

TORONTO TRANSIT COMMISSION REPORT NO.

MEETING DATE: August 26, 2009

SUBJECT: SUBWAY STATION APPEARANCE IMPROVEMENT UPDATE

INFORMATION ITEM

RECOMMENDATION

It is recommended that the Commission receive staff's presentation for information.

BACKGROUND

At its meeting of April 3, 2009, the Commission was presented with an update on the Cleanliness Audit Results and Action Plans.

DISCUSSION

The Commission will be presented with the July 2009 Cleanliness Audit results and an update on the Subway Station 2009/2010 Appearance Improvement Plans.

August 14, 2009
6-75-91

Subway Station Appearance Improvement Update

Commission Meeting – August 26 2009



Subway Station Appearance Improvement

- July 2009 Cleanliness Audit Results
- 2009 Cleanliness Improvement Plan Update
- 2010 – 2012 Cleanliness Improvement Plan
- Subway Station Ceiling Update
- Subway Station Wall & Floor Renewal Plan
- Next Update



Cleanliness Audit Results

Average Rating	February	July	November
2008	59%	61%	64%
2009	62%	64%	P.A. 68%



Cleanliness Audit Results

Average Rating	Initial Audit	February 2009	July 2009
# of Stations < 50%	6	0	0
# of Stations 50% to 60%	28	13	8
# of Stations 60% to 70%	29	47	44
# of Stations 70% to 80%	7	10	18
# of Stations 80% to 100%	0	0	0

- July 2009
 - 89% of Stations Over 60%
 - Moving Towards a Consistent Cleanliness Level for all Stations
 - Year End Target 68%



2009 Cleanliness Improvement Plan Update

Master Sign Up June 2009

- Implementation of Revised Cleaning Job Assignments, Shifts and Work Hours

Post Master Sign Up

- 18 Vacancies
- Employee Moves In, Out and Within Cleaning Section
- Employee Training on New Schedules, Cleaning Equipment Operating Procedures & Cleaning Products

Present Operating Conditions

- 18 Vacancies Filled
- Employee Moves Reduced
- Learning Curve Continuing
- Morale Improvement
- Absenteeism dropped 11.6% to 8.5%

Year End Target 68%



2010 – 2012 Cleanliness Improvement Plan

Year End 2009 • Consistent Level of 68% with Existing Workforce, Tools & Equipment

Target • 80%

YEAR	CLEANLINESS LEVEL	ADDITIONAL WORKFORCE
2009	68%	0
2010	72%	31
2011	76%	31
2012	80%	24



2010 Cleanliness Improvement Plan Update

2010 Target	<ul style="list-style-type: none">• 72%
Escalator Cleaning Crew	<ul style="list-style-type: none">• 8 Positions• \$130,000 Escalator Step Cleaning Equipment• \$50,000 Annual Consumables
Additional Cleaning Crews	<ul style="list-style-type: none">• 23 Positions• \$30,000 Cleaning Supplies
Additional Capital Construction Project Cleaning Crew	<ul style="list-style-type: none">• 3 Positions



2010 Cleanliness Improvement Plan

Escalator Cleaning Crew

Existing

- Cleaning for Operational Needs only to Meet TSSA Regulations
- No Cleaning for Appearance Reasons
- Heavy Gum Build Up on Floor Plates is Partially Removed with Hand Grinder
- Cleaning Walls, Ceilings & Stainless Steel Panels & Handrails Requires Escalator Power Lock Out
- Cleaning Solutions Short Out Electrical Safety Sensors
- Escalator Maintenance Dropped for Graffiti Removal



Escalator Cleaning Crew (+8 Positions)

Proposed

- Electric Powered Escalator Step Cleaning Equipment



- Steam Clean Floor and Comb Plates
- Lock Out/ Tag Out Escalator for Scaffolding for Ceiling & Wall Cleaning
- Graffiti Removal from Steps and Handrails



Escalator Cleaning Crew



↑ **Cleaned ½ Step**



Cleaned Plate



2010 Cleanliness Improvement Plan

Additional Cleaning Crews

General Cleaning & Waste / Recycle Handling+10

- Monday To Friday Coverage / Day & Afternoon Shift
- Spill, Public Washroom, Employee Washroom, Floor Sweeping, Waste Recycle Containers, & Graffiti
- 28 Janitors / Shift→33 Janitors /Shift
- 2.5 Stations / Janitor→2.1 Station / Janitor

Stain/Gum Removal Crews For Floor And Coving+ 4

- 2 Crews With Steam Clean Equipment



2010 Cleanliness Improvement Plan

Additional Cleaning Crews

Station Exterior Heavy Cleaning Crews + 4

- 2 Crews With High Pressure Wash Equipment

Spareboard (Vacation / Sick Relief) + 4

- Ensure 52 Week / Year Cleaning Coverage

Foreperson + 1

- New Cleaning Program Development, Scheduling,
Quality Control and Supervision

Total Increase.....+23



2010 Cleanliness Improvement Plan

Additional Capital Construction Project Cleaning Crew

- Capital Construction Projects in Subway Stations Lower the Cleanliness Ratings
 - Increased Level of Dust
 - Heavily Soiled Floors
 - Increased Level of Graffiti
- Station Modernization
 - Easier Access
 - Fire Ventilation Upgrade
 - Victoria Park Bus Terminal Replacement
 - Bay Station Cumberland Entrance Improvements
 - On Grade & Structural Pavement Replacement



Additional Capital Construction Project Cleaning Crew

- 3 positions Implemented in 2009 Focused on Increased Cleaning Needs at the Following Stations:

Station	July 2008 Audit	July 2009 Audit
Lawrence West	48%	60%
Broadview	54%	60%
Pape	54%	64%
Victoria Park	54%	70%

- 3 Additional Positions Planned For 2010
- Anticipate Major Capital Construction Projects at 30 Stations in 2010



Subway Station Ceiling Update

Removal / Reinstallation for Maintenance & Construction Projects

2007: Developed Ceiling Management Program

Missing Ceiling Slats

- January 2008 - 26 Stations with 40 Projects
- January 2009 - 34 Stations with 64 Projects
- June 2009 - 34 Stations with 79 Projects

January – June 2009

- Removal - 70 Projects
- Reinstallation - 55 Projects
- Ceiling Slats are Being Reinstalled as Projects are Completed



Subway Station Ceiling Update

Ceiling Cleaning After Reinstallation

Hand Cleaning with Wet Cloth Prior to 2008
Inadequate

Performance Based Contract Implemented In 2008

- Unable to Keep Up with Workload

Power Wash Cleaning System
Prior To Reinstallation Tested In
August 2009

- Power Washed at Storage Location With Floor Drain
- Wrapped in Plastic and Delivered to Subway Station
- Installed Clean



Subway Station Ceiling Update

General Ceiling Slat Cleaning Program

Two Temporary Positions Added in 2008 May to September

- Program Delayed when Crew Utilized for Vacation / Sick Relief

Ceiling Cleaning Crew Increased to 6 Positions March to October as Part of 2009 Master Sign Up

- Crew Not Required for Vacation / Sick Relief
- Schedule Prepared Based on Ceiling Area Per Station
- Crew Can Clean Ceilings in Approximately 20 Stations Per Year



Subway Station Wall & Finish Renewal

2009 Pilot Project

- St. George Station
- 11 Hourly & 1 Staff

Wall Before



Wall After



Floor Before



Floor After



Subway Station Floor & Wall Renewal Plan Pilot Project – St. George Station

	Progress	Completion
Damaged Wall Tile in Station Floor Area	95%	September
Damaged Wall Tile at Track Level	Started	December
Damaged Terrazzo Floor	50%	November
Wall Tile Grout Replacement	99%	September



Subway Station Wall & Finish Renewal

Lessons Learned

- Color & Size Match Excellent for Wall Tile Replacement
- Wall Tile Grout Replacement
 - Significant Improvement in Station Appearance
 - Labour Intensive, Time Consuming & High Cost
- Wall Tile Replacement at Track Level Impacted by Availability of Workcars and Coordination of Structural Repair & Leak Remediation
- Specialized Skill Set Required for Terrazzo Floor Repair
- Impact of Safety Procedures Related to Utility Locates and Designated Substance Surveys / Work Procedures



Subway Station Wall & Finish Renewal

Condition Assessment

Station Finish	# of Stations	Estimated Labour Hours	Person Years
Terrazzo Floor & Coving	58	61,200	36
Tile Floor	24	10,200	6
Damaged Wall Tile	56	40,800	24
Total Person Years			66

6 Year Completion
3 Year Completion
Additional Work

- Existing Budget Crew of 11 Workers
- Total 22 Workers Required
- Wall Tile Grout Replacement
- Track Level Wall Tile Replacement



Subway Station Wall & Finish Renewal

	Workforce Requirement				
	Grout Replacement	Track Level Wall Repair	Wall/Floor Repair in Public Areas	Staff	Total
6 Year Plan	0	0	11	1	12
3 Year Plan	6 (24 Stations)	4	22	2	34



Subway Station Appearance Improvement Long Term Plan

Year	Cleanliness Level	Additional Cleanliness Workforce	Additional Wall & Floor Finish Workforce
2009	68%	0	0
2010	72%	31	22
2011	76%	31	0
2012	80%	24	0



Subway Station Appearance Improvement

NEXT !

- Next Cleanliness Audit : October 2009
- Cleanliness Improvement Plan Update
- Subway Station Wall & Floor Finish Renewal
Acceleration Update
- Commission Meeting Update :November 25,2009

