC's surface fleet will increase the frequency of ridership counts. Thereby allowing the TTC to respond more quickly to changes in demand.

Focus on current customers

With the current approximate count of 850,000 unique customers, the TTC has an opportunity to positively impact ridership growth by addressing current pain points, such as service reliability and flexibility, to encourage existing customers to choose the TTC for more of their travel in and around the city. Figure 2 illustrates the type of initiatives that will likely be required to increase ridership by 1%, 2% and 5% or more.

Figure 2: Impact of Increased Rides per Customer:



Initiatives Analysis

The TTC has completed the analysis and ridership impact on three initiatives in the RGS Work Plan 2018:

Initiative	Annual Financial Impact	Annual Ridership Impact
1. Continue to relieve overcrowding on surface routes	<ul style="list-style-type: none"> • 2018 - \$1 million • Post 2018 - \$4 million 	25 million rides positively impacted
2. Implement two-hour transfers	<ul style="list-style-type: none"> • 2018 - \$11.1 million • Post 2018 - \$20.9 million 	5 million additional rides
3. Implement discounted fare for PRESTO customers combining TTC and GO/UP Transit trips	<ul style="list-style-type: none"> • None 	350,000 additional rides

Next Steps

Pending the Board's direction, the TTC staff will:

Initiate consultations with stakeholders based on the Consultation Plan.

Report to the Board in Q2 of this year with an RGS Initiatives Analysis Report, which will provide detailed assessments of the RGS Work Plan 2018's initiatives and studies impact on the following criteria:

- Alignment to Corporate Plan and RGS objectives

- Impact on drivers of customer satisfaction and ridership numbers
- Current and future costs

The report will also use the customer segmentation data to target the TTC's efforts to those customers who will benefit the most from them.

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Signature

Richard J. Leary
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Attachments

Attachment 1 – RGS Action Plan 2018-2022

Attachment 2 – RGS Work Plan 2018

Attachment 3 – RGS Consultation Plan

Attachment I – RGS Action Plan 2018-2022

The RGS Action Plan lists the specific analysis, initiatives and programs the TTC is undertaking in the next five years to positively impact ridership.

Expected Increase	Critical Path	Initiative	Actions	Partners	Annual Work Plan
1%	MOVE MORE CUSTOMERS, MORE RELIABLY	Increase service availability and frequency	Evaluate various service initiatives to improve the frequency and quality of transit		2018
			Continue to improve service reliability on surface transit		2018-2022
			Implement express bus services		2019-2022
		Optimize Surface Service	Relieve overcrowding on bus, streetcar and rapid transit services		2018-2022
			<p>As part of a comprehensive review and improvement effort for surface stops across Toronto:</p> <ul style="list-style-type: none"> With consultation and support from local councillors and communities, review and optimize stop spacing to improve safety, accessibility, and reliability Make additional stops on different routes accessible to meet AODA mandated standards Continue to support City staff in adding shelters and improving shelter amenities at transit stops across Toronto 	<ul style="list-style-type: none"> City of Toronto Local councillors Local communities ACAT 	2018-2020

Expected Increase	Critical Path	Initiative	Actions	Partners	Annual Work Plan
1%	MAKE TAKING PUBLIC TRANSIT SEAMLESS	<p>Improve frontline customer service</p>	<p>Pending complete PRESTO implementation, continue to introduce Customer Service Agents across TTC stations to help customers with their trips on the TTC and beyond</p>	<ul style="list-style-type: none"> • Metrolinx 	<p>2018-2019</p>
		<p>Enhance real-time information to customers</p>	<p>Introduce information screens on new buses</p>		<p>2018-2022</p>
		<p>Enhance real-time information to customers</p>	<p>Expand wireless communications, including Wi-Fi, to subway tunnels</p>		<p>2019-2023</p>
		<p>Promote transit use and reward loyal customers</p>	<p>Develop and implement a comprehensive marketing and communications plan to improve PRESTO adoption</p>	<ul style="list-style-type: none"> • Metrolinx 	<p>2018-2020</p>
		<p>Promote transit use and reward loyal customers</p>	<p>Support the development of transit education programs in schools</p>	<ul style="list-style-type: none"> • School Boards 	<p>2019-2022</p>
		<p>Become a more inclusive system</p>	<p>Explore adding targeted communications materials in different languages to support newcomers and other customers whose first language is not English</p>		<p>2018</p>
		<p>Become a more inclusive system</p>	<p>Continue expansion of the Easier Access Program</p>	<ul style="list-style-type: none"> • ACAT 	<p>2018-2022</p>
		<p>Become a more inclusive system</p>	<p>Continue the “platform gap reduction program”</p>	<ul style="list-style-type: none"> • ACAT 	<p>2018-2022</p>

Expected Increase	Critical Path	Initiative	Actions	Partners	Annual Work Plan
2%	MAKE TAKING PUBLIC TRANSIT SEAMLESS	Develop a strategic fare product portfolio that meets customers' travel needs	Implement two-hour time-based transfers for PRESTO users	<ul style="list-style-type: none"> Metrolinx City of Toronto 	2018
			Create a U-Pass for post-secondary students in Toronto	<ul style="list-style-type: none"> Metrolinx Post-secondary institutions in Toronto Student Unions 	2018-2019
			Introduce tap & go credit card fare payment capability	<ul style="list-style-type: none"> Metrolinx 	2019
			Review current fare products and develop a plan to strategically adjust and be in line with customer needs	<ul style="list-style-type: none"> Metrolinx 	2019-2022
		Integrate Service with other modes /providers	Continue to upgrade bike infrastructure throughout the TTC system and support the City's Bike Plan	<ul style="list-style-type: none"> City of Toronto 	2018-2022
			Continue to integrate Bike Share Toronto with TTC services	<ul style="list-style-type: none"> TPA - Bike Share 	2018-2022
		Promote transit use and reward loyal customers	Include TTC rides/parking at TTC lots in event and sports ticket price	<ul style="list-style-type: none"> Various event organizations City of Toronto 	2019-2022
			Advertise beyond the TTC system		2018-2022
Expected Increase	Critical Path	Initiative	Actions	Partners	Annual Work Plan
2%	INNOVATE FOR THE LONG-TERM	Explore big data insights	Leverage PRESTO, mobile and Automatic Passenger Counter data to analyze trends and gain customer insights	<ul style="list-style-type: none"> Metrolinx BAI 	2018-2022

Expected Increase	Critical Path	Initiative	Actions	Partners	Annual Work Plan
5%	MOVE MORE CUSTOMERS, MORE RELIABLY	“Keep Transit Moving” Surface Transit Priority Plan	Create a Transit Surface Priority Plan in collaboration with City Staff that allows buses and streetcars to operate more quickly and consistently on key corridors	<ul style="list-style-type: none"> City of Toronto Local businesses and neighbourhood communities 	2018 – 2019
		Expand system capacity	Open Line 5: Eglinton Crosstown	<ul style="list-style-type: none"> Metrolinx City of Toronto 	2021
			Open Line 6: Finch LRT	<ul style="list-style-type: none"> Metrolinx City of Toronto 	2022
		Increase service availability and frequency	Complete Automatic Train Control on Line 1		2018-2020
		Optimize Surface Service	Prepare and implement area studies’ route improvements to existing services to improve customer journey times	<ul style="list-style-type: none"> City of Toronto 	2018-2022
Expected Increase	Critical Path	Initiative	Actions	Partners	Annual Work Plan
5%	MAKE TAKING PUBLIC TRANSIT SEAMLESS	Develop a strategic fare product portfolio that meets customers’ travel needs	Continue to develop and implement regional fare integration initiatives	<ul style="list-style-type: none"> Metrolinx Regional Partners City of Toronto 	2018-2020
		Integrate Service with other modes /providers	Develop and implement a regional service integration plan	<ul style="list-style-type: none"> Metrolinx Neighbouring transit agencies 	2018-2022
			Engage TPA to align parking strategy to support transit	<ul style="list-style-type: none"> TPA City of Toronto 	2018-2022
		Become a more inclusive system	Integrate technology into wayfinding	<ul style="list-style-type: none"> CNIB ACAT 	2018-2022
			Continue to roll out WT Family of Services	<ul style="list-style-type: none"> ACAT 	2018-2022

Expected Increase	Critical Path	Initiative	Actions	Partners	Annual Work Plan
5%	INNOVATE FOR THE LONG-TERM	Mobility as a Service	Understand the TTC's role in helping customers connect to different forms of transportation	<ul style="list-style-type: none"> • City of Toronto • Metrolinx • Academia • Other transit agencies • Private transport organizations • Industry experts 	2018-2022
		Explore micro-transit	Assess the feasibility of providing microtransit as a service offering at the TTC	<ul style="list-style-type: none"> • City of Toronto 	2018-2022
		Explore big data insights	Include Vehicle Information System and Integrated Operations Network VISION data to improve planning and operations		2020-2022

Attachment II - RGS Work Plan 2018

The RGS annual Work Plan 2018 details the annual actions the TTC will pursue for each of the initiatives outlined in the RGS Action Plan 2018-2022.

Critical Path	2018 Actions	Partners	Budget Impact
MOVE MORE CUSTOMERS, MORE RELIABLY	Continue to relieve overcrowding, subject to funding outlined in briefing note to City Budget Committee, January 12, 2018. <ul style="list-style-type: none"> • 25 peak periods • 4 off-peak periods where crowding exceeds 30% of standard 		Budget approval of \$1 million in 2018 required \$4 million annually thereafter
	As part of a comprehensive review and improvement effort for surface stops across Toronto: <ul style="list-style-type: none"> • With consultation and support from local councillors and communities, review and optimize stop spacing to improve safety, accessibility, and reliability at approximately 300 bus stops across the city • Continue to support City staff in adding shelters and shelter amenities at bus stops across Toronto 	<ul style="list-style-type: none"> • City of Toronto • Local councillors • Local communities • ACAT 	Within existing budget
	Evaluate various service initiatives to improve the frequency and quality of transit <ul style="list-style-type: none"> • Reduce peak crowding standard • Reduce maximum wait times during regular and overnight hours • Enhance weekend service levels RGS Initiatives' Analysis report to Board Q2 2018		Within existing budget
	Deploy up to an extra 15 vehicles per day to fill in service gaps when needed		Within existing budget
	Continue to improve schedules to reflect actual operating conditions		Within existing budget

Critical Path	2018 Actions	Partners	Budget Impact
<p>MOVE MORE CUSTOMERS, MORE RELIABLY cont'd</p>	<p>Create a Transit Surface Priority Plan in collaboration with City staff that allows buses and streetcars to operate more quickly and consistently on key corridors</p> <ul style="list-style-type: none"> • Initiate plan development • Implement transit signal priority on key corridors • Implement up to three queue-jump lanes 	<ul style="list-style-type: none"> • City of Toronto 	<p>Within existing budget</p>
	<p>Prepare and implement area studies' route improvements to existing services to improve customer journey time</p> <p>RGS Initiatives' Analysis report to Board Q2 2018</p>	<ul style="list-style-type: none"> • City of Toronto 	<p>Within existing budget</p>

Critical Path	2018 Actions	Partners	Budget Impact
MAKE TAKING PUBLIC TRANSIT SEAMLESS	Implement two-hour time-based transfers for PRESTO users *Subject to City Council approval	<ul style="list-style-type: none"> • Metrolinx • City of Toronto 	\$11.1m
	Pending complete PRESTO implementation, continue to introduce Customer Service Agents across TTC stations to help customers with their trips	<ul style="list-style-type: none"> • Metrolinx 	Within existing budget
	Pilot customer information screens on new TTC buses in late 2018		Within existing budget
	Develop a comprehensive marketing and communications plan to improve PRESTO adoption	<ul style="list-style-type: none"> • Metrolinx 	Within existing budget
	Explore adding targeted communications materials in different languages to support newcomers whose first language is not English.		Within existing budget
	Continue to implement the Easier Access program by: <ul style="list-style-type: none"> • Commissioning elevators at St. Patrick station • Commence construction at Wilson, Runnymede, and Chester stations 	<ul style="list-style-type: none"> • ACAT • Local councillors 	Within existing budget
	Initiate study for “platform gap reduction” program		Within existing budget
	Introduce a framework for a University pass. Report and recommendations to Board Q1 2018	<ul style="list-style-type: none"> • City of Toronto • Post-secondary Institutions • Student Unions 	Within existing budget
	Expand bike infrastructure at up to 40 stations and add Bike Share racks at up to 5 TTC stations	<ul style="list-style-type: none"> • City of Toronto • TPA - Bike Share 	Within existing budget

Critical Path	2018 Actions	Partners	Budget Impact
MAKE TAKING PUBLIC TRANSIT SEAMLESS cont'd	Implement a discounted fare for PRESTO customers combining TTC and GO/UP Transit trips Complete	<ul style="list-style-type: none"> • Metrolinx • City of Toronto • Ministry of Transportation (MTO) 	None
	Propose a service integration pilot with neighbouring transit agencies	<ul style="list-style-type: none"> • Metrolinx • Neighbouring agencies 	Within existing budget
	Engage TPA to align parking strategy to support transit	<ul style="list-style-type: none"> • TPA • City of Toronto 	Within existing budget
	Pilot the beacon wayfinding system to assist customers with accessibility	<ul style="list-style-type: none"> • CNIB • ACAT 	Within existing budget
	Continue to roll out WT Family of Services	<ul style="list-style-type: none"> • ACAT 	Within existing budget
	Complete construction on the Finch Station west parking lot multipurpose path to support the City's plans to connect cycling trails	<ul style="list-style-type: none"> • City of Toronto 	Within existing budget

Critical Path	2018 Actions	Partners	Budget Impact
Innovate for the long-term	Assess the feasibility of providing microtransit as a service offering at the TTC Report to Board Q2 2018	<ul style="list-style-type: none"> • City of Toronto 	Within existing budget
	Initiate a study to understand the role the TTC can play as a Mobility as a Service (MaaS) provider	<ul style="list-style-type: none"> • City of Toronto • Metrolinx • Academia • Other transit agencies • Private transport organizations • Industry experts 	Within existing budget
	Continue to leverage PRESTO data for improved planning	<ul style="list-style-type: none"> • Metrolinx 	Within existing budget

Attachment III - Ridership Growth Strategy 2018-2022 Consultation Plan

Purpose of Consultation Plan

This consultation plan has been developed to help guide the stakeholder engagement processes related to the implementation of the TTC Ridership Growth Strategy. It is expected that this plan will evolve as the strategy progresses over the next five years.

The purpose of this plan is to:

- Define the goals and objectives of the engagement process;
- Identify stakeholders and corresponding engagement tactics to ensure that the TTC is effectively informing and consulting at key stages of the strategy.

All project related engagement activities will embrace the following principles:

- **Inclusive** – The TTC will build relationships with stakeholders by using a range of tools to engage varied audiences as required.
- **Early Involvement** – The TTC will involve stakeholders as early as possible in the engagement process so that key stakeholders may actively participate.
- **Transparent and Accountable** – The TTC will design processes and engagement materials that are open and clear. Stakeholders understand their roles, the level of engagement and the outcome of the process.
- **Open and Timely Communication** – The TTC will provide information that is timely, accurate, objective, easily understood, accessible and balanced. It will use language that is easy to understand; technical jargon will be eliminated wherever possible and simplified words and phrases will be used to describe complex issues.

Consultation Goals and Objectives

During the implementation of the Ridership Growth Strategy, TTC will:

- Inform and educate stakeholders;
- Obtain an understanding of the stakeholders' ideas, aspirations and concerns;
- Build stronger relationships with key stakeholders to ensure ongoing two-way communication; and
- Build excitement and encourage an open dialogue about the potential and planned changes and enhancements.

Stakeholders and Engagement Recommendations

Stakeholder	Key Interests (Potential)	Interest, Issue or Opportunity for Engagement	Engagement Strategy
Current and potential future customers	<ul style="list-style-type: none"> • How improvements will help them • What's missing 	<ul style="list-style-type: none"> • Education about future services • Further understanding of their needs 	Validate with customers through focus groups/surveys
City Staff	<ul style="list-style-type: none"> • How RGS fits into City's plans • How specific initiatives impact ongoing projects • How can the TTC and the City best work together to improve transit 	<ul style="list-style-type: none"> • Engage on an ongoing basis 	Ongoing meetings
City Councillors	<ul style="list-style-type: none"> • How initiatives may impact specific wards 	<ul style="list-style-type: none"> • Potential changes resulting from a review of transit stops 	Ongoing meetings
Metrolinx	<ul style="list-style-type: none"> • How will the RGS impact the region's transit plans • Which initiatives require active participation • What support is required 	<ul style="list-style-type: none"> • Potential partnerships and integration opportunities 	Ongoing meetings
Partners (eg. TPA)	<ul style="list-style-type: none"> • Interest in specific initiatives 	<ul style="list-style-type: none"> • Engage on an ongoing basis 	Active and ongoing engagement
Neighbouring Agencies	<ul style="list-style-type: none"> • Which initiatives require active participation • What support is required 	<ul style="list-style-type: none"> • Potential partnerships and integration opportunities 	Active and ongoing engagement
Advisory Committee on Accessible Transit (ACAT)	<ul style="list-style-type: none"> • How RGS furthers the TTC's accessibility efforts 	<ul style="list-style-type: none"> • Accessibility initiatives 	Presentation to appropriate ACAT committee(s)
Customer Liaison Panel (CLP)	<ul style="list-style-type: none"> • How improvements will help them • What's missing 	<ul style="list-style-type: none"> • Education about future services • Further understanding of their needs 	Active and ongoing engagement
Local communities	<ul style="list-style-type: none"> • How initiatives may impact specific neighbourhoods 	<ul style="list-style-type: none"> • Potential changes resulting from a review of transit stops 	Active and ongoing engagement
Academia	<ul style="list-style-type: none"> • How RGS will impact the various communities across the City 	<ul style="list-style-type: none"> • Interest in community engagement, public transit 	Active and ongoing engagement
Private mobility organizations	<ul style="list-style-type: none"> • What initiatives there is potential for partnership 	<ul style="list-style-type: none"> • Multi-model partnerships 	Active and ongoing engagement

Engagement Tactics

While most focus will be placed on informing stakeholders of the RGS and the new Corporate Plan, consultation will occur with select key stakeholders to ensure alignment with overall plans for the City and region. Below are the recommended activities to ensure effective and efficient engagement of these stakeholders.

Supporting communication materials will be required for meetings and events. These will be developed as required and could include:

- Presentations
- Videos
- Handouts/ brochures
- Display boards on easels

Activity	Objective	Frequency / Timing	Stakeholder / Audience	Discussion Content/ Consultation Questions	Supporting Resources
Stakeholder Engagement					
One-on-One Meetings with Key Stakeholders	To gain strategic insight and build support for the RGS To inform and provide an opportunity for input into the strategic objectives and specific initiatives	Following the Board's endorsement of the strategy	Audience includes: <ul style="list-style-type: none"> • City of Toronto staff • City Manager • Mayor and Council • ACAT • CNIB • Metrolinx • Neighbouring agencies 	<ul style="list-style-type: none"> • How the RGS affects existing customers?, • Who are the new customers the TTC is targeting? • How is the TTC engaging with the City and region? • How is the TTC aligning with other City and regional strategies to improve transit as a whole? 	<ul style="list-style-type: none"> • Corporate Plan and RGS presentations
Follow-up One-on-One Meetings	To provide an opportunity for those stakeholders who request ongoing meetings/or if the plans require ongoing engagement		<ul style="list-style-type: none"> • To be determined (TBD) as an outcome to initial meetings 	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • TBD
Customer Engagement					
Customer research	Understand how improvements will impact customers	As required, dependant on implementation timelines	<ul style="list-style-type: none"> • Current TTC customers 	<ul style="list-style-type: none"> • How TTC will meet address the needs of existing customers? • How the strategy improves the TTC for existing customers and the plans for acquiring new ones? 	<ul style="list-style-type: none"> Focus groups/surveys