



Wheel-Trans 10-Year Strategy – May 2019 Update

Date: May 8, 2019
To: TTC Board
From: Deputy Chief Executive Officer

Summary

This report provides an update on the implementation of the Wheel-Trans 10-Year Strategy and highlights some of the significant achievements since the last update was brought forward in April, 2018. The report outlines accomplishments, impacts, and next steps, including operationalization of Family of Services (FOS), introduction of Travel Training, documentation of policies and updates to the Customer Handbook, and rollout of new technology.

Recommendations

It is recommended that:

1. The Board receive this report and forward to Council for information.

Financial Summary

The Wheel-Trans Transformation Program is included as part of the list of projects identified for the Federal Public Transportation Infrastructure Fund (PTIF) with \$9.8 million in PTIF funding approved for this program.

The 2019-2028 Capital Budget, approved by City Council on January 24, 2019, identified \$49.8 million in estimated final costs and included 10-year funding in the amount of \$37.2 million under program 3.9 Buildings & Structures, Wheel-Trans Transformation Program. Any adjustments to the capital requirement that emerge will be included in the 2020 – 2029 Capital Plan for the Board's consideration as part of the 2020 Capital Budget process. The Wheel-Trans Transformation Program is expected to be on target with the Estimated Final Cost of \$49.8 million.

The 2019 Wheel-Trans Operating Budget includes \$2.9 million for initiatives associated with the Wheel-Trans Transformation Program, in addition to the \$1.0 million incurred in 2017 and \$861 thousand in 2018. Operating funds required in 2020-2021, previously estimated at \$1.3 million total, will be incorporated into future Wheel-Trans operating budgets for the Board's consideration.

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

Equity/Accessibility Matters

The goal of the Wheel-Trans 10-Year Strategy is to help make the TTC more accessible, equitable, inclusive and sustainable for existing and future customers. Towards achieving that goal, and in compliance with the *Integrated Accessibility Standards Regulation (IASR)* under the *Accessibility for Ontarians with Disabilities Act (AODA)*, Wheel-Trans service and eligibility criteria have been expanded to include any persons who have a disability that prevents them from consistently using conventional transit for all or part of their trip. Moreover, the FOS delivery model integrates specialized service into the TTC's broader suite of accessible conventional transit services, providing Wheel-Trans customers with greater access, flexibility and spontaneity of travel. While some customers will continue to require door-to-door Wheel-Trans service as their primary or sole means of travel; others can access a combination of services and support tools through the FOS model.

The TTC has consulted extensively with Wheel-Trans customers, members of the public, community organizations and other stakeholders, including TTC's ACAT, to ensure the Wheel-Trans 10-Year Strategy transformation is carried out in a manner that is accessible and inclusive.

Decision History

The Auditor General performed an Audit Work Plan, which included a review of Wheel-Trans operations with the objective to assess its effectiveness, efficiency, and identify areas of improvement.

2012 Auditor General's Report – "Review of Wheel-Trans Services – Sustaining Level and Quality of Service Requires Changes to the Program":

[https://www.ttc.ca/About the TTC/Commission reports and information/Commission meetings/2012/December 19/Reports/Auditor General's Re.pdf](https://www.ttc.ca/About%20the%20TTC/Commission%20reports%20and%20information/Commission%20meetings/2012/December%2019/Reports/Auditor%20General's%20Re.pdf)

The Wheel-Trans 10-Year Strategy was first introduced and approved by the TTC Board in February 2016, which outlined its objectives and the approach in which it was developed.

The February 25, 2016 TTC Board Report - "Wheel-Trans 10-Year Strategy":

[https://www.ttc.ca/About the TTC/Commission reports and information/Commission meetings/2016/February 25/Reports/W-Trans 10 Year Strategy Update combined.pdf](https://www.ttc.ca/About%20the%20TTC/Commission%20reports%20and%20information/Commission%20meetings/2016/February%2025/Reports/W-Trans%2010%20Year%20Strategy%20Update%20combined.pdf)

The TTC Board was provided with the TTC Wheel-Trans 10-Year Strategy progress update in September 2016, which received approval for changes to Wheel-Trans eligibility and ACAT mandate, commencement of the FOS pilot, and the FOS migration plan for existing customers.

The September 28, 2016 TTC Board Report - "Wheel-Trans 10-Year Strategy Update":
[https://www.ttc.ca/About the TTC/Commission reports and information/Commission meetings/2016/September 28/Reports/4 Wheel-Trans 10-Year Strategy - September 2016 Update.pdf](https://www.ttc.ca/About%20the%20TTC/Commission%20reports%20and%20information/Commission%20meetings/2016/September%2028/Reports/4%20Wheel-Trans%2010-Year%20Strategy%20-%20September%202016%20Update.pdf)

The 2017 Accessibility Plan status update was presented and approved by the TTC Board with the direction to have annual status updates on the progress of the Multi-Year Accessibility Plan, which includes the Wheel-Trans 10-Year Strategy and Transformation Program.

April 20, 2017 TTC Board Report - "Accessibility Plan Status Update":
[https://www.ttc.ca/About the TTC/Commission reports and information/Commission meetings/2017/April 20/Reports/9 2017 Accessibility Plan Status Report BR%2018 389.pdf](https://www.ttc.ca/About%20the%20TTC/Commission%20reports%20and%20information/Commission%20meetings/2017/April%2020/Reports/9%202017%20Accessibility%20Plan%20Status%20Report%20BR%202018%20389.pdf)

The 2018 Accessibility Plan status update:
[https://www.ttc.ca/About the TTC/Commission reports and information/Commission meetings/2018/April 11/Reports/4 2018 Accessibility Plan Status Update.pdf](https://www.ttc.ca/About%20the%20TTC/Commission%20reports%20and%20information/Commission%20meetings/2018/April%2011/Reports/4%202018%20Accessibility%20Plan%20Status%20Update.pdf)

The April 2018 TTC Board Report - "Wheel-Trans 10-Year Strategy Update":
[https://www.ttc.ca/About the TTC/Commission reports and information/Commission meetings/2018/April 11/Reports/5 Wheel-Trans 10-Year Strategy April 2018 Update.pdf](https://www.ttc.ca/About%20the%20TTC/Commission%20reports%20and%20information/Commission%20meetings/2018/April%2011/Reports/5%20Wheel-Trans%2010-Year%20Strategy%20April%202018%20Update.pdf)

Issue Background

In a February, 2016 Board Report, staff summarized the underlying drivers for the Wheel-Trans 10-Year Strategy, and specifically laid out changing eligibility requirements under the IASR, and the growing customer demand for improved transit service. This justified the development of a new on-demand service delivery model and the implementation of intermodal trip booking through FOS.

In September, 2016, staff provided an update following months of customer, community and stakeholder consultations, which confirmed the need to implement the proposed approach. That Board Report contained an overview of the newly scoped Wheel-Trans Transformation Program, intended to deliver the changes called for in the Wheel-Trans 10-Year Strategy. It outlined the importance of implementing eligibility changes mandated by the IASR before January 2017, expanding the composition and Terms of Reference of ACAT to support these changes, launching an FOS pilot and implementing the migration plan for existing customers.

Implementation of the technological, operational and infrastructure changes to transform Wheel-Trans began in 2017, and will continue through to 2021. However, benefit realization will not be fully achieved until broader accessibility investments at the TTC are completed; namely, the new streetcars that will replace the remaining inaccessible

surface vehicles (anticipated completion date of 2019), and the Easier Access Program Phase III, which will render all TTC subway stations accessible for 2025.

Comments

The Wheel-Trans Transformation Program (WTTP) was established to implement the Wheel-Trans 10-Year Strategy. The program was designed within and is following the TTC's Project Management Framework surrounding effective and transparent management of scope, schedule and budget. The TTC frequently consults with ACAT on all facets of the WTTP, gaining valuable feedback and ensuring that the changes being undertaken have all our customers in mind.

Since our last update, the TTC has achieved the following milestones:

- Implemented 13 new customer-centric policies (appendix 7) [Q2 – Q4 2018];
- Updated the Wheel-Trans Customer Handbook (appendix 2) [Q4 2018];
- Held additional public meetings to engage and receive customer input [Q2 2018];
- Provided program updates at Advisory Committee on Accessible Transit (ACAT) meetings, subcommittee review [Q1 – Q4 2018];
- Launched a Travel Training Pilot for Wheel-Trans customers interested in using accessible buses, streetcars, and subways [Q2 – Q4 2018];
- Introduced new technology: Telephone system upgrade, and migration to the TTC standard Customer Relationship Management system [Q2 – Q3 2018];
- Expanded Pro-Master fleet of vehicles from 20 to 80 [Q2 – Q4 2018];
- Scheduling System - Implemented the first phase of the scheduling system redesign, including initial automation of Family of Services trip booking [Q4 2018];
- Family of Services - Completed the Family of Services pilot which included five surface conventional routes and 45 accessible stations [Q4 2018];
- Family of Services - Began the process of FOS expansion by identifying an additional 14 surface routes and 82 bus stops to transfer customers to and from the conventional TTC system (appendix 1) [Q2 – Q4 2018];
- Full Trip Diversion - Conducted a survey in September, 2018 that asked Wheel-Trans customers to report on the modes they used; 22% of customers indicated that they travelled entirely on the conventional TTC [Q3 2018];
- Full Trip Diversion – This customer survey was run again from January to April, 2019; 18% of customers indicated that they travelled entirely on the conventional TTC;
- Contact Centre Review - Contact centre review has begun to address ongoing issue of customer wait times;
- Accessibility for Ontarians with Disabilities Act (AODA) sensitivity training delivered to 86% of front-line operators

Impacts to customers and operations as a result of the above accomplishments:

Positive

- FOS – we now have a total of 19 surface routes and 136 transfer stops, along with 45 accessible subway stations;

- Customer feedback and travel pattern changes (5% fewer rides) indicate early success of the Travel Training Pilot;
- Telephone system upgrade:
 - 1) expanded the volume of the queue
 - 2) eliminated unacknowledged calls
 - 3) allows customers to choose to get a call back rather than wait on the line.
- Phase 1 of the scheduling system redesign enabled FOS trips to be automatically booked for customers with conditional eligibility. At this time, customers can still choose a door-to-door trip if they prefer;
- Updated policies and Customer Handbook provided clarity for both customers and staff;
- Increased training better prepared TTC staff for assisting with a smoother customer transition onto the conventional system.

Negative

- By eliminating unacknowledged calls, the telephone system upgrade caused increased wait times, and the call back feature was not performing as designed;
- Despite efforts to communicate changes, Phase 1 of the Scheduling System redesign launch resulted in some customer confusion and led to a significant increase in the number of calls (from 3,000 to nearly 6,000) for a two-week period early in December;

These instances highlighted the need to investigate options for second sourcing of contact centre support.

By the end of this year, several critical goals will be accomplished:

- Family of Services - 30% of surface routes will be added to the scheduling system to accommodate FOS trips. The target is to have connections to all major surface routes by the beginning of 2021, and all stations by 2025;
- Customer re-registration - As detailed in Recommendation 4 of the September 2016 board report update, the eligibility review strategy for the migration of existing customers (registered prior to January 1, 2017) will be finalized and the customer re-registration process will be underway;
- Conditional trip matching – will be introduced in the third quarter of 2019; ensuring that customers always receive trip bookings that match their travelling capabilities based on their eligibility. That could be door-to-door, or a drop-off/pick-up at a subway station or bus/streetcar stop;
- Contact Centre Review – Recruitment of 15 additional reservationists starting as early as April 2019;
- The mobile application will be launched, along with Phase 2 of the scheduling system redesign;
- Travel Training will be operationalized;
- Six additional Access Hub locations with 12 shelters will be in operation;
- Rebrand of “Wheel-Trans” as a mode of TTC service options.

The above accomplishments, impacts, and goals will be shared at our upcoming public meetings to be held on May 30, 2019 and another date in July(to be confirmed), 2019, where the public will be provided information and given the opportunity to provide

feedback on important topics such as customer re-registration and conditional trip matching.

The appendix provides further detail on what was accomplished and the next steps required to effectively implement the Wheel-Trans 10-Year Strategy.

Next Update

Significant work has been completed to advance the Wheel-Trans 10-Year Strategy in 2018 and will continue through 2019 and beyond. This report has summarized many of these successes and also laid out some of the key upcoming activities to be undertaken over the next year.

The TTC expects to return to the Board and provide an update on the Wheel-Trans 10-Year Strategy in Q2 2020, which will cover:

- Status of Family of Services and Access Hub roll-out;
- Impacts on customers and operations related to conditional trip matching, re-registration, and other policy changes;
- Impacts of the Fleet Replacement Strategy implementation;
- Status of the technology modernization efforts.

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Attachments

Appendix 1 – Family of Services (FOS)
Appendix 2 – Customer Handbook
Appendix 3 – A New Customer Experience
Appendix 4 – Travel Training
Appendix 5 – Changes to Eligibility
Appendix 6 – Access Hubs
Appendix 7 – Wheel-Trans Policy Updates in 2018
Appendix 8 – Community Bus Enhancements / Pilot Routes
Appendix 9 – Fleet Replacement
Appendix 10 – Technology Modernization
Appendix 11 – Eligibility Definitions

Appendix 1 - Family of Services (FOS)

Integrating Wheel-Trans door-to-door service with the TTC's accessible conventional services is the cornerstone of the Wheel-Trans 10-Year Strategy and was enabled by the eligibility changes enacted on January 1, 2017. (See Appendix 4 for more details on changes to eligibility). Termed Family of Services, it involves intermodal trip bookings and travel by customers on both Wheel-Trans and conventional service.

To facilitate the necessary operational changes as well as ensure customers were fully involved in the changes, the TTC conducted a FOS pilot from May 2017 to April 2018 (See below for pilot project objectives and lessons learned). The purpose was to gradually test service integration and to assess operational and process requirements needed to make full integration successful. Customer volunteers were recruited to take FOS trips, and customers with conditional eligibility were asked by staff if they were interested in scheduling this type of trip.

The TTC analyzed subway stations and bus stops to assess their accessibility features for the new service model and hired a consultant to complete an audit of accessible subway stations and bus stops along the pilot routes. This study was conducted from a customer's perspective and served to evaluate the compliance of these stations and stops as defined by the Accessibility for Ontarians with Disabilities Act (AODA).

Project Objectives

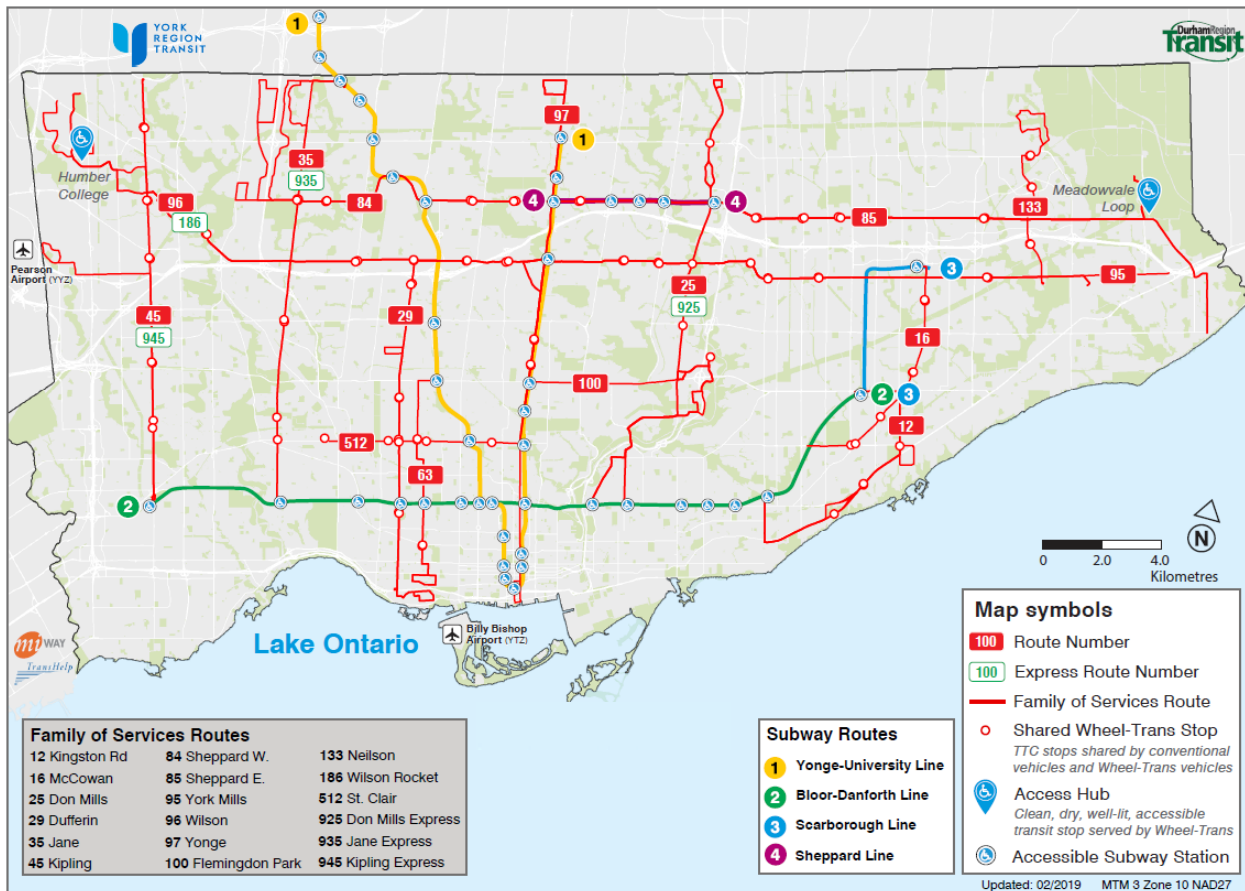
A four-phase FOS pilot began in May 2017 and ended after 11 months on April 30, 2018. The pilot simultaneously allowed the TTC to work through any challenges and impediments related to service integration and delivery, and develop a customer base that can serve as ambassadors of the program. Next steps have been identified and a post-pilot business implementation plan has been developed.

List of FOS Routes (pilot routes highlighted)

12 Kingston Road	84 Sheppard W	133 Neilson
16 McCowan	85 Sheppard E	186 Wilson Rocket
25 Don Mills	95 York Mills	512 St Clair
29 Dufferin	96 Wilson	925 Don Mills
35 Jane	97 Yonge	935 Jane Express
45 Kipling	100 Flemington Park	945 Kipling Express
63 Ossington		

List of Accessible Stations

Bayview	Dundas West	Downsview Park	North York Centre
Bessarion	Jane	Finch West	Osgoode
Don Mills	Kipling	York University	Queen's Park
Leslie	Main Street	Pioneer Village	Queen
Sheppard-Yonge	Spadina	Davisville	Sheppard West
Kennedy	Ossington	Dundas	St. Andrew
Scarborough Centre	Pape	Eglinton West	St. Clair
Bathurst	Victoria Park	Eglinton	St. Clair West
Bloor-Yonge	Woodbine	Finch	St. Patrick
Broadview	Vaughan	St. George	Union
Coxwell	Highway 407	Lawrence West	York Mills
Dufferin			



This is a map of the City of Toronto with the FOS routes identified.

Lessons Learned

To date, the FOS pilot has yielded five very important lessons learned that must be addressed to enable widespread adoption of FOS:

1. Employee and Stakeholder Engagement

The goal of employee engagement during the FOS pilot was to support those impacted as they move from the transition stage of awareness to adoption of the change – while minimizing negative impact on the stakeholders and the organization. The employee engagement strategy utilized throughout the pilot focused on key areas of change, communications, training, and benefits measurement and proved successful in meeting the first of the three objectives listed above, but fell short in convincing employees of the overall benefit of FOS to them or to the customers they assisted. Employees struggled with the concept of moving away from the delivery of a door-to-door service to one where customers would be encouraged to transfer on to the conventional service.

A major challenge faced during the pilot was to ensure that employees, Wheel-Trans customers and more broadly, members of the public were aware and well informed about the FOS pilot. We anticipate that going forward, educating transit riders about the role they play in creating a barrier-free TTC environment and experience for seniors and persons with disabilities will be equally challenging. During the pilot, we learned that it is important to update stakeholders in advance of every change, and then to follow up within a few weeks of implementation to remind stakeholders of the service change or

expectations. Equally important however, is the method of communication, as no one medium alone is sufficient to capture the attention of all internal and external stakeholders.

2. Training

One of the major challenges we experience during the FOS pilot was that the current scheduling and dispatch system is not capable of booking and scheduling multi-regional or Family of Services (multi-modal) trips. Under the FOS pilot project, multi-modal trips were scheduled manually by reservationists using multiple standalone tools such as Triplinx, Google Maps, and an in-house created Excel spreadsheet template.

Scheduling and keeping track of all employees attending the multiple training and re-training sessions held throughout the pilot proved to be extremely challenging for all departments and the program team. A balance always needed to be struck between releasing employees for training, while maintaining appropriate staffing levels to properly service customers. Adding to this challenge was the fact that there was not always a training facility available during the hours of every shift. It was also evident that peer-to-peer training was not consistent, which often meant that some employees required re-training. In addition, it was observed that providing employees with comprehensive training, preferably in a small group setting, augmented by a detailed training manual are critical when introducing a new process such as multi-modal trip scheduling and monitoring. The training should include realistic scenarios that allow employees to practice in a safe and supportive environment. It was also very evident throughout the pilot that employees have different abilities and learning styles, so offering remedial one-on-one training after the initial session is also crucial for overall information retention across the department.

3. Route Planning

The original intent of the pilot was to identify and use different types of conventional service bus stops to determine which better supported integration with Wheel-Trans service. I.e. near-side vs far-side stops, wider bus bays, etc. However, the lack of demand for this type of transfer did not allow for a thorough assessment of each type of conventional stop.

4. Integration with the Conventional Fixed-Route Service

In addition to Wheel-Trans employees, other TTC departments play a vital role in the customers' journey and overall experience. The pilot period was an opportunity to demonstrate how the needs of customers who are registered with Wheel-Trans need to be taken into consideration by the TTC as a whole. It was also evident that in order for the pilot to be successful, TTC's Service Delivery, Operations, and Training and Development departments have to be engaged and their collective goals must be in alignment.

5. Customer Experience

Customer experience proved to be a major component of the pilot. The pilot setting allowed TTC to refine the FOS delivery model in collaboration with its customers so that it provides maximum opportunity for customers to safely and spontaneously travel across the city with dignity and freedom of travel. Changing or influencing customers' behaviours/habits when it comes to their transit choices proved to be extremely

challenging and requires not only a multi-faceted approach but also frequent and consistent messaging. During the pilot this was difficult to achieve, which may partially explain the reason why we did not achieve as many FOS trip bookings as we had forecasted.

Recommendations

Based on the lessons learned throughout the pilot and in order to ensure a successful implementation and adoption of FOS across the TTC, among customers and other external stakeholders, the following changes and improvements are recommended in the areas of IT, training, route expansion, conditional trip matching and re-registration:

IT

The reservations, scheduling, and dispatch system upgrades will continue to be rolled out over the next two years to support automated trip booking of FOS trips.

Training

Wheel-Trans employees will need to be adequately trained in order to optimally utilize the changes in IT.

Future Route Expansion

A working group consisting of expertise from Strategy and Service Planning, Wheel-Trans Operations, Bus Transportation, Wheel-Trans Transportation, and Streetcar Transportation has been created to identify appropriate routes and transfer stops that can be used for FOS transfers.

Conditional Trip Matching based on Customer Eligibility

When booking a trip, customers with conditional eligibility will be assigned a Family of Services trip, provided their conditions are not present.

Re-registration of Customers registered for service pre-

January 1, 2017

In order to comply with AODA requirements the Re-registration of pre-January 1, 2017 customers will commence in 2019.

FOS Route On-Boarding Targets

Date	Target # of Routes added	Total routes
Nov 2018	5 Pilot routes	5
May 2019	15	20
Sept 2019	15	35
Dec 2019	25	60
June 2020	30	90
Sept 2020	30	120
Dec 2020	30	150

Summary

- **Service must be expanded to create a more robust FOS network.** Wheel-Trans customers travel to all parts of the city, requiring a vast FOS network to suit their trip patterns. This will involve expanding to more conventional bus routes, as well as looking at integration to the accessible streetcar network. This expansion is well underway.
- **Customers are unsure about how to use the conventional system or don't understand the services available.** Although this was heard through various feedback mechanisms, customer feedback shows that once they try FOS, many are very satisfied with the service. We will continue to engage our customers with conditional eligibility by offering FOS trip options and educating them on the available support tools, such as the FOS reservations line, priority line and trained staff on buses and subway stations. In addition, we will continue to offer Travel Training to customers who are interested in learning how to use the conventional system. The training is comprised of both informational and on-transit sessions for Wheel-Trans customers.
- **Automated multi-modal trip-booking is required.** The TTC introduced an automated booking tool, the Self-Booking Website in December, 2018.
- **Customers are choosing to change their travel habits as we make it easier to travel on all modes.** A fall survey and a winter survey both indicate that Wheel-Trans customers are self-selecting to take a fully diverted trip (no Wheel-Trans component).

Appendix 2 – Customer Handbook

The Customer Handbook has been revised and rewritten to account for the numerous changes to services and policies that have occurred since the last version was published in 2016. The new handbook is mailed to new Wheel-Trans customers as part of the Wheel-Trans welcome package. Customers can also access the updated handbook via the Wheel-Trans website; there is a fully accessible PDF available as a link or download from the right-hand sidebar, under Documents. Wheel-Trans staff will have hard copies available to hand out to customers who attend the Wheel-Trans 10-Year Strategy Public Meeting, taking place on May 30, 2019.

The handbook can be accessed via the following link: http://www.ttc.ca/PDF/Wheel-Trans/Wheel-Trans_Booklet_FINAL_AODA.pdf.

The new customer handbook covers on the following topics:

- Overview of Wheel-Trans
- Eligibility
- Accessibility (Family of Services, Easier Access, Access Hubs, Community Bus)
- Contact information and hours of operation
- Tips for success
- Types of Wheel-Trans vehicles and video footage disclaimer
- Wheel-Trans Code of conduct
- How to book a trip (reservations, online booking, RideLine, regular trips, disruptions in phone access)
- Who can travel with you (dependents, support person, companions, animals)
- Preparing for your trip (weather, trip confirmation, carry-on items policy, five-minute policy, snow removal, late vehicles)
- Fare payment
- What to expect from your Wheel-Trans operator
- Late cancellation, no-show policies and Life Happens points
- Severe weather and service disruptions
- Cross-boundary trips
- Providing feedback
- Resources for customers

Appendix 3 - A New Customer Experience

The Wheel-Trans 10-Year Strategy aims to create an experience that provides customers with freedom, dignity and spontaneity of travel. A new Wheel-Trans Customer Experience Strategy was developed to ensure consistency and clarity in customer interaction and employee service delivery. The strategy is supported by new customer-centric policies that define a clear and transparent set of expectations - from trip booking through trip delivery. It is our goal to create policies that are simple and flexible and to create a safe and respectful environment for everyone using Wheel-Trans services. By defining clear rules and guidelines for all persons using or interacting with TTC Wheel-Trans, our customers will know what to expect and how Wheel-Trans will support them on their journey!

Thirteen customer-facing policies have been implemented and six more are in draft form to be implemented later in 2019. Each policy was designed in consultation with the Advisory Committee for Accessible Transit (ACAT), Legal, Diversity and Human Rights departments. Wheel-Trans customer policies are divided across four categories: eligibility, trip-booking, travelling with Wheel-Trans and safety. Policy implementation began in 2017 and will continue in 2019.

Also in 2019, TTC Wheel-Trans will begin the Re-registration process of all customers who registered with Wheel-Trans prior to January 1, 2017. Eligibility criteria and associated processes for specialized transportation services were subject to legislated requirements in the AODA that came into effect on January 1, 2017. To be compliant, Wheel-Trans defined three categories of eligibility, a new application for service, and new application and appeal processes. These changes applied to all new customers from the effective date moving forward; a migration plan for customers who began prior to the effective date has been developed called. A detailed process to re-register these customers will be developed while working closely with key stakeholders, including ACAT and TTC's Legal and Diversity and Human Rights departments.

In conjunction with our Re-registration process and implementing our new reservations and scheduling system, we will also begin to better trip match. The system will be able to offer a FOS trip or a door-to-door trip based on a customer's eligibility. To provide greater variety and spontaneity starting later in 2019, customers with conditional eligibility will only be offered a FOS trip when their conditions are not present. All customers with unconditional and temporary eligibility will be offered a door-to-door trip but the customer will be able to request a Family of Services trip if they prefer.

Providing a FOS trip as the only option for some customers based on their eligibility will be a major change for many customers. To assist with this transition, the TTC plans to operationalize a Travel Training program for our customers that will provide one-on-one training of our conventional system.

Appendix 4 - Travel Training

From June 2018 to December 2018, the Wheel-Trans Transformation Program conducted a pilot project to determine the success of a Travel Training program offered to customers with disabilities. The purpose of the pilot was to support customers with disabilities as they learned to navigate the TTC and transition to the conventional transit system. The Travel Training pilot offered customers personalized one-on-one training of how best to navigate the TTC transit system as safely and independently as possible. The goal of the pilot was to provide customers with the skills and resources they needed to be successful, in a way that was meaningful and customized to their individual needs.

Customers were first invited to attend a Travel Training Information Session where they would watch a PowerPoint presentation about navigation of the TTC as a whole, with emphasis on accessibility. From there, customers were offered the opportunity to sign up for one-on-one Travel Training. The customer would select a route of personal importance, and the Travel Trainer would plan the customer's route with use of accessible TTC services, ensuring that the route encompassed all the accommodations the customer needed. The customer would then have the opportunity to practice this route up to four times, with an experienced travel trainer, which would allow the customer to learn about the accessible features that are important to them, while asking questions and building their confidence.

In addition to the information and one-on-one training sessions, as part of the pilot there were also three Vehicle Exploration sessions, two with a new low floor streetcar and one with a conventional bus, where the customer would listen to an interactive presentation on board the vehicle when it was not in service. This allowed the customer to learn and explore the vehicle and all its features at their own pace, and in a safe and controlled environment.

Throughout the pilot, a total of 251 customers participated in some capacity, with a total of 50 customers completing one-on-one training. The pilot has proven to be successful and will be offered for the remainder of 2019.

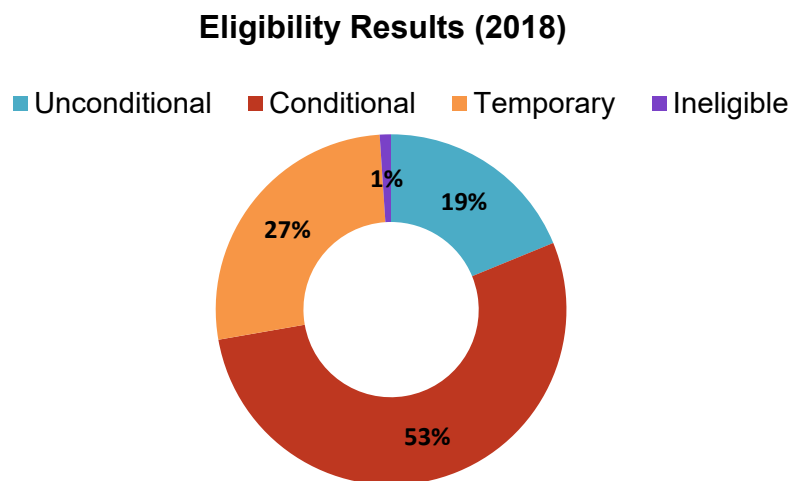
Appendix 5 - Changes to Eligibility

Effective January 1, 2017, the TTC expanded its Wheel-Trans eligibility criteria and service model, in compliance with the AODA, IASR. Prior to 2017, Wheel-Trans eligibility was based on a person's physical mobility. The expanded criteria extended eligibility to any person who has a disability that prevents them from taking conventional transit for all or part of their trip, including persons who have cognitive, sensory and/or mental disabilities. The TTC also introduced new eligibility categories: Conditional, Unconditional and Temporary, as well as the necessary framework of policies and processes to support these changes.

The new application process was developed through a Diversity and Inclusion lens, with extensive consultation with customers and community groups, and in close alignment with peer agencies in the GTA for the convenience of customers registering in multiple jurisdictions. Previously, every customer was required to attend an in-person interview to assess their eligibility for Wheel-Trans service. Now, customers submit an application with a section to be completed by a healthcare professional. In limited cases, where a decision cannot be reached, the customer is requested to attend a functional assessment conducted by a licensed occupational therapist.

The new assessment method has proven both successful and efficient. Although the number of applications received in 2018 increased by 3.6% over 2017, we are still able to process 100% of applications within the 14-day timeframe mandated by the AODA. Functional assessments were required for only 7% of the total applications processed. The majority of customers who applied were granted conditional eligibility (Figure 3), with only 2.6% of decisions appealed.

Figure 3: 2018 Customer eligibility composition



This graph shows the percentage of customers split into the 4 eligibility categories: Unconditional 19%, Conditional 53%, Temporary 27%, Ineligible 1%.

Appendix 6 - Access Hubs

To support the FOS model, the TTC is implementing a network of Access Hubs – enhanced bus shelters to serve as transfer points between Wheel-Trans service and the accessible conventional bus services (Figure 1). The first Access Hub was successfully installed at the Meadowvale location (Meadowvale Rd. and Sheppard Ave. E.) in Q1 2018 and is in operation. Up to 17 additional Access Hubs will be deployed by 2020 at 11 locations across the city. The TTC has engaged with key partners to plan for the future Access Hub installations alongside public works and future development projects.

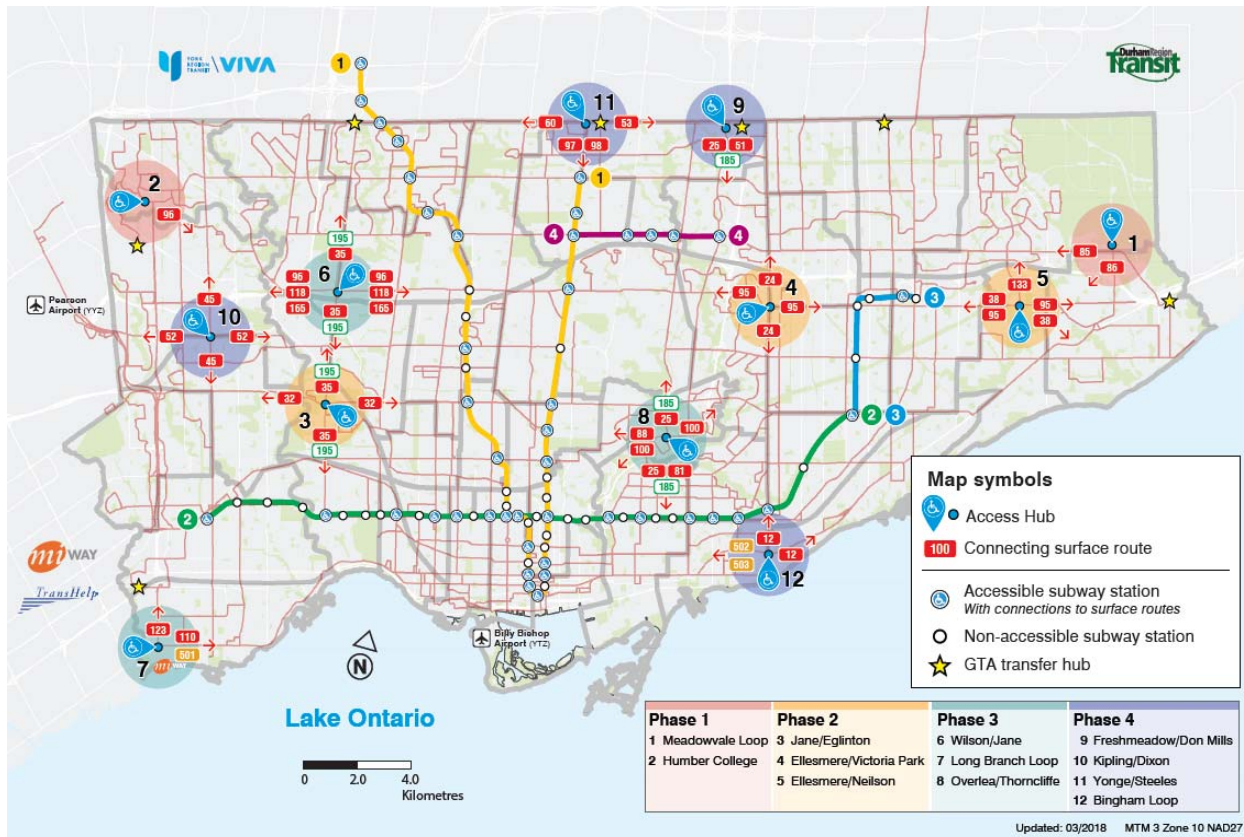
Figure 1: Access Hubs



Photo 1 is a picture of the Meadowvale Access Hub taken from outside the access hub with one customer inside and another customer along with their guide dog entering the access hub.

Photo 2 is a picture of those same customers taken from inside the access hub. In both pictures there is a Wheel-Trans Pro Master van in the background.

Possible Access Hub locations in four phases:



This is a map of the City of Toronto with Access Hub locations identified.

Milestones

Activity	Date
Access Hubs Site 1 (Meadowvale) Approval	March 2017
Access Hubs Site 1 (Meadowvale) Go live	January 2018
Access Hubs Site 2 (Humber College) Approval	March 2018
Access Hubs Site 2 (Humber College) Go live	May 2019
Access Hubs Site 3 & 4 (Jane & Eglinton SW, NE) Go Live	August 2019
Access Hubs Site 5 (Victoria Park & Ellesmere SE) Go Live	October 2019
Access Hubs Site 6 (Neilson & Ellesmere SW) Go live	September 2019
Access Hubs Site 7 (Neilson & Ellesmere NE) Go live	October 2019
Access Hubs Site 8 & 9 (Overlea & Thornccliffe NW, SW) Go live	November 2019

Activity	Date
Access Hubs Site 10 (Jane & Wilson NE) Go live	February 2020
Access Hubs Site 11 (Jane & Wilson SW) Go live	On Hold
Access Hubs Site 12 (Bingham Loop) Go Live	October 2019
Access Hubs Site 13 (Long Branch Loop) Go Live	November 2019
Access Hubs Site 14 (Yonge & Steeles SW) Go Live	November 2019
Access Hubs Site 15 (Freshmeadow & Don Mills NE) Go Live	November 2019
Access Hubs Site 16 & 17 (Kipling & Dixon NW, SW) Go live	November 2019
Access Hubs Site 18 (Victoria Park & Ellesmere NW) Go Live	October 2019

Appendix 7 – Wheel-Trans Policy Updates in 2018

Thirteen policies were updated and published in 2018, the most significant of which are the Code of Conduct policy, the Door-to-Door policy, the Travelling using Mobility Aids & Assistive Devices policy, and the Support Person policy.

Code of Conduct: The Wheel-Trans Code of Conduct Policy protects the integrity of the TTC in accordance with By-Law No. 1. The Code of Conduct Policy defines rules and guidelines that all persons must follow while using TTC services or interacting with TTC customers and staff. The new Code of Conduct Policy enables Wheel-Trans to take immediate action if a customer threatens the TTC's safe and respectful environment. In an effort to keep Wheel-Trans safe, customers who violate the Code of Conduct policy may be suspended. For extreme offenses, such as customers can face criminal charges.

Door-to-Door: The Door-to-Door Policy presents clear guidelines on what to expect when being escorted to and from the vehicle during Wheel-Trans pick-ups and drop-offs for both door-to-door trips and trips to FOS landmarks.

Mobility Aids and Assistive Devices: Accommodating customers using mobility aids or assistive devices is important to us. This policy ensures that customers know what equipment and devices Wheel-Trans can accommodate on its vehicles in order to ensure everyone's safety.

Support Persons Policy: Outlines the use of a Support Person Assistance Card, as administered by TTC Customer Service Department.

List of 13 policies updated and published:

1. Code of Conduct (June 2018)
2. Door-to-Door (August 2018)
3. Travelling using Mobility Aids & Assistive Devices (August 2018)
4. Vehicle Exception (August 2018)
5. Carry-on Items (end of September 2018)
6. Environmental Sensitivity (October 2018)
7. Support Person (October 2018)
8. Companion (October 2018)
9. Service Animals & Pets (November 2018)
10. Severe Weather (November 2018)
11. Service Disruption & Irregular Operations (November 2018)
12. Food & Beverage (November 2018)
13. Lost & Found (November 2018)

Appendix 8 - Community Bus Enhancements

Diverting customer trips to an enhanced and expanded community bus service was one of the strategies identified in the Wheel-Trans 10-Year Strategy.

Community bus service lends itself well to use by seniors and persons with disabilities due to the vehicle type used and the strategic placement of stops at locations, such as plazas, supermarkets, hospitals, senior residences, and other community service locations. Furthermore, in addition to stopping at all conventional bus stops along the route, the community bus can be hailed or waved down so customers don't have to worry about reaching the stop in time.

Following consultant recommendations and best practices, a pilot was launched in Q3 2017 to enhance two of the five existing community bus routes: 400 Lawrence Manor and 404 East York. (See below for the community bus route information). This included extending both routes to more key destinations and landmarks that are of importance to our customers and adding a bus on both routes. The pilot also involved establishing a distinctive brand and raising awareness about the community bus service. Community bus vehicles were painted in new livery, with clearer visuals to make it easier for customers to identify and wave down vehicles. An assessment of the pilot and next steps will be presented to the Board in June 2019.

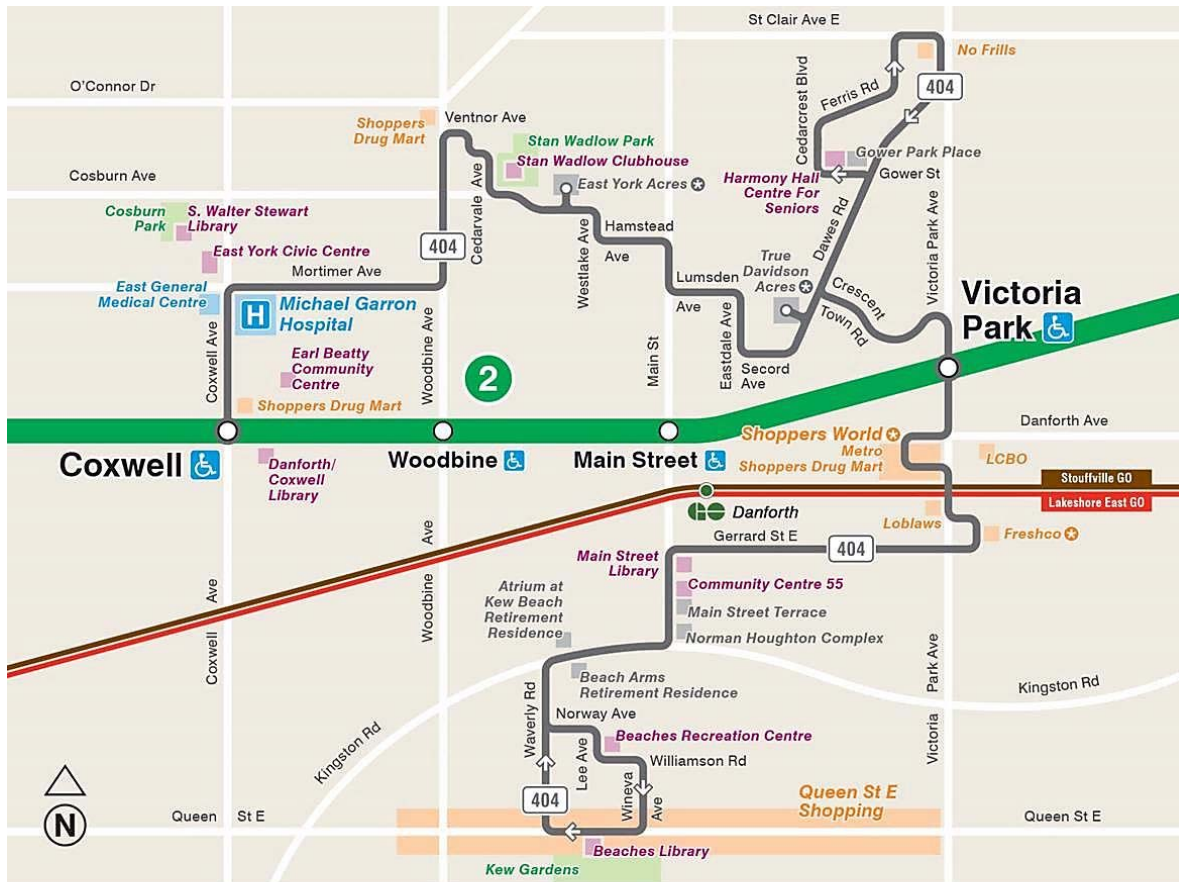
Community Bus Pilot Routes

400 Lawrence Manor



This is a map of the area around the Lawrence West subway station that shows the route of the 400 Lawrence Manor Community Bus.

404 East York



Subway connections

- Bloor-Danforth Line
- Connecting subway station
- Accessible station

Map symbols

- Direction of travel
- Bus stops at front door of these locations
- GO station
- Hospital
- Health care
- Park
- Recreation/government
- Seniors' residence
- Shopping

This is a map of the area around the Main Street (Danforth) Go station that shows the route of the 404 East York Community Bus.

Appendix 9 - Fleet Replacement

Wheel-Trans has begun to diversify its fleet mix to match new customer profiles, trip patterns and travel behaviour. As of the end of 2018, there are 80 Pro Master vehicles in service with 48 to be delivered in 2019. These mini-buses are smaller, more fuel efficient and can easily access more destinations (Figure 2).

Figure 2: Dodge Pro-Master mini-bus



Photo 1 shows the Wheel-Trans Dodge ProMaster mini-bus facing the front, driver's side of the vehicle.

Photo 2 shows the same vehicle facing the passenger side with the side doors open and the ramp deployed.

Appendix 10 - Technology Modernization

Modernizing our supporting technology is a fundamental component to ensuring the TTC's ability to deliver on the vision and commitments of the Wheel-Trans 10-Year Strategy:

1. **Incident Management System**

With the FOS integration, disruptions to conventional service will impact Wheel-Trans customers. To mitigate this, the TTC deployed its existing Incident Management System - Integrated Communications System (ICS) at Wheel-Trans to allow dispatchers to respond and reroute scheduled trips in real-time. The system is set to be in operation in Q2 2019.

2. **Customer Relationship Management (CRM) System**

The TTC will implement a second phase of the CRM system that will enable automation of the customer application process. The timeline is to be confirmed.

3. **Reservations, Scheduling and Dispatch System**

An automated multi-modal trip-booking system is crucial for the success of the new service model as it enables high-volumes of FOS trips to be booked and delivered. The TTC is planning to upgrade the existing system using a phased approach between 2018 and 2021. The modernized reservations system will be mobile friendly and will include conventional transit schedules when offering trip options. Anticipated for Q3 2019 is a mobile app, as well as other expanded functionality to further improve the customer experience when booking and traveling.

Appendix 11 – Eligibility Definitions

In accordance with the AODA, there are three levels of eligibility:

1. **Unconditional service** for customers who have a disability which always prevents them from using the TTC's conventional service. These customers will require door-to-door service for all of their trips.
2. **Conditional service** for customers who have a disability which limits their ability to consistently use TTC conventional transit. These customers may be able to use conventional transit for all or part of a trip, but may also qualify for door-to-door service under specific circumstances (e.g., weather, travelling to a non-accessible location).
3. **Temporary service** is provided to customers who have a temporary disability which prevents them from using conventional TTC service. Customers will be provided Wheel-Trans for all or part of a trip for a defined period of time (e.g., following an injury or surgery).