



## STAFF REPORT ACTION REQUIRED

### Wheel-Trans 10 Year Strategy

<b>Date:</b>	February 2016
<b>To:</b>	TTC Board
<b>From:</b>	Chief Executive Officer

### Summary

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The Wheel-Trans 10 Year Strategy will provide the guidance and direction for the service and operational improvements and necessary changes essential for the TTC and Wheel-Trans to ensure long term sustainability. It was developed in response to the acknowledged need to offer our customers spontaneity of travel, to be inclusive and part of the community, to help ensure and foster dignity, expand their opportunities for travel, improve customer service for what is a growing customer base (including their families and caregivers), all the while seeing significant cost avoidance for the TTC and, ultimately, the city. In addition, new legislative requirements contained within the AODA regulations, the recommendations provided by the City of Toronto Auditor General, the Demand Forecast (which predicts unprecedented growth in demand for specialized transit services now currently solely provided by Wheel-Trans) and a comprehensive review of industry best practice.

The demand for Wheel-Trans service has increased by more than 29% over the last five years with an unprecedented 12.4% increase in 2015 over 2014. The demand for services is expected to continue to increase with the aging population and the (AODA mandated) changes to eligibility. To continue to provide this valuable service Wheel-Trans will require annual subsidy increases that place significant pressures on the city budget that are unsustainable over the long-term.

With the TTC's conventional transit services increasingly accessible, with targets for 100% accessibility by 2025, changes can be made to the service delivery model for Wheel-Trans to make better use of limited resources while also adapting and adhering to new provincial legislation through the implementation of a "Family of Services" approach. Family of Services being the utilization of Wheel-Trans and conventional transit modes (bus, subway or streetcar services) for a portion of a trip.

The Board is requested to adopt the strategy in principle and TTC staff will report back at each stage of development for approvals of specific components, following public consultation, and with established financial impact statements.

## Recommendations

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### It is recommended that the Board:

1. Adopt in principle the Wheel-Trans 10 Year Strategy across the following five objectives as outlined in detail in Appendix I of this report:
  - i. Development of a New Service Model
    - a) Redefine Eligibility for Wheel-Trans services in accordance with AODA legislation.
    - b) Design and implement the new service delivery model for accessible services (both specialized and conventional) provided by the TTC.
  - ii. Community and Stakeholder Engagement
    - a) Full community and stakeholder engagement ensuring understanding and support for the services we provide.
  - iii. Culture Change for a Committed Wheel-Trans Workforce
    - a) A committed, customer focused workforce that shares a common vision and an organization that values its employees' contributions.
  - iv. Financial Sustainability
    - a) A fiscally responsible and transparent business that delivers services in a viable manner.
  - v. Strategic Regional Partnerships
    - a) Close partnership with regional transit providers to facilitate consistent customer experience and operational opportunities across the GTHA.

The five objectives are outlined in Appendix I of this report.

2. Request staff to update the Board on specific initiatives related to each of the five objectives including a comprehensive business case which will be included in the 2017 budget submission.

## Financial Impact

The current method of developing the Wheel-Trans operating subsidy has been based on annual operating cost, (based on trips provided), minus revenues collected through fares. Budgets are created through the process of predicting annual traffic growth and

associated trip demand, establishing an acceptable unaccommodated rate to estimate the number of trips to be provided, and calculating the associated costs to provide those trips.

Past practice has been to maintain the service model and accommodate growth with adjustments to mitigate increasing costs. These effective adjustments have included permitting contracted service providers to provide trips for lower cost, negotiations through the Collective Bargaining Agreement (CBA) to cap the number of operators moving from a fixed percent (51% and 38%) of the trips on TTC operated buses to a total 350 operators instead, increasing the usage of internet trip-booking to save the hiring of additional reservations staff, decreasing overtime costs through effective employee management practices and decreasing contracting costs through the signing of new five year contracts.

However, the segment of the population that we serve, almost exclusively, is growing faster than in the past and faster than historical adjustments can enable us to contain within our current operating model. In addition, the approval by the Board for both 2014 and 2015 budgets to increase reservations staff by a total of 13 with the intention to drop the unaccommodated rate revealed a hidden extra demand which contributes to the annual demand increases. We are now anticipating a significant increase in demand over the next 10 years (over 100% growth), including early forecasts of 20% annual growth in 2017, that will require substantial increases in the Wheel-Trans subsidy to continue to provide the mandated services. Without substantial continued increases in funding, Wheel-Trans ability to accommodate the anticipated demand will be severely constrained. We have gone a long way to exhaust the benefits of the past cost savings through adjustments to our operation, however we now need to operate in a new way to garner meaningful, sustainable and lasting improvements.

The results of implementation of the AODA by expanding paratransit eligibility to people with disabilities beyond mobility impairments coupled with a rapidly growing aging population create a forecasted growth in demand for trips of well over 100% and possibly as much as 175% over 10 years impacting pressure on the current system. The following table illustrates the low growth annual cost forecast with no change to operating model.

Item	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Forecast Growth	10%	20%	15%	10%	10%	6%	6%	6%	6%	6%	
Annual Trip (\$M)	3.9	4.6	5.3	5.8	6.3	6.9	7.6	8.4	9.2	10	
Annual Operating Cost (\$M)	\$124	\$145	\$162	\$174	\$189	\$198	\$209	\$220	\$233	\$247	\$1.901B

A change to the service model is required to transform the delivery of Wheel-Trans services to permit the actual anticipated growth while ensuring financial sustainability.

The current operational subsidy in 2016 is budgeted at \$116,700,000 and for 2015 was \$109,000,000. Through a change in service delivery model through the introduction of a Family of Services approach we forecast operational cost avoidance over the 10 years of over \$300M to the Wheel-Trans budget as a result of:

1. Implementing the Family of Services program, transferring trips on to the most cost effective mode for those customers that are able to travel on conventional transit.
2. Operational efficiencies as a result of the development and implementation of the new service model.

At this time, we also forecast a capital cost avoidance of \$140M as a result of:

1. The procurement of a more economical fleet vehicle at greater than half the cost of the existing fleet type.
2. Deferment of the capital investment of a new Wheel-Trans garage facility as a result of procuring the smaller vehicle.

Staff are preparing a detailed operating and capital business case for all project elements related to the strategy and will include it in the 2017 budget submission. Estimates indicate that a \$30M capital investment will be required for the following, but a detailed budget will be prepared and submitted in future years:

1. New reservations, booking and scheduling software.
2. Physical improvements to assets to facilitate Family of Services connections.
3. Costs associated with the move to AODA compliance, Family of Services and the new software (Resourcing, Project / Program Management).

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

## **Decision History**

This report provides an update on the Wheel-Trans components of the TTC's *2015 Accessibility Plan Status Report* (originally outlined in the *2014 – 2018 TTC Multi-Year Accessibility Plan*.) which was approved at the March 2015 Board meeting. The Board adopted the recommendations including upgrading the Wheel-Trans online booking website, revising Wheel-Trans eligibility criteria, and the member motion to report on strategies to further improve standards related to telephone trip bookings.

In September 2015, the Head of Wheel-Trans and the Chief Service Officer presented the Wheel-Trans Strategy to the City of Toronto Auditor General and her staff with the intention of addressing the *Review of Wheel-Trans Services – Sustaining Level and Quality of Service Requires Changes to the Program, 2012* recommendations and confirmed that the components of the strategy adequately and accurately addressed all of the changes included in the 2012 report.

Specifically, the 2012 Auditor General's report recommended that the TTC:

1. Explore various short-term options, including a free-ride program on a pilot basis, to encourage Wheel-Trans customers to use the accessible conventional transit system.
2. Develop and implement a comprehensive plan for integrating Wheel-Trans customers into the accessible conventional transit system. Such an action plan should include:
  - a. Identifying and addressing potential safety and service issues that can present barriers to Wheel-Trans customers in using the conventional system;
  - b. Education, communication and training programs for Wheel-Trans customers and transit passengers; and
  - c. Customer service training to TTC staff with particular emphasis on assisting people with mobility difficulties.
3. Expedite the planning and implementation of an eligibility classification system for Wheel-Trans services in accordance with requirements set forth in the Integrated Accessibility Standards Regulation made under the AODA.

## **Issue Background**

The TTC has a strong commitment to transit accessibility improvements. Working together with ACAT, the TTC has made numerous accessibility improvements to its facilities, vehicles and services and is committed to achieving a barrier-free transit system by 2025, as mandated by the AODA. The AODA sets out a clear goal and timeframe to make Ontario goods, services, facilities, accommodation, employment, buildings, structures and premises accessible to persons with disabilities.

TTC is progressing towards making all of its conventional transit services accessible. As of Q1-2016, the following TTC conventional transit services are accessible:

- all TTC conventional bus routes; approximately 80% of bus stops and 100% of the bus fleet
- all subway cars and 34 of 69 subway stations (48%)
- streetcar service on route 510 Spadina; rollout of accessible streetcars on 509 Harbourfront is underway.

TTC has plans to make four additional subway stations accessible by the end of 2017 (plus six new Line 1 Extension stations), and all stations accessible by 2025. 204 new low-floor accessible streetcars are gradually being deployed into service through 2020, at which point all streetcar routes will be accessible. Virtually all streetcar stops will be accessible by 2020.

The Ontario Human Rights Commission (OHRC), in its Policy and Guidelines on Disability and the Duty to Accommodate includes that “accommodation with dignity is part of the broader principle that our society should be structured and designed for inclusiveness.” This principle, which is sometimes referred to as integration, emphasizes barrier-free design and equal participation of persons with varying levels of ability. It is based on positive steps needed to ensure equal participation for those who have experienced historical disadvantage and exclusion from society’s benefits. The right to equality can be breached by a failure to address needs related to disadvantage. As the Supreme Court of Canada has observed:

*“The principle that discrimination can accrue from a failure to take positive steps to ensure that disadvantaged groups benefit equally from services offered to the general public is widely accepted in the human rights field.”*

Essentially, the OHRC implies that in order for the TTC to comply with the full intent of the AODA and the Human Rights Code it must work to integrate accessibility into its conventional modes of bus, subway and streetcar in addition to Wheel-Trans to enable people with disabilities to travel spontaneously and enjoy the benefits of public transit to the fullest.

Wheel-Trans, a division of the Service Delivery Group, currently provides in excess of 11,000 door to door, specialized transit trips per day. Demand for Wheel-Trans service was increasing annually by approximately 6% until 2015 with 2015 actual demand at 12.4% over 2014, the highest year on record. Wheel-Trans registers 1000 new customers per month as eligible to receive specialized transit services. Wheel-Trans is a 24/7 service, supporting those residents of the City of Toronto who qualify for service based upon physical functional mobility restrictions. Demand for Wheel-Trans service is growing at unprecedented rates and approximately 77,000 plus trips are carried weekly using TTC owned and operated Wheel-Trans Buses, and contracted Accessible and Sedan Taxis. Currently 28% of the trips are carried on a fleet of 198 buses while 210 accessible taxis carry 42% of the trips with the remaining 28% carried on sedans. Wheel-Trans also operates the community bus service on five fixed routes on weekdays only.

With a 2015 budget in excess of \$100M and facing a growing demand, Wheel-Trans must look for innovative ways to extend its ability to provide service to a growing customer base without placing full emphasis on increasing its annual budget. An unaccommodated rate goal of less than 1% ensuring every customer that who requests a trip receives a trip, will require a fully integrated approach to serving customers and ability to continue to meet increasing demand.

## **Comments**

Operating in a dynamic business environment where many of the variables are outside its control, Wheel-Trans has provided fully accessible services successfully by excelling at the “table stakes” – safety, customer service and operating performance. From the customers’ perspective, trips are currently provided via a booking system on a first come

first serve basis no sooner than seven days in advance Demand currently exceeds supply, with an un-accommodated rate in 2014 of 1.70% and a 2015 unaccommodated rate of .82% resulting in some customers being unable to travel when they wish to which is counter to the public transit model and objectives. Spontaneity of travel for all customers using public transit is the goal however given that Wheel-Trans trips must be scheduled in advance, a target of under 1% accommodated rate is set annually.

Historically, with the focus on operational efficiency coupled with a growing but small amount of accessible conventional services across the TTC it was not possible to emphasize the integration of Wheel-Trans operations with conventional TTC services. Now that the conventional system has reached a sufficient level of accessibility, the time is appropriate to begin to move towards a fully integrated system. It is now within our grasp to achieve the vision to move the TTC forward to provide a fully integrated accessible transit network across the City of Toronto.

## **The Strategy**

The new vision for Wheel-Trans is to provide “An accessible transit service that ensures dignity, spontaneity, fairness, and freedom of travel for all customers”. The strategy that’s been developed will achieve the vision over 10 years and consists of five main objectives.

1. Development of a new service model that redefines eligibility in accordance with AODA legislation designed around a Family of Services program.
2. Full community and stakeholder engagement that reflects consultations and stakeholder input throughout the process. Changes to the program will ensure proper training and education to all impacted (both staff and customers).
3. A customer focused work force that shares a common vision.
4. Balance between service offering and the cost of delivering the service.
5. Delivering a consistent customer experience across the GTHA.

The strategic program is intended to deliver on these five main recommendations which focus on all aspects of the business including the customer experience, internal processes, relationships with stakeholders and the community, as well as the tools, resources and equipment required to deliver on the changes. The overall strategy will be achieved over the next 10 years.

Further detail on each of the five objectives is outlined in Appendix I of this report.

The key factors that influence our vision include:

1. Accessibility for Ontarians with Disabilities Act

- a) The Act mandates a barrier-free transit system by 2025 and implementation of conditional eligibility on paratransit systems by January 1, 2017.

## 2. Accommodating Unprecedented Demand

- a) Over 14,000 trips on peak day, with a 15% increase over 2014 and 29% growth over 5 years.
- b) 1,100 new rider applications per month of which we accept over 85%.
- c) New criteria of eligibility defined by the AODA legislation creates a demand forecasts or a 20% uptick in demand.

## 3. Financial Sustainability (Budget)

- a) It is not sustainable to merely increase the size of Wheel-Trans operation and budget without looking to alternatives to meeting the increasing demand while meeting the obligations of the AODA.

To accommodate as much demand as possible, it is essential that increased flexibility and options be built into the Wheel-Trans booking system to allow customers to have more choices when travelling. This increased flexibility will enable customers to travel at their convenience on all modes of the TTC including subway, bus, street car and specialized services such as Wheel-Trans and community bus.

To support the transition, the strategy has been developed to reflect:

- the AODA legislation
- changes in customer base
- the future of accessible transit in Toronto
- the accessibility improvements throughout the different modes of travel provided by the TTC
- the recommendations of the City of Toronto Auditor General, and
- the full extent of the TTC Family of Services options for passengers requiring accessible travel.

In developing the strategy and ensuring full consultation and buy-in at every stage, Wheel-Trans has worked very closely with the ACAT, both the ACAT Wheel-Trans Sub-Committee and the larger ACAT committee. Wheel-Trans will continue to involve ACAT as the Strategy moves to implementation and execution including ensuring their active input on the communications strategy and any operational changes required at Wheel-Trans that will impact the customer.

An internal TTC stakeholder working group was created to ensure input was captured from several TTC internal departments and comments and adjustments have been incorporated throughout the development. The members of the internal working group include: Service Planning, Corporate Communications, Customer Communications,



Human Rights, Employee Relations, Risk Management, Finance, Bus Transportation, ITS and Bus Maintenance. The intention is to maintain these group meetings and convene at each stage of development for implementation of new components of the strategy.

Staff will report back on the specific initiatives contained within each objective as the strategy implementation progresses, including a comprehensive business case which will be included in the 2017 budget process.

## **Contact**

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Attachments – Appendix 1: Implementation Strategy Objectives

## Implementation Strategy Objectives

### Objective 1

#### Development of a New Service Model

##### 1A. Redefine eligibility for Wheel-Trans services in accordance with the AODA legislation

TTC's Wheel-Trans services are available only for customers who meet specific eligibility requirements, as determined in an interview. Currently, eligibility for Wheel-Trans is based on an individual's level of physical functional mobility at home and in the community, as well as the permanency of the disability. Eligibility is not based on particular disabilities. Fares, hours of service, and service area for Wheel-Trans are the same as the conventional system. Transfers to and from the conventional system are free.

The *Accessibility for Ontarians with Disabilities Act (AODA)*, *Integrated Accessibility Standards Regulation (IASR)*, requires all paratransit service providers to implement new categories of eligibility for its services by January 1, 2017. The three required categories and their definitions are:

1. Unconditional eligibility: a person with a disability that prevents them from using conventional transportation services.
2. Temporary eligibility: a person with a temporary disability that prevents them from using conventional transportation services.
3. Conditional eligibility: a person with a disability where environmental or physical barriers limit their ability to consistently use conventional transportation services.

It should be noted that people with disabilities that do have the ability to use conventional transit for all of their trips will not be eligible for Wheel-Trans services:

1. Not eligible: a person with a disability that does not prevent them from using conventional transportation services for all of their trips.

It is anticipated that the number of, and nature of Wheel-Trans customers will change as a result of the eligibility changes. The changes to eligibility also present the opportunity to alter the manner in which some Wheel-Trans customers travel, in order to make better use of limited resources, and to better utilize the TTC's accessible conventional transit services by further integrating and connecting Wheel-Trans and conventional TTC operations through the implementation of the Family of Services model.

The new proposed eligibility criteria will be brought to the Board for final approval in late Q1 2016.

**1B. Design and implement the new service delivery model for accessible services (both specialized and conventional) provided by the TTC.**

Extending accessible services to meet increasing demand is the requirement therefore, integration with all TTC services will be necessary. In 2016 Wheel-Trans will introduce a pilot of the Family of Services program by selecting key routes and key locations that lend themselves to the commencement of connecting services from Wheel-Trans to bus, streetcar or subway and from bus, streetcar or subway to Wheel-Trans. This program will enable the TTC to work with newly eligible customers who have not become accustomed to the traditional “door to door” service and those customers whose abilities and destination naturally support connecting between the modes of travel.

To make this possible, Wheel-Trans must update its current scheduling system to enable intermodal trip planning, booking and scheduling. The current system cannot perform the necessary functions to adapt to future changes and accommodate the anticipated surge in demand. It is necessary to review industry best practice and assess what options are available to provide Wheel-Trans customers and staff with the functionality and flexibility required to meet changing demands and offer a more sophisticated and intelligent booking system.

Questions that must also be considered include options surrounding facility and vehicle improvements that will need to be made to accommodate Wheel-Trans customers of the future who will also be travelling on the conventional fixed route network. Additional resource requirements may be necessary to enhance the conventional transit system as a result of the changes, such as increasing the number of or improving existing accessible bus stops. This includes the investigation and assessment of industry best practice to install inter-modal transfer locations at key points along bus and streetcar routes to enable customers to wait in a clean, dry, well-lit and safe location until their vehicle has arrived. Lastly, it is anticipated that permanent operational process, organizational structure and policy changes will also be required to facilitate the transformation of the Wheel-Trans service delivery model including the assembly of a temporary ‘Transition Team’ to develop and implement the future state.

It is anticipated that a request for proposal will be issued in 2016 to secure the best reservations, booking and scheduling software product for Wheel-Trans and the recommendations will be brought to the Board for final approval.

## **Objective 2**

### **Community and Stakeholder Engagement**

#### **Full community and stakeholder engagement ensuring understanding and support for the services we provide.**

While an understanding of customer expectations is central to our success there are others with whom we must also work. The list includes volunteer committees such as ACAT, service agencies such as the CNIB, other transit organizations, the TTC Board along with governmental groups such as the Toronto City Council, the Ombudsman, the City of Toronto Auditor General and the City of Toronto Disability, Access and Inclusion Advisory Committee.

It is essential that communications are bi-directional; not only must we understand the expectations and abilities of our constituents but we must communicate our services, strategies and limitations under which we must operate to ensure all parties have an opportunity to provide input as well as understand the extent of our abilities.

In order to achieve this objective there are several areas to address. Firstly it must be recognized that the entire TTC plays an equal role in delivering accessible transit. All of Service Delivery Group and supporting areas need to be involved. Customer and stakeholder education will play a larger role going forward. The human factors side requires the development of a travel training program for both customers and a training module for TTC employees to ensure they are familiar with supporting customers with additional accessibility needs as well as a more general effort to educate stakeholders on the Family of Services provided by the TTC.

A significant proportion of Wheel-Trans trips are for medical reasons. In addition, Wheel-Trans proposes further involvement with the medical community to establish the appropriate changes to meet the developing and dynamic needs of our community. Part of the initial and ongoing public consultation will be with members of the medical community, including the College of Physicians and Surgeons of Ontario, to communicate the purpose of Wheel-Trans and its limitations.

## **Objective 3**

### **Culture Change for a committed Wheel-Trans workforce**

#### **A committed, customer focused workforce that shares a common vision and an organization that values its employees' contributions.**

There is a recognized need to shift employee mindset and establish a vision, mission and set of core values that employees can rally behind. It is time to transform and revolutionize the customer experience through customer service, community engagement

and employee engagement. The communication of the Wheel-Trans strategy will allow employees to feel part of the shift to the new way of doing business as well as allow them to have a full understanding of the future direction.

The Employee Engagement Survey conducted in 2014 provided Wheel-Trans with a substantial benchmark and starting point to begin to communicate and interact with the frontline staff. Wheel-Trans staff provide a valuable resource for obtaining information about the customer and about the services we provide and whether they are meeting the customers' needs. Both call-takers in reservations and customer service and operators have developed interpersonal relationships with customers from whom we can learn to better serve our existing customers and prepare for the new customers to come. Operators particularly have the insight into how the planning and schedules materialize into day of service. That feedback is essential to close the loop on the customer service chain and capture information from all customer touch points to delivering the right service to the right customer every time.

Changing the culture and engaging staff is critically important to deliver lasting transformation. This is especially true as the number of customers using the accessible system expands dramatically – it is not only Wheel-Trans employees who need to be considered but all TTC employees on the fixed route system and those of our contracted service providers. In addition, in support of the overall TTC People objective, the strategy focuses on the skills, ability and attitude needed to live up to the spirit of our vision in everything we say and do.

Lastly we must reach out to community stakeholders to ensure they understand and buy in to the future of accessible travel on the TTC as well as be able to contribute to the development of the new service delivery model through engagement exercises and community consultation.

Staff will report to the Board with the results of our community engagement and its influence on the various components of the service delivery model.

## **Objective 4**

### **Financial Sustainability**

#### **A fiscally responsible and transparent business that delivers services in a viable manner**

Financial sustainability must be a core component of Wheel-Trans operations. With the significant increase in demand driven by AODA and an aging population, we must find the optimal balance point between service offerings and the cost of those services. Part of the new service offerings will include the provision of same day service and the ability to create capacity within each day's schedule to permit the customer some level of spontaneity of travel similar to conventional modes. As part of the TTC we also support and follow corporate directions on financial sustainability including modernization of our

practices and examining operating practices that will be required to support a new service model.

An important area that can contribute to optimal use of TTC assets is the use of multi-modal trip planning for customers as it will allow for lower cost travel modes to be used whenever possible and the savings can be translated into additional trips. We are focused on improved transparency of the costs of meeting existing service levels and offering new services in order to support decision making.

## **Objective 5**

### **Strategic Regional Partnerships**

#### **Close partnership with regional transit providers to facilitate consistent customer experience and operational opportunities across the GTHA**

In January 2014, a cross boundary reciprocal eligibility agreement between eight paratransit agencies, including Wheel-Trans, was announced that made eligible customers in good standing with one of the participating agencies automatically eligible for paratransit services with the seven other transit agencies. This agreement was a prime example of how partnerships can be leveraged to provide improved services to our riders. It also has essentially made customers of the other regional providers, customers of Wheel-Trans as well. In addition to co-ordinated service offerings, partnerships with other regional providers may bring other benefits such as combined asset purchases, common scheduling systems, policies, and shared operations.

We must also recognize the integration between the TTC and other regional providers including York Region Transit, Peel Region and Durham Region. The adoption of best practices and integration of services is necessary to allow all customers spontaneous, barrier free access throughout the Greater Toronto Area.

In July and August of 2015 all paratransit service providers worked together to successfully deliver paratransit services for the 2015 Pan Am Games held in Toronto and the surrounding communities. With a centralized booking centre hosted by York Region Transit's Mobility Plus division and a common philosophy of services in support of the games, over 828 trips were booked across with Wheel-Trans providing 591 of them.

Wheel-Trans will continue to build on the cross-boundary agreement, working with our regional partners including Metrolinx to improve service and provide a consistent experience by examining and obtaining consensus on such issues as eligibility rules, fare collection, realistic connection times and cross boundary travel booking. We will also look for opportunities to leverage our combined scale to address asset purchase and operations when it makes sense.



# WHEEL-TRANS 10 YEAR STRATEGY

Eve Wiggins – Head of Wheel Trans

February 2016



# INTRODUCTION



BACKGROUND – WHEEL-TRANS HISTORY

CURRENT STATUS

HISTORICAL TRENDS

MANAGEMENT APPROACH

DEMAND OUTLOOK FOR WHEEL-TRANS 2016-2018

10 YEAR PLAN – THE WAY FORWARD

BUDGET







# BACKGROUND – WHEEL-TRANS HISTORY



# HISTORY OF WHEEL-TRANS



**Established in 1975 as Paraway Transit**



**Formerly Operated by Private Contractors in the 1970s.**



**TTC took over operation when Wheel-Trans Department formed in 1989.**



**Implementation of first software system exclusive to Wheel-Trans Operations took place from 1984-1994.**



**Eligibility Developed in 1996.**





# CURRENT STATUS





## Current Customer Profile

- Over 45,100 active Wheel-Trans registrants
- 79% are Permanent Registrants
- 76% are Senior Users (Age 65+)

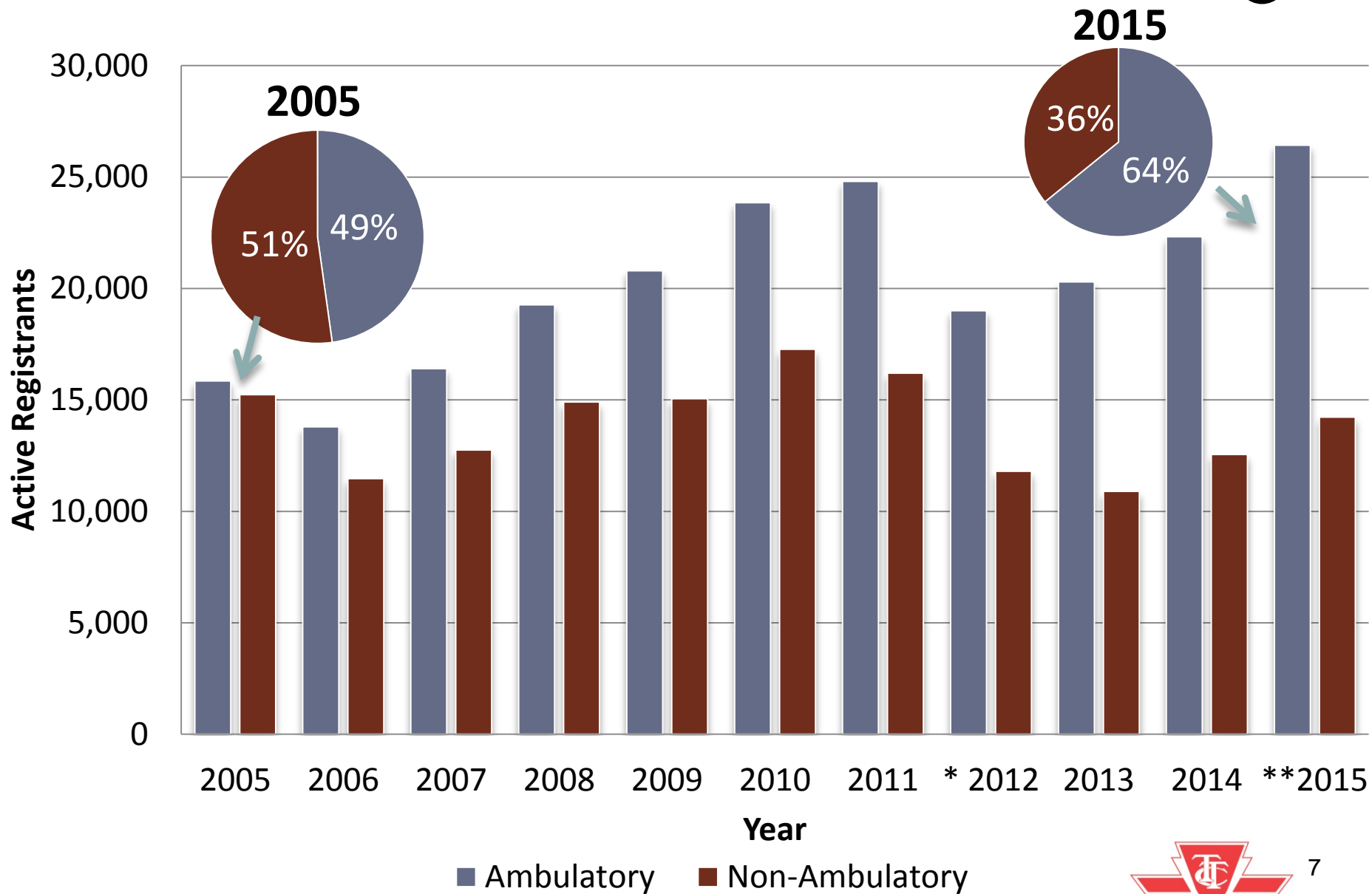
## Eligibility Assessment

In-person approach to determine eligibility.

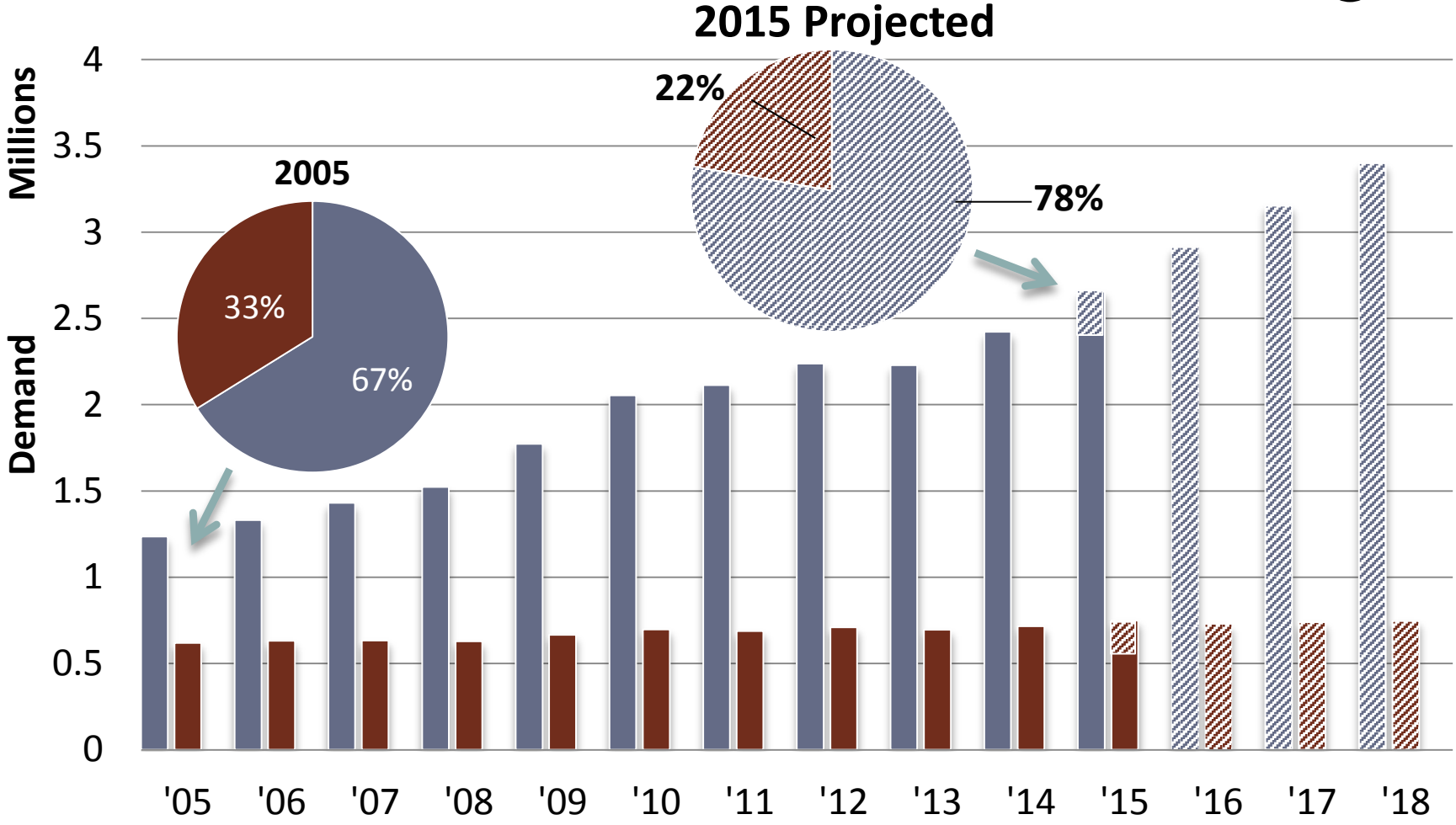
- Interview with third-party.
- Physical Functional Mobility
  - In the home
  - Around the exterior of the home
  - In the community at large
- Categories
  - Temporary
  - Permanent



# WHO ARE OUR CUSTOMERS?



# HOW DO THEY TRAVEL?



■ Ambulatory 96% Growth ('05 - '14)  
 ■ Non-Ambulatory 16% Growth ('05-'14)

Current Projections

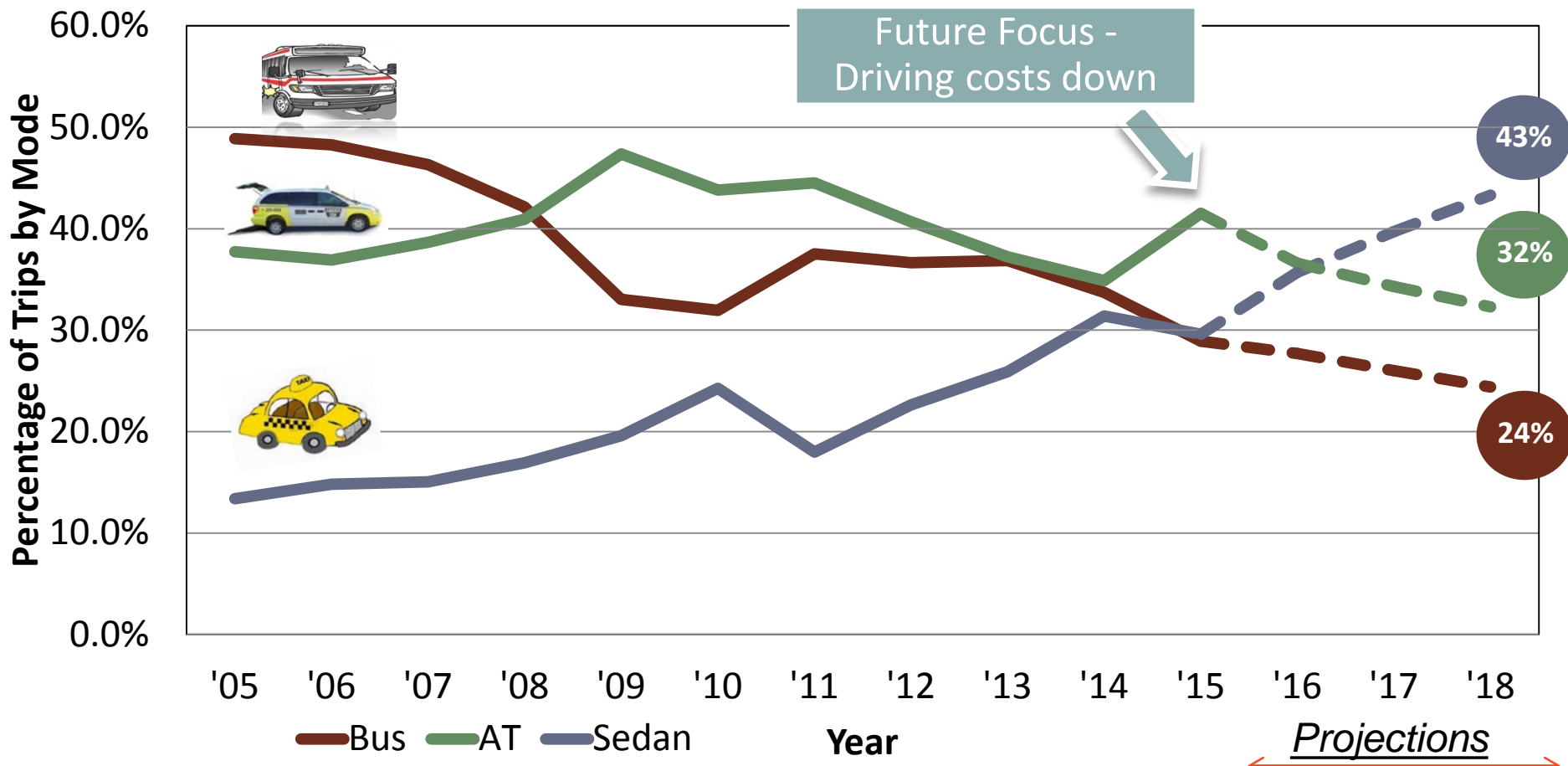




# HISTORICAL TRENDS



# SERVICE DELIVERY MODEL



2015 YTD Cost/Trip	Bus (\$)	AT (\$)	Sedan (\$)
	\$48.94	\$19.32	\$19.28



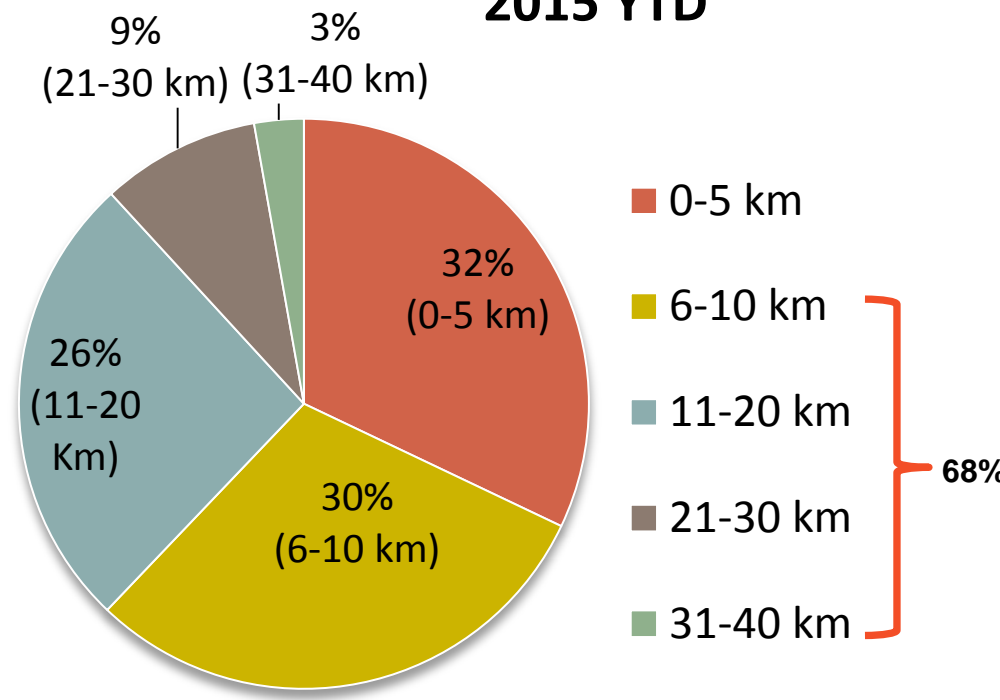
# TRIP LENGTHS



Since 2014:

	Average Trip Length (Km/ Passenger)	Average Trip Length (Km/ Trip)
2014	6.94	9.975
2015	6.81	9.735

### Trip Length Breakdown (Km/ Trip) 2015 YTD





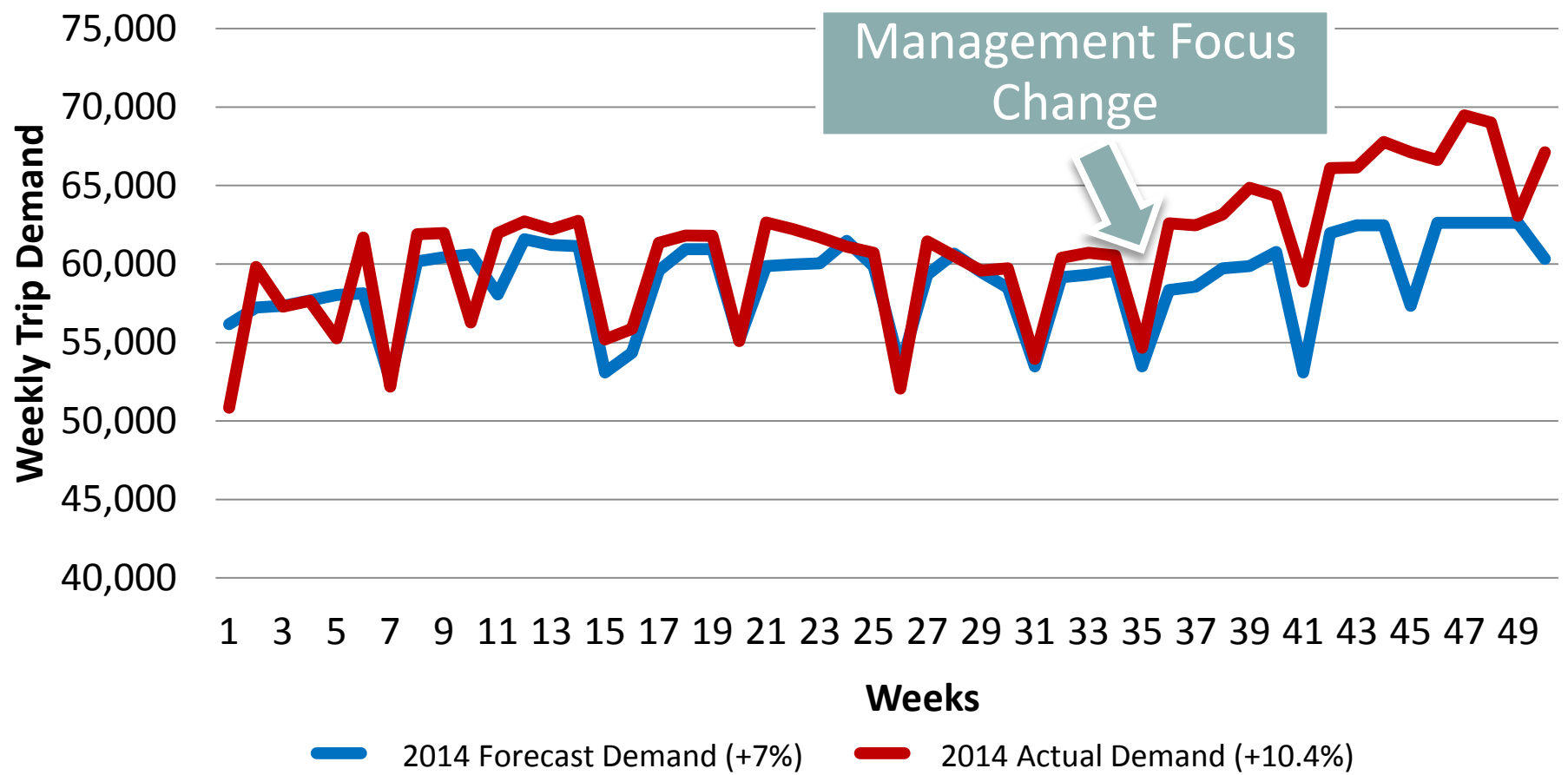
# 2014 SURGE IN DEMAND



# 2014 WEEKLY TRIP DEMAND

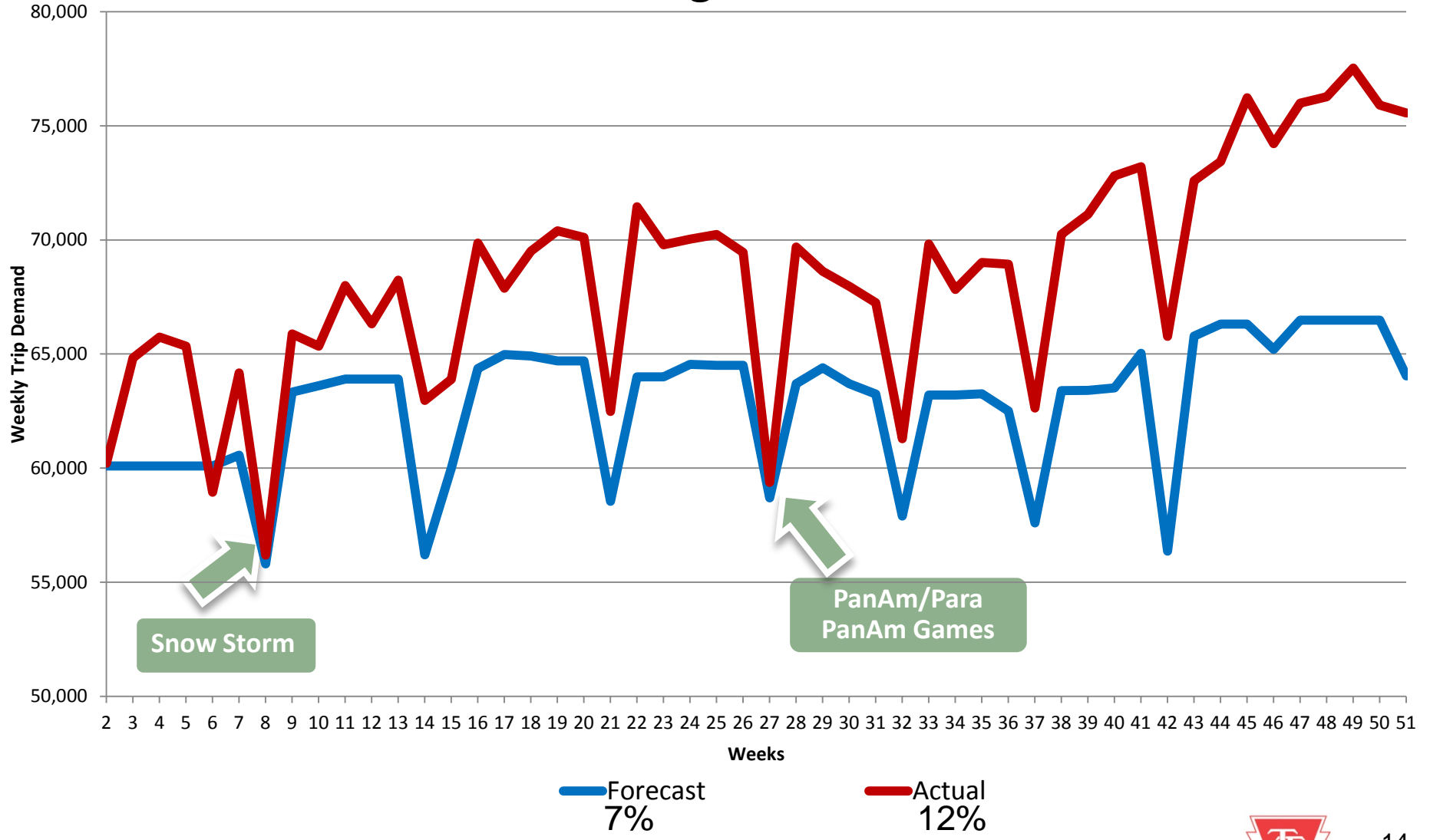


## 2014 Demand Surge: Forecast vs. Actual





## 2015 Demand Surge: Forecast vs. Actual





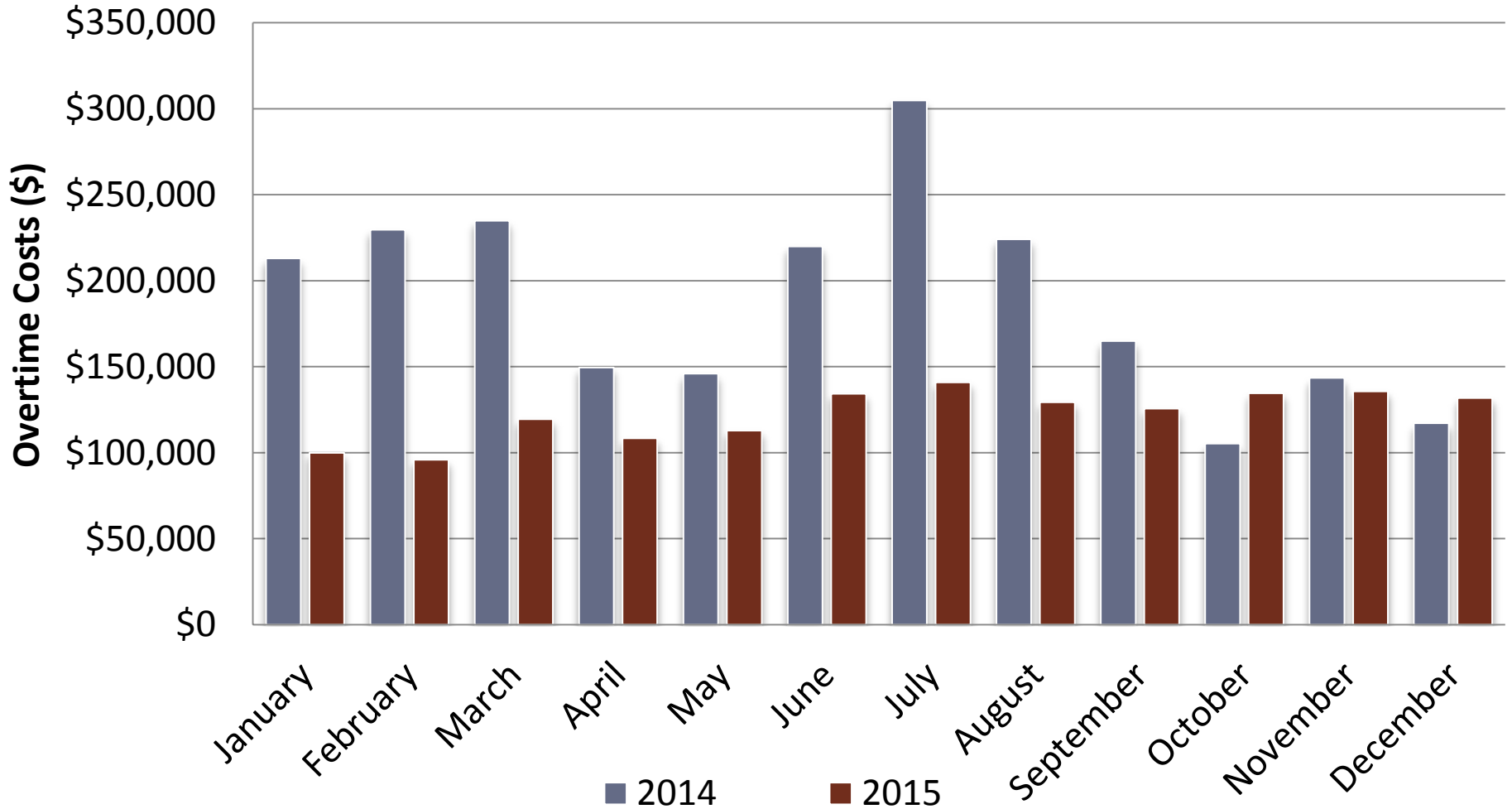
# MANAGEMENT APPROACH



# 2014 & 2015 OVERTIME COST COMPARISON



## Actual Union Overtime Costs



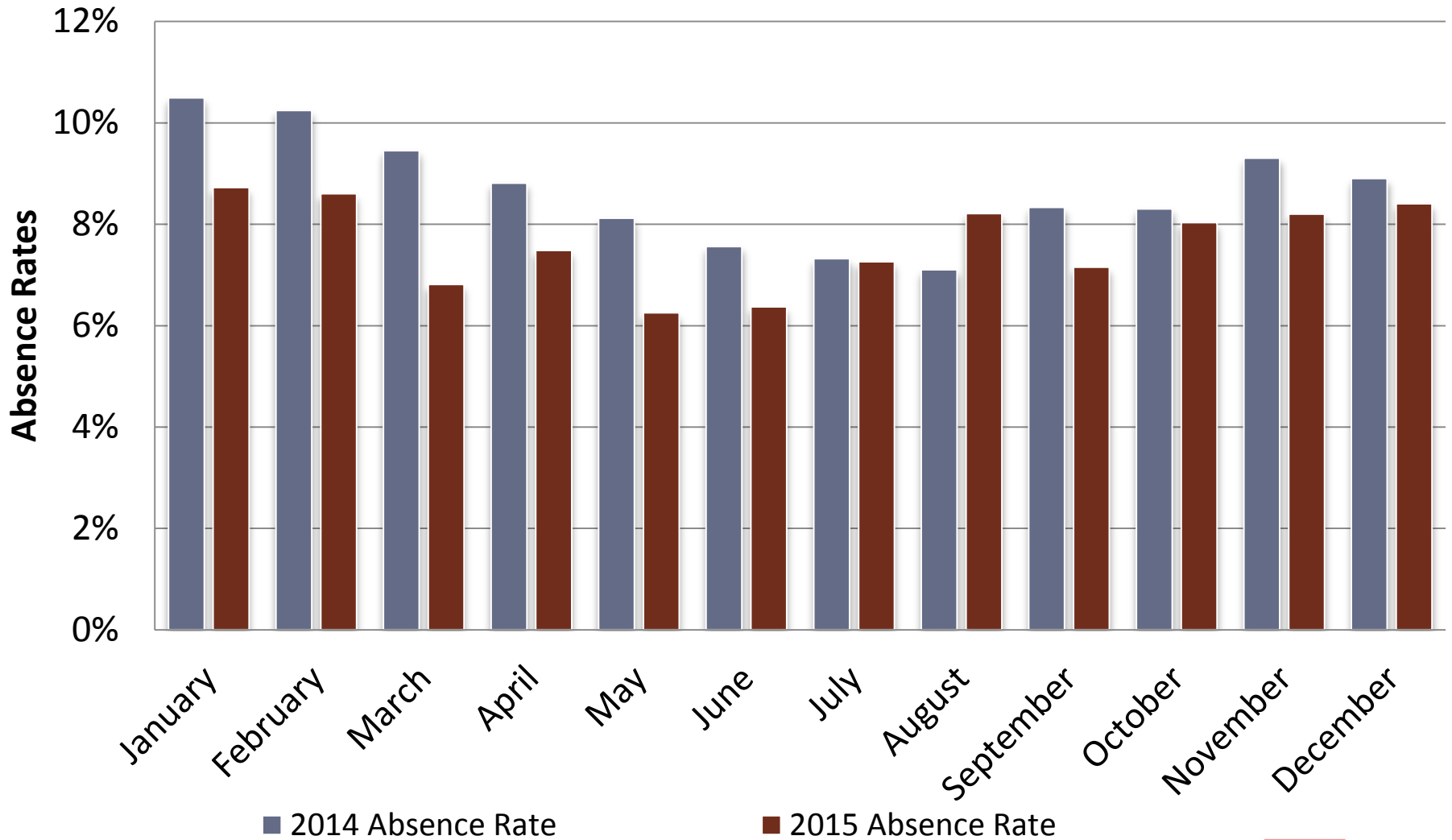
Drive Down Spending



# 2014 & 2015 ABSENCE RATE COMPARISON



## Union Absence Rates





# FUTURE FOR WHEEL-TRANS 2016-2018



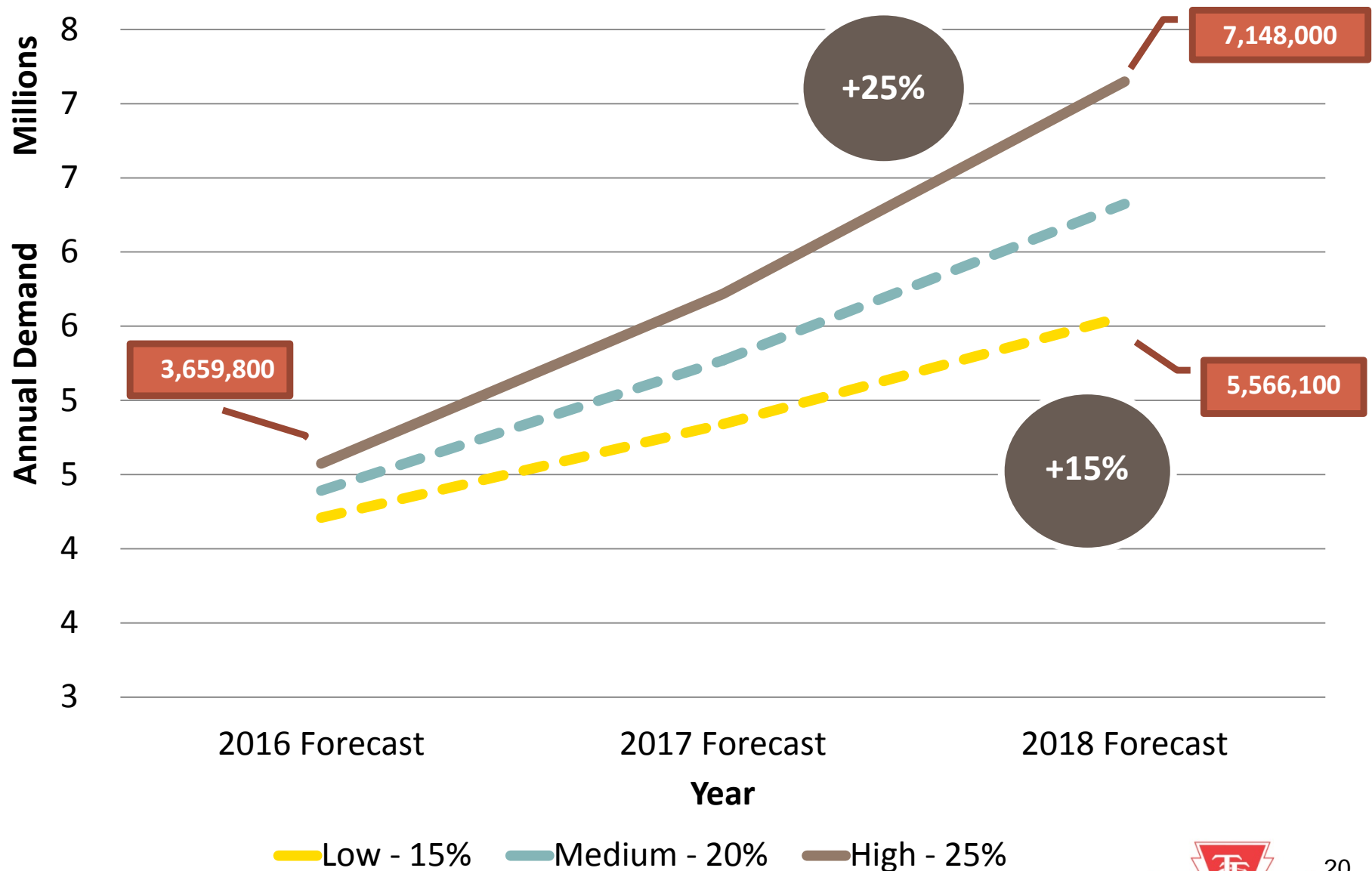


## Changes to Eligibility 2017

- **Eligibility Will Include:**
  - Mobility
  - **Cognitive impairment - New**
  - **Sensory impairment - New**
  - **Life sustaining treatment i.e. chemotherapy/dialysis treatment - New**
- **AODA requires that by January 1, 2017, Wheel –Trans must have three categories of eligibility:**
  - Temporary
  - Permanent / Unconditional
  - **Conditional → New Category**
- **The transportation service provider shall:**
  - **“...provide same day service to the extent that it is available.”**



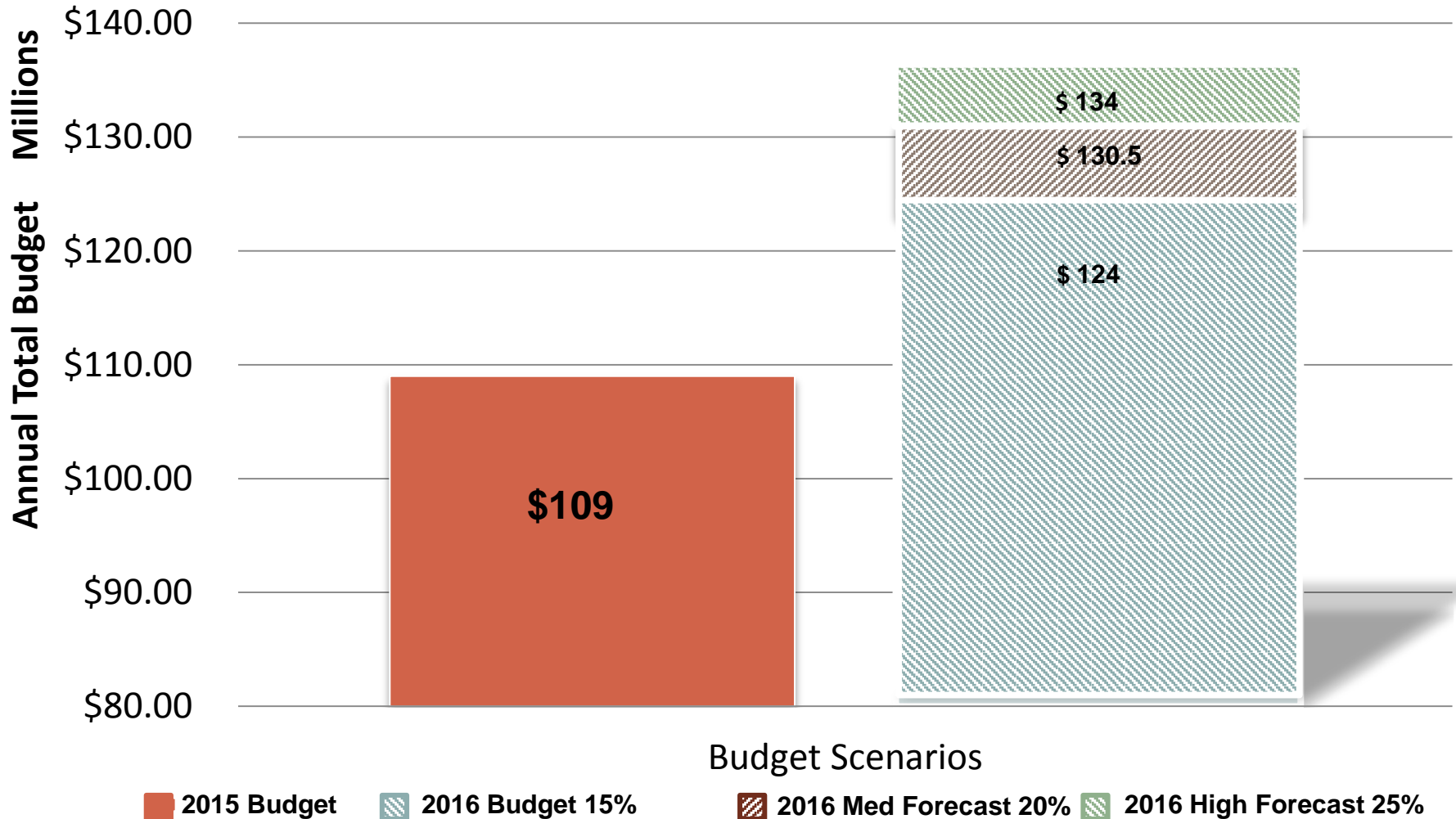
# 2015-2018 PROJECTED DEMAND FORECAST SCENARIOS WITH NEW ELIGIBILITY CRITERIA



# 2016 ANNUAL BUDGET SCENARIOS



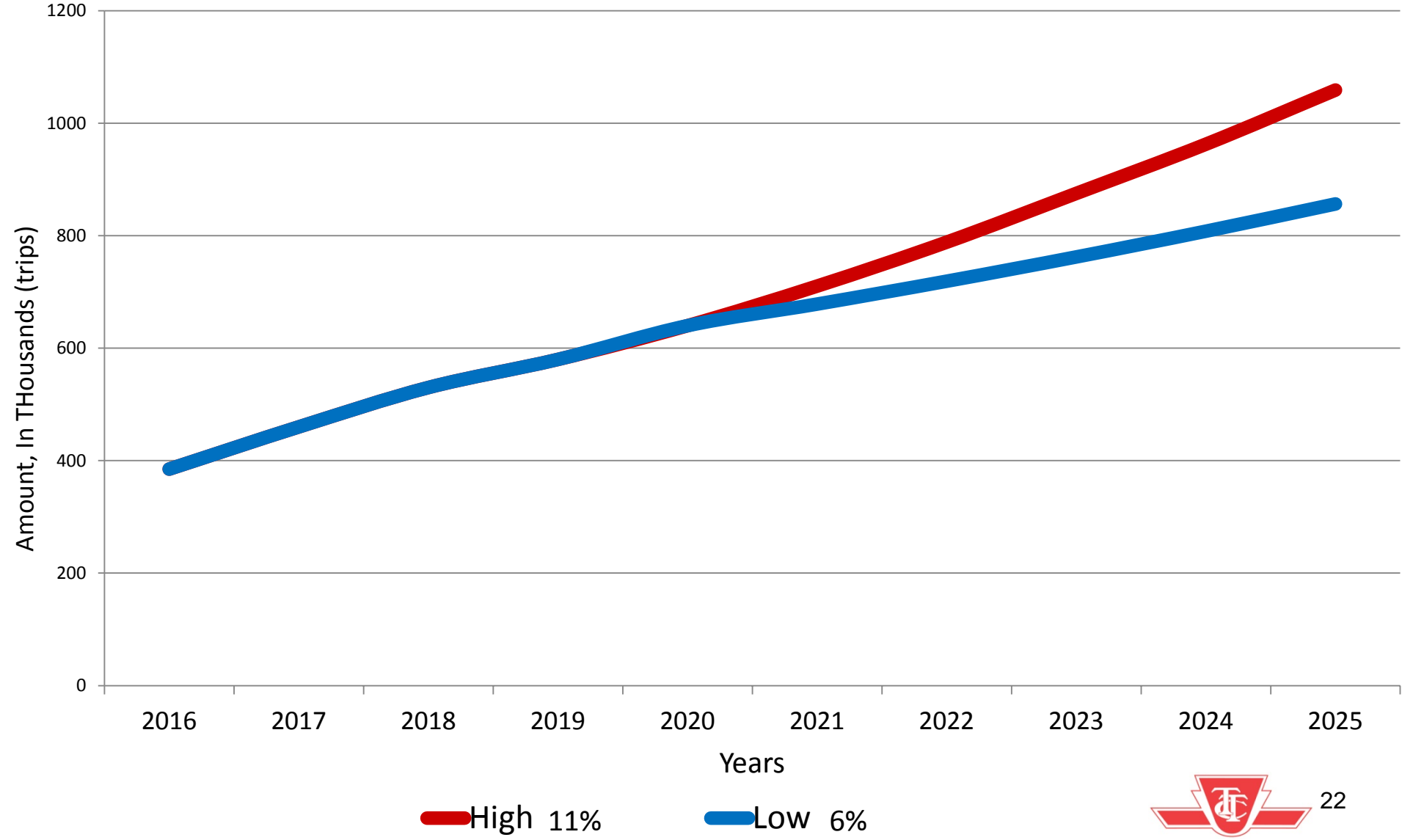
## 2015 Budget vs. 2016 Projected Budget Subsidy Scenarios



# 10 YEAR PRELIMINARY FORECAST



## Ridership Forecast 2016-2025





# 10 YEAR PLAN - THE WAY FORWARD




# 10 YEAR PLAN – FAMILY OF SERVICES


- Specialized Buses
- Community Buses
- Subways
- Streetcars
- Buses






## **Auditor General's (2012) Report that provides recommendations for integration into the conventional transit system;**

- 
- “Sustaining level and quality of services requires new ways of operating the program.”

- 
- “...develop and implement a comprehensive plan for integrating Wheel-Trans customers into the accessible conventional transit system.”

- 
- “Customer service training to TTC staff with particular emphasis on assisting people with mobility difficulties.”

# FAMILY OF SERVICES IN THE FUTURE



## DESTINATION: FAIRVIEW MALL

## FAIRVIEW



- Accessible Station
- Interchange Station
- 1** Yonge-University Line
- 2** Bloor-Danforth Line
- 3** Scarborough Line
- 4** Sheppard Line





# THE PATH TO FAMILY OF SERVICES



## MIGRATE OVER 10-YEAR TIME FRAME

2016

2017

Reservations/  
Scheduling Software  
New Vehicle

2020

New Streetcar Fleet  
Full Deployment

2025

Station Renovations  
to 100% Accessible

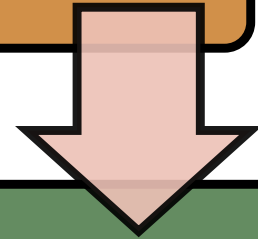
Customer & Community Outreach

Internal TTC Training

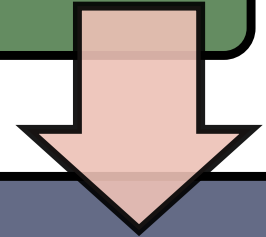




Fully Accessible TTC



Improved Customer Service



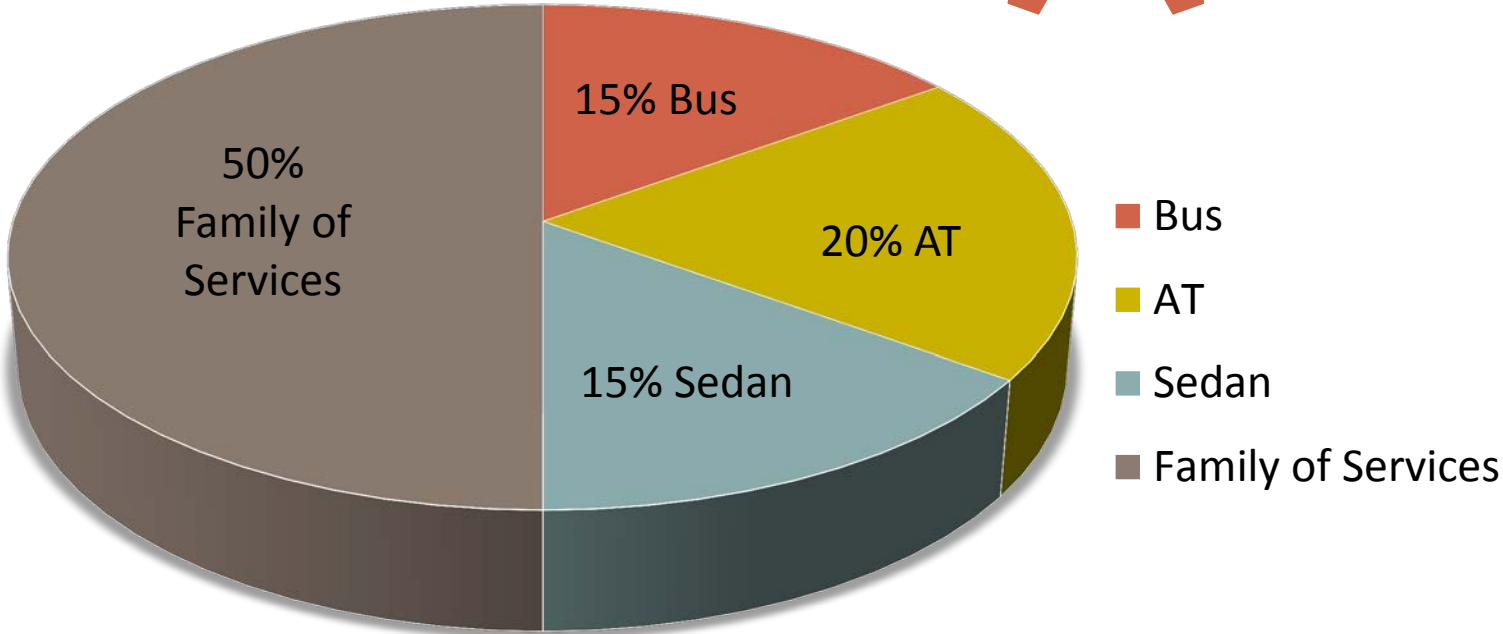
Sustainable, Efficient, and Cost  
Effective Accessible Transit  
Services





50% of Service  
on Family of  
Services

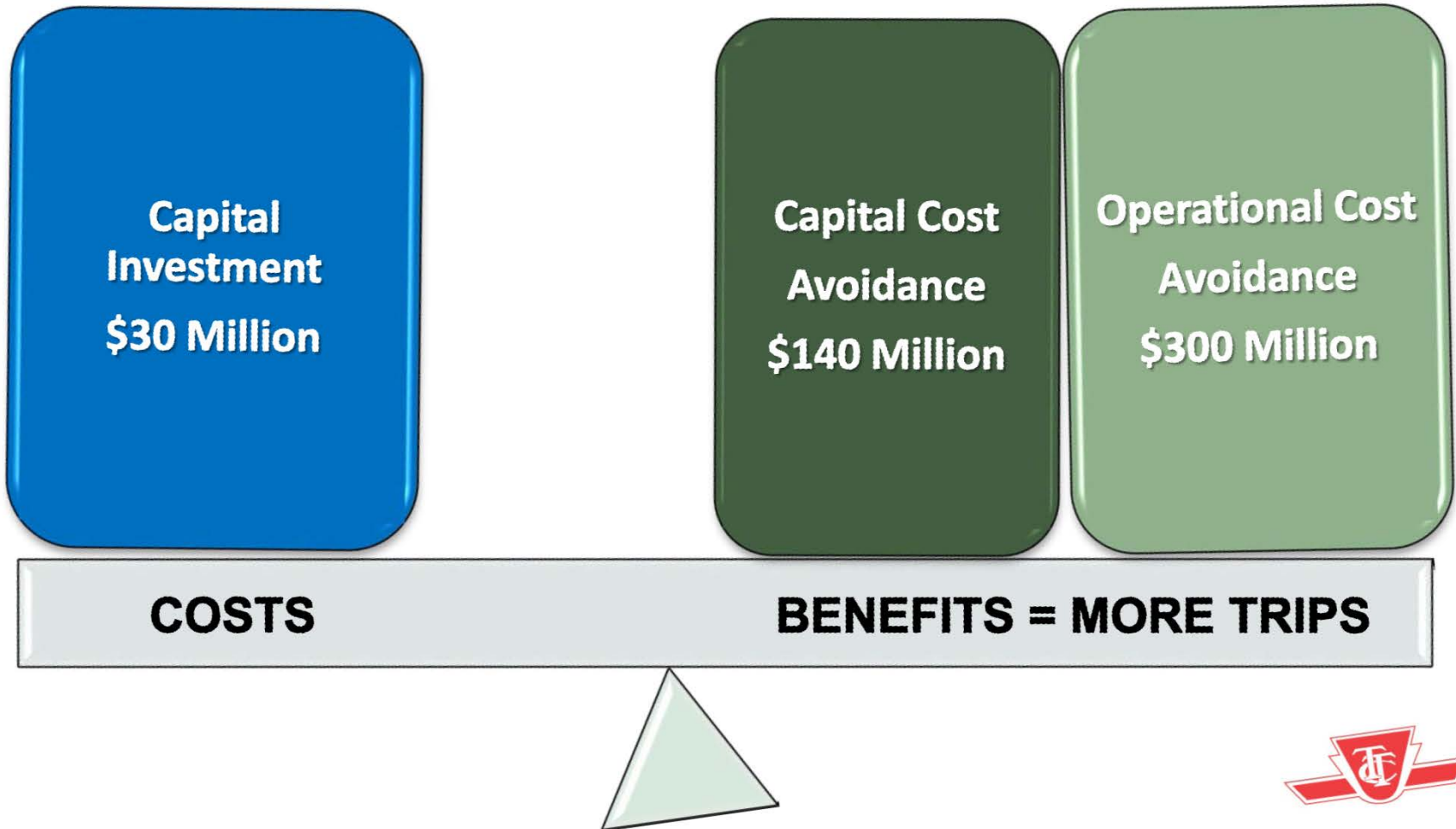
Reducing  
average trip  
length from 9.7  
km to 5.4 km



BUDGET



# FINANCIAL IMPACT





2016 – Business Case and Program Budget  
2016 – Contracted Service Budget Amendment  
2016 - Family of Services - Pilot.



2017 – Reservations and Scheduling software  
2017 – New Vehicle to replace Friendly Bus



- 1. SHARED RIDE TECHNOLOGY**
- 2. DIAL-A-RIDE**



# THANK YOU



## QUESTIONS?

