



Terms of Reference

Strategic Planning Committee

1. Mandate

The Strategic Planning Committee (SPC) is established as a Committee of the TTC Board (the Board) to assist the Board in managing strategic planning and priorities, focusing on two core strategic directions in the Board approved 2024-2028 Corporate Plan, *Moving Toronto, Connecting Communities*:

- Strategic Direction 2. Attract New Riders, Retain Customer Loyalty
- Strategic Direction 3. Place Transit at the Centre of Toronto's Future Mobility

Scope of Responsibilities

The SPC will provide advice and input into the development of the TTC's long-term plans related to customer retention and growth, and long-term demand growth, with an aim to prepare the TTC for the future. This will be achieved through the following:

- **Ridership Growth Strategy**

Provide guidance and direction in the development of an updated Ridership Growth Strategy, building on the work of the 5-Year Service and Customer Experience Plan and supporting a long range vision for the TTC.

This includes:

- Review of proposed public consultation frameworks;
- Receiving data and analysis on scenarios, options, resource and asset requirements, and costs;
- Input on key performance indicators on customer satisfaction, service productivity, and ridership growth.

- **Service, Fare and Customer Experience Initiatives**

Provide guidance in the following areas:

- Service standards and decision rules for planning transit service;
- Service, fare, safety and customer experience initiatives in support of customer growth.

- **Advisory Role in the Annual Budget Process**

The SPC will provide advice and insights on emerging priorities, scenarios and critical issues for the TTC's annual budget process, including evaluating new opportunities, assessing risks, and ensuring alignment between financial resources and opportunities to grow ridership in the immediate and long-term.

2. Authority

The SPC operates in an advisory capacity to the Board, providing advice and recommendations for Board consideration. While the SPC has no decision-making authority, it plays an important role in guiding the Board's decision-making process. The final approval of all strategic initiatives, budgets, and plans rests with the Board.

3. Composition

The Board Chair and/or Vice-Chair shall sit on the SPC. The number of members of the SPC shall be determined by the Board, and must not exceed a quorum of the Board. The Board shall appoint the SPC Chair and members.

External third parties may be invited to provide expertise or input on specific agenda items, at the discretion of the SPC and/or TTC staff.

A members' term on the Committee shall be concurrent with the Term of Council, or until a successor is appointed.

4. Frequency of Meetings

The SPC shall meet at least twice annually, with one meeting held before Board consideration of the TTC's Annual Operating and Capital Budgets.

Meetings during an election year will be scheduled at the discretion of the Chair, based on business needs as set out in the Terms of Reference.

5. Procedural By-law

The SPC is required to adhere to the provisions outlined in the TTC's By-law to Govern Board Proceedings, as amended from time to time, and any other relevant City or TTC policies.

6. Review

The SPC Terms of Reference shall be reviewed at the beginning of each new Council term to ensure their relevance, clarity, and alignment with the TTC's strategic objectives and operational needs. Any proposed amendments or updates require approval by the TTC Board.