

Summary & Recommendations

TORONTO'S

TRANSIT FUTURE

A Better Future for Public Transit in Toronto

Amalgamated Transit Union Local 113
October 2014



If we truly cooperate, so much can be done. We will do our part.

— BOB KINNEAR

INTRODUCTION

3

EXECUTIVE SUMMARY

7

SUMMARY OF RECOMMENDATIONS

19

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President of Local 113 since first elected in 2004, Bob Kinnear started his career at 18 as a subway Janitor and later became a Subway and Bus Operator and Collector. He is also President of ATU Ontario, which works with municipalities and the Provincial government to improve public transit throughout Ontario.

DEAR READER,

Those of us in middle age who have lived in Toronto our entire lives can hardly believe how much our transit system has deteriorated over the last two decades or so. Those of us whose daily work is to operate and maintain the TTC have had a close-up view of this sad and ongoing state of affairs. We want to add our experience and our voice to the number one issue in Canada's largest city: how do we recover the past glory of the TTC and shape a 21st century public transit system our city needs if it is going to continue to be one of the most attractive places on earth to live and work?

For many months, ATU Local 113 has been working on a comprehensive analysis of the state of Toronto's public transit system and the development of a catalogue of recommendations to address its shortcomings and present a blueprint for its future.

This booklet is not our complete study. It is an Executive Summary and list of recommendations that flow from the entire, much larger report: *Toronto's Transit Future*. The full report will be available in booklet form and is now on a special website: TorontoTransitFuture.ca.

Something must be done beyond the subways vs. LRT debate, which would go on forever if we let it. We hope this Summary induces many people to read the entire report to critique our analysis and, if they agree with our premises, support the non-partisan solutions we propose.

The most important ingredient in human progress is cooperation. So we want to make it clear through this major study and plan, that our union will work with everyone who shares our dream of restoring our public transit to once again be a widely-recognized world leader. It will take a while. But please don't say it can't be done. That's not how our great city was built.

Sincerely,

A handwritten signature in black ink that reads "B. Kinnear".

BOB KINNEAR
President,
ATU Local 113
Toronto & York Region



Subway Janitor and ATU Member Karen Bass rescues a young boy from being kidnapped when she spotted him on a platform after seeing a TV news item on the kidnapping the previous night. 2006

INTRODUCTION

The women and men of Amalgamated Transit Union Local 113 operate and maintain North America's third largest urban transit system: the Toronto Transit Commission's trains, streetcars, buses and Wheel-Trans vehicles carry almost two million riders a day.

The system is the product of several generations of public investment, with a current value of over \$14 billion. We are proud of what has been entrusted to us.

The single most essential fact about the TTC is that it is owned in common by the people of Toronto, which is why we believe the core principle in transit planning has to be increasing service to the greatest number of riders as affordably and sustainably as possible.

The TTC shouldn't be only for those who have no other option. We want Torontonians to be able to choose public transit as their premier mode of city travel. We believe, as do many other cities around the world, that a transit-supported lifestyle is the best way of ensuring our city develops as a green, pedestrian-friendly and vibrant metropolis.

Making transit more peoples' first choice, however, means it has to be the most attractive choice. The TTC has to be speedy, reliable, comfortable and well maintained. It has to make Torontonians proud

of what a public service can deliver and it has to keep pace with ever-growing ridership.

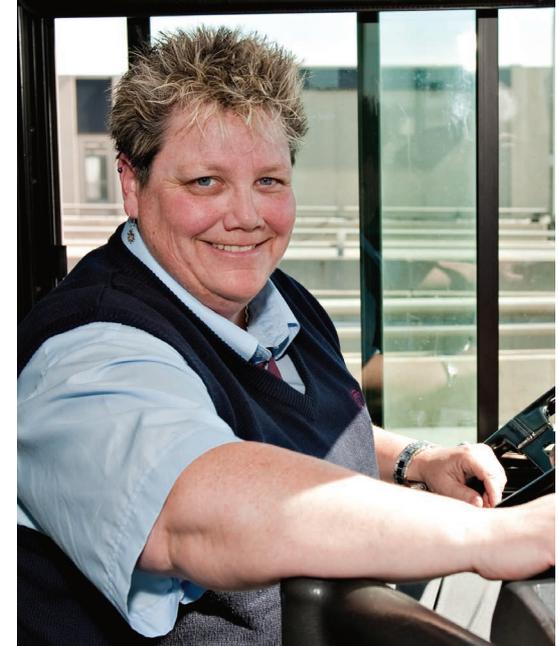
While TTC ridership is growing at record levels, reaching 536 million in 2014 (around 15% higher than it was just five years ago), budgets have failed to keep up. There are now fewer hours of service relative to ridership than there were four years ago and as a result, passengers suffer from over-crowding, and wait longer at stops for tardy vehicles – poorer service than they expect or deserve. Today, the per-rider subsidy is lower than it was four years ago, despite inflation. To some, this subsidy is “gravy.” But without this subsidy, as low as it is relative to other cities, our roads would be even more clogged, if that is possible, and our smog-laden air would kill even more people than it already does.

Even just to keep the current, inadequate system in a state-of-good-repair, we need at least \$2.7 billion more over the next 10 years than is now available. Where is this “just the status quo” money going to come from?

Funding public services is a highly competitive process. Even health care and public safety have to fiercely compete with many other needed services, transit being chief among them, for increasingly fewer dollars per capita, thanks to the “All taxes are bad, even if necessary” mentality that is slowly but noticeably squeezing the life out of many of our great social and economic achievements.

Okay, enough complaining. What are we going to do about this? What type of investment decisions will be made? What will be the form of the final projects and the timetable for actually initiating them? And – here’s where we face the toughest decisions – how are we going to pay for it all?

This report outlines a blueprint for the future of the TTC from those who know its workings best. Transit workers want to collaborate with the new mayor, City Council, the Commission and citizens’ groups in taking a remarkable, civically owned public achievement with over 90 years of history and returning it to a place where it can legitimately claim, once again, to be one of the world’s great transit systems. Toronto is owed nothing less.



ATU Local 113 has a very diversified membership who come from over 70 countries.



“The Commission does not propose to stand idly by and allow this deterioration of its services and of the city itself to take place. There must be a gradual separation of public and private vehicles, both of which are now trying to operate on the narrow streets originally designed for horse-drawn traffic.”

POLICY STATEMENT “RAPID TRANSIT FOR TORONTO”

Toronto Transportation Commission (TTC), 1945



Every Labour Day, ATU Members' children ride an old TTC streetcar on their way to the last day of the CNE.

EXECUTIVE SUMMARY

Complete report at TorontoTransitFuture.ca

As the union that represents most transit workers in Toronto, the ATU wants to contribute to the conversation that is shaping transit, and indeed, our city, for decades ahead.

ATU members come to this from a place quite different than that of the other participants in this lively discussion. Our familiarity with the day-to-day operations of the Toronto Transit Commission allows us a unique perspective on how policy plays out in the real world.

ATU's 10,000 members make the TTC run, drive its vehicles, take its fares, keep its tracks in order, maintain its fleet and fix its technology. But ATU also has a public transit vision: we want it to be a way of making life easier for everyone throughout Toronto.

ATU members know what it looks like when governments fail to provide adequate funding for transit operations. ATU has been witness to the frustrations of riders as they get left at the curb as packed vehicles go by, or try to get on overcrowded buses and streetcars.

Toronto is in a long, drawn-out transit crisis. ATU offers this report as a way of generating discussion about the organizational and financial challenges of returning the TTC to its premier position in the world of transit.

SECTION 1 RIDERSHIP GROWTH: THE TTC'S SUCCESS STORY

Torontonians have a deep attachment to their public transit system – that's the positive side of the transit story. The number of residents using the TTC on a daily basis, both to commute and to enrich their experience of the city, continues to grow year by year.

And while the challenges this added ridership present will become clear shortly, as the issues of financing, expanding and improving service are presented in this report, we need to start by celebrating the tremendous success of our public transit system. The TTC is one of the fastest-growing transit networks in North America, one that, unlike many in the United States, suffered no drop in overall ridership during the financial crisis of 2008 or in subsequent years.



Toronto transit riders pay the highest percentage of their system's operating costs (73%) than in any other city in North America and Europe, even though the service continues to deteriorate.

If the 2.5% annual ridership growth pattern holds, it will mean an increase of at least 60 million passengers between 2014 and 2018; maybe more if new services are added. To put this in context, this is about the size of the entire GO Transit ridership, and one and half times the size of Mississauga Transit's total ridership.

It's important for future planning that there is a clear understanding of the trends fueling this growth. Research shows that key among these are concern for the environment, the preference for urban lifestyles, and new heightened anxieties about personal finances, leading to the quest for cheaper transportation options. Traffic congestion has made even suburban dwellers more transit-friendly, as evidenced by a growing use of GO Transit.

Besides all that, the Millennial generation, now becoming a dominant demographic force, is fostering a new ethos that places a high value on public transit. Studies show that those born between the early 1980s and the early 2000s tend to seek out dense urban areas, and are far less interested in car ownership. They view transit as part of a transportation package which includes walking and cycling, and view all three as a way of facilitating the activities they value, like exercise, exploring neighbourhoods, interacting with others, and contributing to environmental sustainability.

But while more and more Toronto residents flock to TTC vehicles, crowding on the system continues to grow. The lack of major support from provincial and federal governments over the last four years, combined with budget constraints at the City, have meant service cuts, at first occurring in absolute

terms, and later, relatively, with current service standards having increased rush hour crowding by 5% over 2010 standards. When the calculations are done on the current system capacity, for example, it is clear that when higher ridership is factored in, there is less service relative to ridership on the road today than in 2010.

One fortunate item in this scenario is that ridership, over the last few years, has been growing faster in off-peak periods where there is some capacity, and where adding service is easier and cheaper overall.

SECTION 2 – BUDGET REALITIES

The good news – that residents are boarding TTC vehicles more often than ever, is followed by the reality that as more and more people come to depend on the network, the cost of getting them collectively from point A to B increases, as does the need for a larger subsidy coming mostly from the City of Toronto.

Ridership, in fact, has been expanding at a rate of more than 2.5% a year at exactly the same time as City Council has been cutting TTC subsidies per rider. In 2010, the per rider subsidy was 93 cents; it's now at 79 cents and with inflation taken into account, 73 cents. A lower subsidy rate than any other urban transit network in North America.

With the City struggling to keep up with increasing costs – merely keeping pace with ridership growth, *without any enhancements to service*, will require over \$100 million in net costs to provide the needed new service by 2018.

But the ATU strongly believes in actually upgrading service, not merely offering more of the same level of service offered now. That's why ATU stands behind the TTC's ideas to enhance service, as detailed in Section 3. The reality though, is that these improvements would incur another \$90 million in net costs.

The missing piece in this financial challenge is more assistance from the provincial and federal governments. Toronto riders pay around 68% of the cost of operating the TTC, a higher percentage than any other multimodal transit system in the world. Canada stands alone as the only major nation where the national government doesn't have a predictable annual and ongoing transit funding strategy.

While the Province of Ontario provides some operating funding through gas tax transfers to the City, dedicated and increased TTC operating funding is vitally needed from both senior levels.

In order for our transit system to prosper, it needs a per rider subsidy level that grows with inflation and ridership (at minimum), and recognizes the inescapable fact that more passengers mean more service is needed, which requires more subsidy dollars.

But there must also be recognition that fares cannot remain frozen and need to grow at around the rate of inflation. Each year of a fare freeze costs the TTC around \$23 to \$38 million. Nonetheless, even a 1.75% fare increase, equal to five cents,



From one generation to the next. For 115 years, Toronto transit workers have been passing down their knowledge and experience to the next generation.

only brings in around \$23 million extra dollars yearly, not enough to cover the desperately needed improvements to service.

One objection to fare increases is that they unfairly punish those who are financially pressed. The answer to this serious equity issue arising from more expensive fares, could well be the creation of a low income Metropass, set at the same rate as the current senior/post-secondary pass, currently \$108, and administered through the same process as the City's Welcome Program which provides access to programs for free or at a reduced cost through means testing. We are committed to ensuring reasonably-priced transit for financially-burdened passengers, and aim to stimulate a discussion and action to make this a reality.

SECTION 3 – MORE SERVICE

ATU members and TTC riders know first-hand that our transit service has been suffering from deteriorating quality. ATU members have witnessed a persistent lowering of the bar when it comes to predictability, timeliness and comfort for riders on TTC routes.

While expansion of the system is critical, building on and strengthening the existing bus and streetcar network will have a wider impact on more riders than any one new line. After all, 70% of riders use the surface network as part of their trip.

A recent August 2014 TTC report, titled *Opportunities to Improve Travel in Toronto*, offers a package of proposals on service which the ATU enthusiastically endorses. In this Section, these

proposals are detailed along with some additional proposals to increase service.

The first proposal is the plan to reduce wait times and crowding on surface routes. It aims to return to the loading standards in effect after the addition of large numbers of new buses in the fall of 2008 as part of the implementation of the Ridership Growth Strategy. Similarly, the Ten Minute or Better Route Network recommendation would upgrade certain lines by adding service (mostly in the off-peak) to ensure this standard was met throughout the day and create the reliability and awareness of a network of high frequency service across the city.

The ATU supports these moves as well as a plan to expand express bus route networks and all-route, all-day, everyday service. Back in 2008 all bus routes were extended to operate from 6:00 a.m.

to 1:30 a.m., which meant that all riders could confidently wait at a stop most of the day and night, assured that transit would allow them easy access to the entire city. In 2011, service on many of the routes was cut back or entirely eliminated and ATU strongly supports the reintroduction of this level of service.

The TTC's proposal to expand overnight bus and streetcar service in 2015 is also very welcome; the ATU believes this is a vital community service and would allow shift-workers (not to mention late-night partiers) to spend less time walking in the dead of night, seeking transportation.

One of the long-standing improvement ideas left out of the TTC report, though, is a move to lower the cap on the minimum headway (spacing between vehicles).

This issue dates back to a recommendation in the 2003 TTC Ridership Growth Strategy aiming to set a minimum standard of 20 minutes. Today, the cap remains, at 30. This, despite the fact that international best practice tells us it ought to be ultimately at no more than 15. The ATU suggests the proposed change to 20 minutes is worthy of consideration in the years ahead and would bring better transit to many routes in the inner suburbs of Etobicoke, Scarborough and North York.

ATU also supports the TTC proposal for two-hour travel privileges on one fare (time-based transfer). The ATU is committed to encouraging a transit lifestyle and wants to make the TTC as helpful as possible to urbanites going about the business of life. If transit is to challenge the private car as the transportation of choice, it has to compete with some of the car's advantages.

SECTION 4 – SERVICE QUALITY

It's easy to think that meaningful change can be achieved only through large scale investment.

So much attention has been given to expansion plans that many of the smaller, tangible, affordable kinds of proposals haven't had the attention they deserve.

This Section discusses a series of small-change reforms which can have big-change effects.

Passengers have a right to vehicles that arrive at predictable, regular, intervals with room on them so everyone can relax and enjoy the excursion or commute. No one particularly cares if a specific



scheduled bus or one slightly out of sequence arrives at the stop. And yet, operators are still directed to focus on keeping their arrival at different points consistent with the schedule, even though, in many cases, the timing for a particular bus or streetcar route is based on traffic conditions that do not respect schedules. ATU thinks it's time, with new GPS systems on board, to keep buses more evenly spaced by switching from a schedule-based to a "headway-based" system on some of the TTC's busier routes. Allowing all-door loading on all busy surface routes would also help speed up service.

We also advocate a "pulse transit" kind of system for the TTC's Blue Night bus system, similar to what was operated in the past when the TTC's overnight service was restricted to downtown. This involves scheduling buses to minimize transfer times between routes, an important addition that would greatly benefit those travelling at night on routes where the vehicles mostly arrive only once every half an hour.

ATU streetcar operators are also very familiar with the common situation of having 100 passengers on board and being stuck behind a car making a left turn, often with only one person in it. This happens hundreds of times a day, which is why we think the City and the TTC should increase the number of major intersections limiting left-hand turns, after selecting those corners most suitable to the change.

Keeping transit vehicles moving just makes sense, and riders know how much precious time is lost

navigating through busy intersections. For this reason, ATU wants to dramatically increase the number of intersections that use Transit Signal Priority technology, a simple technology that allows transit vehicles to reduce red light delays. There should also be consultation with the city on limiting more on-street parking on specifically-chosen routes, after careful examination of the ramifications to further improve traffic and transit operations.

SECTION 5 – MORE BUSES AND STREETCARS

The TTC's current fleet doesn't include enough buses. The number of people waiting at transit stops often exceeds the capacity of the vehicles that the commission has available to put into service. And the demand continues to grow by millions of riders a year, making a difficult situation worse.

One major problem is that staff in bus garages are under pressure to "make service" – that is, to send out the number of buses budgeted for a route, despite the fact that often there has not been enough time allocated to do proper maintenance. Every day, many of these buses break down and need to be towed, leading to angry passenger off-loading, poor customer service, and a cost of millions of dollars a year. Penny-wise...

While 2014 will see an estimated total of 142 new articulated buses (the equivalent of 200 regular buses) delivered, the fleet plan then reverts to 100 new regular buses a year (400 over the 2015-2018 period). And even these planned purchases depend on stable capital funding. At the same time, the TTC is planning to retire 533 buses from 2014 to



Behind the scenes, over 3,000 skilled maintenance staff keep the fleet moving but aging vehicles and retiring mechanics are an ongoing two-pronged challenge to the TTC.



Vehicle seat-making is a specialized TTC Maintenance trade, balancing comfort and durability.

2018, meaning not only a shortfall in current service but also the impossibility of new and improved service.

Regrettably, that's not all the bad news. The new hybrid vehicles, it turns out, do not have the same durability and reliability as regular diesel buses, and will have to be retired years earlier than expected.

On many days, there are easily 40-50 fewer buses on the road than have been budgeted, and customers are facing the worst of publicly funded transportation: stalled vehicles, delays, overcrowding and unpredictable schedules.

The TTC should move quickly on the purchase of the equivalent of 250 new 40 foot buses, in

addition to the current planned purchases over the next three years and should, as well, move up the start of construction of the McNicoll garage. At the same time, the Commission should immediately seek to hire new mechanics and expand the apprenticeship program.

A retinue of new mechanics would have multiple spin-offs. The Commission could move to a more proactive vehicle care schedule. But besides keeping vehicles in working order and preventing breakdowns, these new hires could retrofit some of the roughly 287 diesel buses slated for retirement, creating a mini-life extension for them.

This overhaul would keep many of the older buses on the road for the next three to four years, thus smoothing out the procurement of new buses, ensuring adequate vehicles for service and providing the increased spares required for better maintenance. The plan would give the Commission around 90 more buses to help deal with pressures of ridership growth at very affordable costs.

ATU mechanics consulted and experience from other cities suggest that it is likely a majority of the hybrid buses, specifically the roughly 250 slated for retirement between 2014-2018 (after only 10 years of service), could be kept on the road by retrofitting them to clean diesel buses.

A similar mini-life extension program should be enacted for the older streetcars currently slated for decommissioning when the new streetcars go on line.

SECTION 6 – RIDERS COME FIRST

While there has been much focus over the years on the importance of friendly, congenial interactions between system users and the folks who make it run, the reality is, everything TTC employees do is about serving the rider.

Without at all diminishing the value and importance of courtesy and responsiveness, customer service has to be a broader concept that speaks to the entire transit experience. When there isn't enough transit for all, riders are kept waiting for their vehicle, only to find when it does arrive, there is no room left for them. We'd say that's not good customer service.

In fact, service expansion *is* better customer service.

But not all plans to improve customer service need be large and expensive. For example, extending the Next Vehicle Arrival system's visual and text options to all surface stops by 2015 is not a very expensive project since the mechanisms are already in place, but would add greatly to passenger service.

As well, the experience of the ride can be improved by ensuring enough Customer Service reps are available to help passengers navigate the system at busy hubs and where there is service disruption, or to answer questions on the phone.

Investing in the staffing and training of ATU professionals is just as important for customer satisfaction as investing in new technology. In this vein, as the system moves to electronic fare

payment, the new situation should be used as an opportunity to support riders. Collectors freed up from selling fares under the new Presto system should be reskilled and redeployed into front line customer service roles. As well, the TTC should push hard to allow direct credit card, debit and app-based payments.

The TTC could also create a corps of retired TTC employees who have maintained their basic training and a commitment to transit, and who are willing to help out on short notice. These “reserves” would aid the TTC in responding professionally to unexpected (or even planned) closures by directing passengers and answering questions.

SECTION 7 – MAKING RIDERS FEEL THEY MATTER

Some people will always take transit because they have no choice. But public transit should not rely on captive markets or be seen as a last resort service. Rather, it should be the favored mobility option because it's in all our interests to foster a transit-oriented lifestyle.

The start to making the TTC a truly attractive choice is, of course, ensuring enough and reliable service. But beyond that, the system has to be attractive to everyone – it has to be comfortable and user-friendly, it has to signal respect for those who use it, and it has to contain a network of high quality public spaces that are well maintained and that people really want to be in.



Today's younger riders, especially Millennials, partially choose transit because it allows them to access their smartphones and tablets. Attracting young riders and keeping them in transit's orbit should be a priority. While installation of new service is dependent on the cell phone carriers' participation, the Commission could move quickly to get WiFi installed in all stations.

As well, when the aesthetic is eroded in stations, passengers can come to feel that their transit choice is not the classy choice. Station tiles, ceiling panels and terrazzo flooring, among other things, are in need of repair, and while a small program is in place to do this, it is too slow and needs expansion. Transit riders expect stations to be clean, but also in a state of good repair and that they be modernized from time to time.

For many transit riders, getting around also means cycling, walking or taking a car. Committing to a transit lifestyle should mean that for those times when transit isn't the best option, there are alternatives. The TTC should look for ways to team up with car-sharing companies and the Toronto Parking Authority's Bike Sharing program.

Seeking user participation is important. Open and transparent information, and the public engagement that comes with it, can provide a rich source of innovation that should not be wasted. The TTC should strike an Open Data Committee that includes app-builders and transit advocates. The mission would be to examine what additional data can be cost effectively provided through the City's Open Data protocols to allow for further development of online tools.

TTC riders should also be rewarded for their loyalty through the Metropass Affinity Program which now needs new energy. The concept – offering discounts and other benefits through a network of partners – costs the TTC little, but could attract new riders and keep others in the transit fold.

And lastly, for those days when rain or freezing wind chills the city, riders deserve cover. The TTC should work with the City's street furniture program and recommit to the TTC's 2009 decision to provide a shelter to any stop serving more than 100 customers per day.

SECTION 8 STATE OF GOOD REPAIR

ATU members share the concern about worn-out infrastructure and vehicles for which there is no money to fix to the standard they know Torontonians expect.

Provincial and federal levels of government have not lived up to their responsibilities for ensuring transit in Canada's largest city has the resources to keep deterioration at bay.

The ATU notes with alarm that the list of core, state-of-good-repair and safety projects (track replacement, building upkeep, tunnel fix-ups, fire ventilation modifications, etc.) will cost around \$9 billion over the next 10 years, and that around \$2.7 billion of this amount is, at the moment, unfunded.

But in addition to the official state-of-good repair backlog, there is an unofficial one. When certain capital projects are necessary, but the need has

not become absolutely acute, they are left out of the capital budget because of the need to contain capital budget forecasts for debt rating agencies and other constituencies. ATU strongly believes that the budget should reflect the actual backlog and capital needs of the TTC; it's the only way to do sound planning.

The Commission also needs to clearly differentiate between state-of-good-repair, upgrades made for legislative or safety reasons, new capacity enhancement requirements, and expansion programs – all to make it clear how much and why specific funding is required.

Today the base capital plan of around \$1.17 billion is roughly one-quarter financed by provincial and federal governments, leaving three quarters of the amount (over \$850 million) remaining for the City

to finance. At the same time, the Federal Gas Tax will continue to represent a smaller and smaller portion of the TTC's capital budget as a result of the formula used for its calculation. Unfortunately, it's not realistic for cities to maintain and grow their transit systems without assistance from other levels of government.

As the men and women who maintain the TTC, we're frustrated when old, tired stations cannot be made to look good, regardless of how much cleaning is done, among other symptoms of disrepair. As a consequence of the growing repair backlog we see every day, we propose a serious advocacy campaign, particularly in the lead-up to the 2015 federal election, in cooperation with other municipalities, to pressure the federal government to enact a National Transit Strategy.

Similar to what has happened with transit "public-private partnerships" around the world, the provincial government's insistence on using P3s for transit expansion will place an added burden of millions of dollars annually on Toronto taxpayers and riders, who will end up subsidizing the profits of the private partners when fares are split between Metrolinx and the TTC.



SECTION 9 – ACCESSIBILITY

While recent improvements have been added to make services accessible to those with mobility challenges, progress is disappointingly slow. This disturbs ATU members, since we want to run a transportation system that is useable by everyone.

The *Accessibility for Ontarians with Disabilities Act* (AODA) sets out accessibility requirements that must be met by 2025, but those are minimum legal stipulations, and 2025 is a long time away for someone who isn't served by the system now.

Each ride on Wheel-Trans costs around \$34 to provide (approximately \$1.84 in fare revenue, the rest in subsidy), compared to a cost of around \$2.80 on the conventional system (around \$2.00 on average in fares and around a \$0.80 subsidy) – and demand for the service is inexorably increasing with

the aging population at an average of close to 10% per year, based on past experiences over the last decade.

It's important to note that Wheel-Trans today does not receive *any* provincial subsidies. In the past, however, the province funded the operating costs at a higher rate than it did the conventional system – a 75% subsidy for the program. Likewise in the United States, state and federal governments often provide upwards of 80% of the cost, recognizing it as too high a burden on city finances.

Unfortunately, funding is not even currently in place to allow the TTC to install elevators in all of the remaining stations by 2025 when the law requires it. The TTC needs to aggressively continue and accelerate its station upgrade program, installing elevators at each of them.

Today, TTC riders have the option of travelling on relatively little notice, whereas Wheel-Trans riders must book the day before or risk not being accommodated.

Just this year the TTC introduced 24-hour service and same-day booking with four hours advance notice, but the latter is a service not guaranteed in the same way as trips booked the day before. Furthermore, four-hour service still does not offer the full mobility that should be the right of patrons.

Cities like Chicago and Houston already provide on-demand service (as do many smaller U.S. cities like Westchester County, NY, and Garden City, NY) in a cost effective manner, and their costs do not exceed the average paratransit costs across the U.S. We think those with mobility challenges deserve a guarantee of 1.5 hour Wheel-Trans service by 2016.

SECTION 10 BUILDING THE TTC OF THE FUTURE

When it comes to a vision of TTC expansion, the ATU lens is the one of practicality. From our perspective, transit decisions should be about getting lines up and running as quickly and as cost-effectively as possible. That means upgrading bus routes to light rail transit (LRT) or bus rapid transit (BRT) where warranted, or building subways where LRT or BRT can't handle the capacity, as well as using GO lines to increase mobility within the city.

But we do have some concerns about the current state of expansion projects. For one thing,





Customer service is much more than smiles. Safety is paramount. Navigating a 40-foot bus full of passengers through rush hour traffic in often inclement weather requires training, focus and fast reaction to the unexpected.



we notice that there is little discussion about completing the Eglinton LRT to the Pearson International Airport, as originally planned. This would serve the large population of near-airport industries generating ridership, along with passengers and employees of the airport itself.

The Eglinton LRT is currently envisioned to be operated by the TTC, but maintained (track and vehicles) by the consortium building and financing it. Industry best practices tie those two areas together, as accountability should rest with one entity to prevent lapses that could cause accidents.

The ATU feels that this entity should be publicly-owned and publicly accountable. Experience around the world with public transit privatization has shown that in many cases, privatized systems have gone on to experience higher costs and

longer term problems than those associated with the maintenance of publicly owned infrastructure.

Given the provincial government's faith-based commitment to transit P3s, however, we can only insist that a better way forward would be for Metrolinx to work with the Eglinton Crosstown consortium to subcontract maintenance to the TTC. The TTC, after all, is an international leader in low cost maintenance operations.

Toronto taxpayers could end up paying a higher subsidy than expected to the Eglinton LRT when fares are divided between the TTC and the consortium. Even small changes in the allocations for passengers riding multiple transit lines could result in the TTC losing millions of dollars, to be made up for through higher fares, higher taxes, most likely both.

The ATU calls on the provincial government to conduct a full transparent review of the the P3 model on Eglinton prior to entering into further P3s in order to ensure that lessons are learned and any mistakes are not repeated. We advocate for using Vancouver's process as a model wherein reviews of the P3 Canada Line led to significant change in how future additions to that city's network are being financed and operated.

There are also concerns around the process leading to the replacement of the Scarborough Rapid Transit. The current projections for future subway ridership in the corridor are around 14,000 per hour, a 50% increase over the original projections of 9,500 made by the TTC in July of 2013. If 14,000 people per hour, per direction, is correct, this route is at the bottom end of where subway construction makes financial sense.

We believe in objective accurate analysis and there have been some concerns raised that the projections for the Scarborough subway are based on feeder lines that are unfunded and unlikely to be built in a generation, and a service level not budgeted for in the cost projections (i.e. the purchase and operation of trains). There is also the challenge of dealing with the growing price tag that often occurs when engineers' reports firm up estimates and elaborate on technological issues. Will the added cost deprive other important transit expansion projects of their needed funding?

City Council and the Commission should refrain from further discussion on the replacement options

for the Scarborough SRT until the Environmental Assessment studies are complete on the subway proposal, and the LRT options can be accurately compared.

Scarborough Malvern LRT construction should be considered at the same time as replacement options for the Scarborough SRT, to ensure that a plan is ultimately adopted that most increases the quality of transit in Scarborough. Chanting “subways, subways, subways” at public consultation meetings is hardly a substitute for objective economic analysis.

On another front, one of the most critical projects in the TTC’s long-term plans and Metrolinx’s 25 year Big Move is a new transit line from the east end to the downtown core. New LRTs in the east and north parts of the city will push more riders onto the Bloor-Danforth and Yonge subways, as will the proposed Scarborough rapid line. A new line is needed to accommodate future ridership growth and the ATU endorses the construction of some sort of relief line to allow transit expansion to continue.

Generally left out of the public discussion on expansion, has been the challenge of servicing Waterfront Toronto’s projects. The TTC has completed studies for a new Waterfront East LRT line to serve the East Bayfront Area and West Donlands, and it’s likely this line would ultimately be extended to connect to the Cherry street spur line currently under construction. This would provide a link to King Street as well as ultimately extending to serve the Lower Donlands and Portlands.

The problem is that this project is mostly unfunded. The ATU supports the recommendations of Waterfront Toronto’s Community Liaison Committee (CLC) that Waterfront Toronto use the available money to build a right-of-way on Queens Quay East, matching the design of the right-of-way being redone for the Harbourfront streetcar line, so that the Bay bus can use it until such time as funds are secured to construct the full Waterfront East LRT.

NEXT STEPS

Finally, a word on moving forward. Nearly a century ago, ATU members were instrumental in converting Toronto’s then privately-owned patchwork of inadequate transit services into one of the world’s most admired systems. A 1920 public referendum for a publicly-owned transit system won by 90 per cent, despite fierce resistance from the private interests that claimed, as always, that “businessmen know how to do these things more efficiently than bureaucrats.” Torontonians overwhelming put their faith in a public system.

The ATU wants once again to play an important and objective role in resisting those who want to turn back the clock to the mythical good old days of private transit operations. Union members are eager to play an active role in shaping the discussion on making transit better in our city, and look forward to continue our working relationship with the residents, activists and politicians sharing our goals.

It’s our intention to step up discussions with City Councillors and other orders of government to push

the need for ongoing sustained higher operating and capital budgets to make sure the system can not only expand with large capital projects, but also accommodate new riders on the existing system and keep it in a proper state of repair. With 2015 being a federal election year, the ATU will work with others to push for strong commitments from all federal political parties around the need for better transit and a national transit strategy, while at the same time holding the provincial government accountable for the transit funding promises it has made.

Business leaders and others are already starting to talk about Toronto being a less desirable place to locate because of deteriorating transit service. We’re ready to stand with them, the new Mayor, John Tory, and residents to promote a strong public transit system owned by the people of Toronto.

We also want to emphasize our willingness to work with the City and the Commission to keep costs down and make the system more efficient. We want to be part of making the system better and more affordable.

Together we can get past the paralysis by analysis and the lack of funding that has plagued us for the past 20-plus years.

There’s lot of work ahead, but ATU believes we’re up to the challenge of building a transit system that Torontonians can be proud of. Let’s do it and let’s do it *together*.



Building a 21st Century transit system that will serve Canada's largest – and still growing - city is the great challenge of our time. It cannot be achieved without a full and equitable partnership among all three levels of government. Failure to do so will be an historic economic, social and environmental betrayal of those who come after us.

SUMMARY OF RECOMMENDATIONS

For most of its history, the TTC was viewed as one of the globe's premier transit systems.

Recently, however, due to budget cuts and a lack of consistent predictable funding, the system is no longer one of the best in the world. A failure of the federal and provincial governments to maintain adequate systematic financing has led to a deterioration in the conditions and service on the TTC.

It's been difficult times for the riders of Toronto's subways, buses, streetcars and SRT, and for the ATU members who make them run.

Bus breakdowns, vehicle crowding, unreliability, and gaps in service are everyday affairs made worse by an ever-increasing ridership. As those on the front lines, ATU members bear witness to the frustrations of riders as their expectations of speedy and reliable travel are thwarted.

But our transit future is wide open. The ATU looks forward to working with the new Commissioners, Mayor and City Council, as well as the provincial and federal governments, riders, and activists, to find ways of doing things better so the TTC can return to its former eminence.

This report lays out a series of reflections, recommendations and aspirations. The package of sixty-seven proposals on offer is not the final word, but rather the opening note in a conversation to which the ATU is deeply committed. The goal is to make Toronto transit a remarkable and satisfying experience for all who use it.

On the following pages is an abbreviated summary of the report's recommendations for retooling Toronto's public transit.

THE PROJECT AHEAD

Public transit needs strong advocates. The ATU intends to step up discussions with City Council and other orders of government. The goal is to push for ongoing sustainable operating and capital budgets capable of expanding the system through large capital projects, as well as accommodating new riders on the existing network and keeping the system in a proper state of repair.

Politicians, civil society groups and the union movement need to join together like never before. Transit isn't just about moving people; it's about connecting communities, a better and healthier environment, economic development and a stronger city. This is a message that resonates.

The ATU will extend the conversation around better transit to its members, their families and pensioners, as they represent a pool of over 60,000 people closely connected to the TTC, who can become effective voices for better transit in communities across the City and GTA.

In short, it's time for all players to join together in shaping the future of transit in the City. Let's all get on-board.

Section 1 - Ridership Growth: The TTC's Success Story

This section provides context for the next section dealing with Budget Realities.

Section 2 - Budget Realities

ATU RECOMMENDS:

1. ***That the TTC and the City advocate for more operating subsidies from the Province.***

The City and TTC need to continue to pressure the Province to fund transit operating costs at the traditional "Davis/Peterson/Rae" formula level, i.e. with 68% coming from fare revenues and 32% from government, split equally between the provincial and municipal governments.

2. ***Advocate for a National Transit Strategy.***

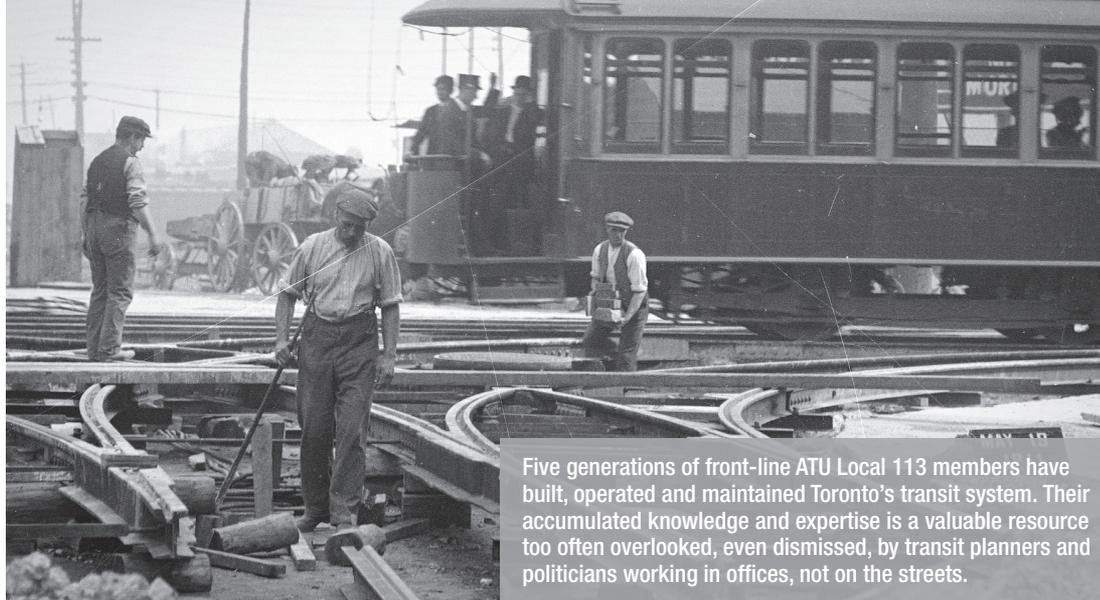
Canada stands alone as the only major developed nation where the national government doesn't have a predictable annual and ongoing transit funding strategy. This needs to change and the Commission's board should be strong advocates for a project of this nature.

In addition to the Commission's board, ATU believes that the Mayor and Council should prioritize the promotion of a National Transit Strategy and work with other municipalities to advocate this position, especially in the lead-up



Canada is the only major developed nation that does not have a predictable, annual and ongoing transit funding strategy. Torontonians of all political stripes must come together to make permanent federal transit funding the number one issue in the 2015 Federal election.

- to the 2015 election. ATU intends to work with stakeholders to promote this campaign over the next 12 months.
3. ***That the TTC and the City accept the need for annual funding increases.***
And recognize that with growing ridership, above-inflation budget increases will be necessary.
 4. ***The establishment of a long-term budget framework.***
The TTC and City should work with the province to set binding five-year budgets that include specific performance measures, and ensure the rate of government subsidy is set and known well in advance.
 5. ***Be realistic in the search for more revenue generation opportunities.***
It's important to seek ways to increase the TTC's non-fare revenues, recognizing that it will supplement but never replace strong increased government financial support.
 6. ***Work with the Province to establish a low-income pass.***
For low-income families, the cost of transport essential to access services or work is a burden. A low-income pass set at the same rate as the current senior/post-secondary pass would specifically target funding to those most in need, and be the most efficient way of providing low-income families with affordable public transit.



Five generations of front-line ATU Local 113 members have built, operated and maintained Toronto's transit system. Their accumulated knowledge and expertise is a valuable resource too often overlooked, even dismissed, by transit planners and politicians working in offices, not on the streets.

7. Insure that the PRESTO fare collection system not increase TTC operating costs or reduce fare revenue, and that it has the capability to evolve to handle direct credit card, debit and app based payments.

Guarantees must be sought from Metrolinx and the Province that the implementation of the PRESTO fare card will be financially neutral to the TTC, so that “integrated fares” doesn’t result in a reduction in service for TTC riders or an increase in fares.

The system should also allow the move towards the next generation fare payment, which includes payment directly by credit card, debit card and mobile app. Without this, we risk implementing a system that will be outdated as soon as it is implemented.

8. Work with employees to find new savings to improve efficiency.

The February 2013 agreement to set up a joint TTC-ATU Efficiency Identification and Implementation Committee should be implemented within the next 60 days to complement other cost savings initiatives at the TTC in preparation for the 2015 budget. The ATU proposes that any efficiencies found be allocated to improving TTC service.

9. Create a Standardized Budget Document for easier year-over-year comparisons.

In order to make the TTC Budget process more transparent, the ATU recommends the Commission adopt a standardized yearly budget presentation model and provide more detailed background documents online to allow

interested stakeholders to more thoroughly participate in the budget process.

10. The TTC should begin to study a new fare structure and its implementation.

In preparation for new electronic fare media, the TTC should begin to consult riders and study the implication of a new fare structure from a ridership and cost perspective. Options could include weekend passes, quarterly passes, 24 hour passes and other possibilities, including peak and off-peak fares.

Section 3 More Service

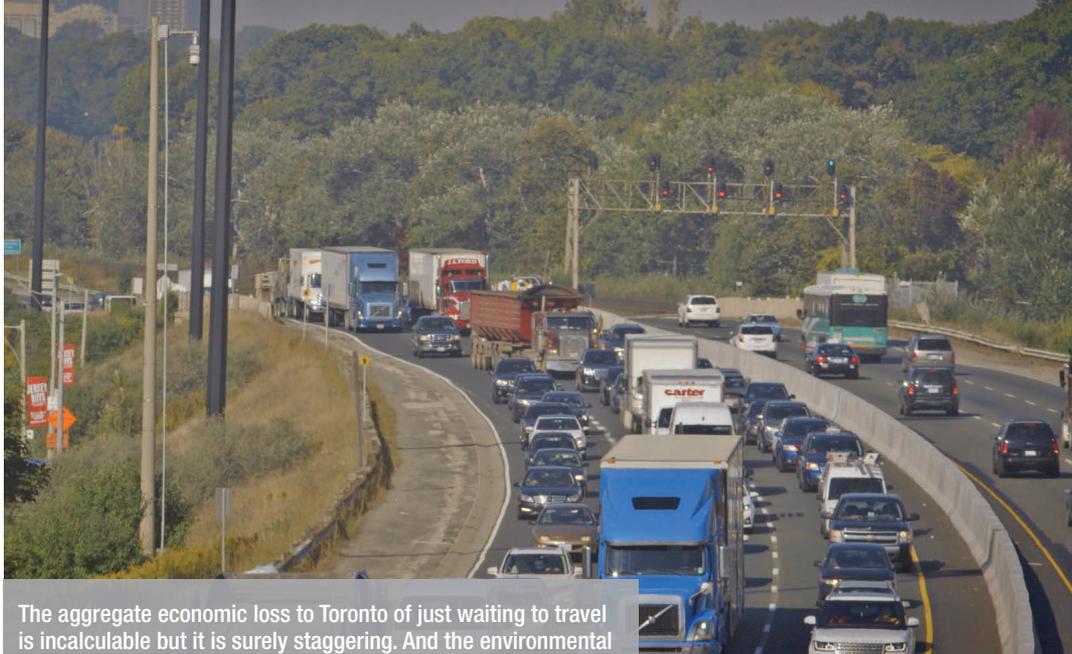
The TTC’s recent report, *Opportunities to Improve Transit Service in Toronto*, makes a number of important recommendations for improved service on surface routes.

ATU RECOMMENDS:

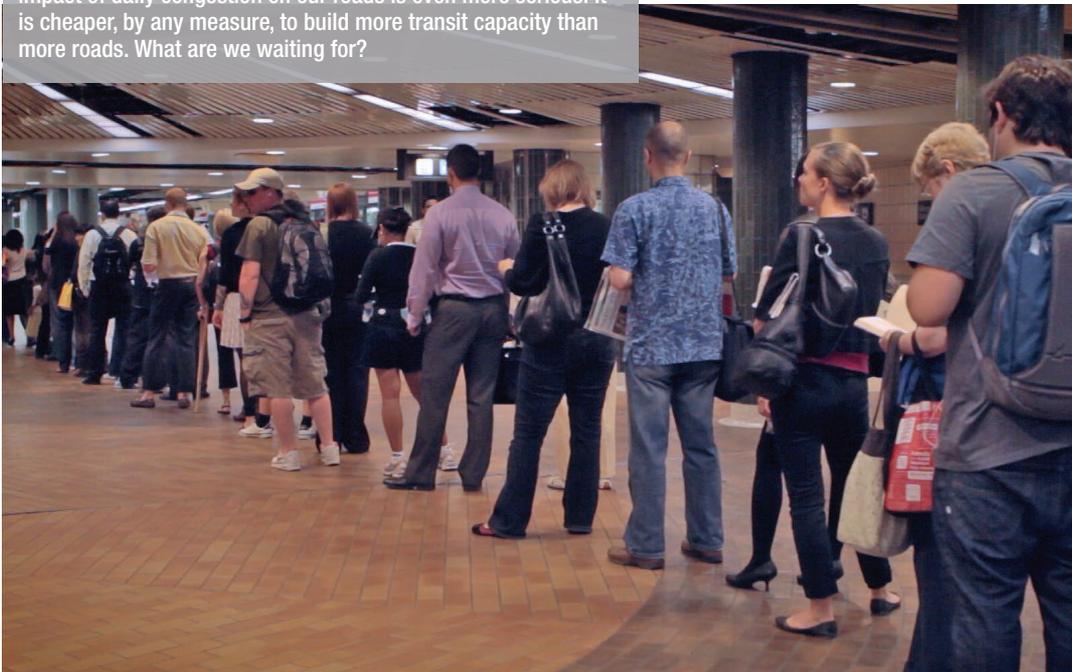
11. Implementing these proposals made by the TTC:

- › Reduced Wait Times and Crowding on Bus and Streetcar Routes
- › The Ten Minute or Better Route Network
- › Expanded Express Bus Route Networks
- › All-Route, All Day, Every Day Service
- › Expanded Overnight Bus and Streetcar Service
- › Two-Hour Travel Privileges for One Fare (Time-based Transfer)

And the ATU also recommends moving to a maximum 20 minute headway (from 30 today), a recommendation that the Commission has backed as recently as 2009.



The aggregate economic loss to Toronto of just waiting to travel is incalculable but it is surely staggering. And the environmental impact of daily congestion on our roads is even more serious. It is cheaper, by any measure, to build more transit capacity than more roads. What are we waiting for?



Section 4 Enhancing Service Quality

ATU RECOMMENDS:

12. ***A switch from schedule-based to "headway-based" management of high-frequency routes.***

Passengers want buses to come at regular intervals. But operators are nonetheless directed to keep their arrival at different points consistent with the schedule. With GPS systems now onboard, it's possible to keep buses more evenly spaced by better operations monitoring. This would also allow route management by headway on high-frequency routes.

13. ***"All-door loading" on all busy TTC surface routes.***

As the new streetcars are delivered, the TTC has recommended that there be a shift to all-door loading and a proof-of-payment policy on more streetcar routes in order to speed up boarding. With articulated buses being phased in on many of the busiest routes, there is another opportunity for all-door entry and the speeding-up of high-frequency bus routes, which would greatly benefit riders.

14. ***Evaluating a "pulse transit" system of scheduling for the Blue Night Network.***

The TTC used to use a pulse system on its Night Bus System and today other systems similar to the TTC use a "pulse transit" scheduling system where bus schedules are designed to minimize transfer times

between routes. By redesigning the system (perhaps changing routings) to help guarantee connections between major night routes, many of the four million plus annual Blue Night rides could be shortened considerably.

15. Expanding the partnership between the TTC and Toronto Ambulance Service.

The TTC's program of placing a paramedic (and TTC supervisor) at busy stations (including Yonge/Bloor) station during peak periods to respond quickly to situations in which a rider becomes ill should be extended to more busy stations, such as Sheppard-Yonge and Union and elsewhere on the Bloor-Danforth line.

16. That the City and TTC should select intersections on major streetcar and bus routes where turn restrictions should be implemented.

Streetcars, frequently with over 100 passengers on board, are often stuck waiting behind a car waiting to turn, often with only one person in it. Implementing more left turn restrictions in busy parts of the streetcar and bus network would result in faster service, fewer delays and significant operating savings.

17. The extension of rush-hour parking restrictions after comprehensive study.

Recently rush-hour parking restrictions were expanded along Queen and King from Jarvis to Bathurst. The new hours are between 7 and 10 a.m., and then from 3 to 7 p.m. The effectiveness of these new regulations needs

to be studied. Based on those studies new restrictions should be implemented on major arterial roads, especially those with major transit operations running on them, to improve schedules and reduce vehicle bunching.

18. Improving enforcement of traffic by-laws on transit routes, and dedicating resources to accomplish the task.

An illegally stopped vehicle can cut road capacity by 50% in a block. The City should create a special parking unit with increased towing capacity and should evaluate the potential use of video enforcement and the effect of already-increased fines.

19. The consideration of more off-street parking for busy arteries.

Expanded parking facilities should be considered to facilitate implementation of more transit friendly parking bylaws. The TTC should work with the Toronto Parking Authority and local BIAs on such an initiative.

20. An increase in the Number of Signal Priority Intersections.

To reduce the waste of precious time navigating through busy intersections, the number of intersections equipped with Transit Signal Priority technology (a simple technology that uses transponders to communicate with the traffic signal, and adjusts the signal timing) should be increased. If these measures were installed on only a third of the most important intersections, it would be equivalent of adding

over 15 peak morning buses, 13 mid-day buses and up to 18 afternoon peak buses to the system.

21. A Joint Management-Union Service Improvement Committee.

TTC workers want to be part of making the system better which is why we need an opportunity to work with management in a joint committee that regularly meets. Operators and other ATU members have first-hand experience that is lacked by many who are currently setting policies and making operational decisions.

Section 5 More Buses and Streetcars on the Road

THE ATU RECOMMENDS:

22. The purchase of new buses.

The TTC should move quickly to purchase in the range of the equivalent of 250 40-foot buses, in addition to the current planned bus purchases, over the next three years. These new vehicles would provide the 120-130 vehicles needed to implement the Commission's (and ATU's) new proposals for service improvement outlined in this report and the approximately 20 buses required annually for ridership growth, as well as an adjusted spares ratio that allows for proper maintenance.

23. Starting Construction on the McNicoll Garage as soon as possible.

The TTC should move up the start of construction of the McNicoll garage and begin preparation for tendering the project in early 2015 for completion in 2018.

24. Leasing temporary garage space in York Region.

At the same time as plans are being made to open a new garage, the Commission should take advantage of the recently vacated York Region Transit property at Bowes Road, Keele and Highway 7, to be used, in part, for bus storage to manage over-crowding, but predominately as a temporary bus repair facility. (The property should be leasable from YRT). This garage would allow an increase in the number of repairs that can be done outside of the morning, and to a lesser extent, evening rush hours, thus maximizing the number of buses on the street during peak times.

25. The expansion of existing garages and development of plans for an additional permanent garage after McNicoll.

Even with the opening of McNicoll, the TTC will need to expand garage capacity. The ATU proposes that the Commission study the expansion of existing garages (maintenance and/or bus storage) using space currently occupied by employee parking, and the purchase of adjacent property to replace the spots lost. In addition, the Commission should immediately start the search for property for a new bus garage somewhere in the city.

26. The hiring of more mechanics.

The TTC should immediately seek to hire new mechanics and, recognizing that there is a shortage of bus mechanics, expand its apprenticeship program. Both measures will ensure adequate staffing levels and prepare for an increased rate of retirements in the years to come.

27. The expanded rebuilding of older buses.

Using new staff resources, the Commission should establish a mini-life extension for the best of the 287 diesel buses slated for retirement in the next two years (185 Orion V buses in 2014, 52 NOVA buses in 2015, 50 Flyer buses in 2016). This overhaul would keep as many of the older buses on the road

as possible for the next three to four years, in order to smooth out the procurement of new buses, ensure adequate vehicles for service and provide the increased spares required for better maintenance.

28. The overhaul of older streetcars.

A similar mini-life extension program should be established for the older streetcars currently slated for decommissioning when the new streetcars go on line. If 25% of these streetcars in the best shape were retained and overhauled (10-13 ALRVs and 8-10 CLRVs) in a limited and targeted fashion, at an estimated total cost of \$13-\$18 million dollars, the TTC could, in a cost effective manner, address the shortage of around 14 to 18 cars that has led to extreme overcrowding.

A large majority of TTC rides involve one or more buses. Although not the answer to many of our transit problems, acquiring new buses is the single fastest and most economic way to improve service.



29. Getting proactive about maintenance.

Many of the buses that end up having breakdowns are more expensive to repair than the cost of good preventative maintenance. That's why the Commission should move to a more proactive vehicle care schedule with stepped up inspections.

30. Converting hybrid buses.

The TTC owns almost 700 Orion VII hybrid buses ordered between 2005 and 2009. But over the years, the buses have not lived up to expectations and cannot stay on the road for the usual bus life span of 15-18 years. ATU mechanics and experts in others cities consulted suggest that it is likely a majority of these, specifically the roughly 250 slated for retirement between 2014-2018 (after only 10

years of service), could be keep on the road by retrofitting them to clean diesel buses at an estimated cost of around \$100,000 per bus.

Section 6 Customer Service: Riders Come First

THE ATU RECOMMENDS:

31. Continuing the roll-out of the Next Vehicle Arrival system's visual and text options to all surface stops by 2015.

Downtown riders have access to mobile Next Vehicle apps and SMS Text Next Vehicle for streetcar stops, as well as a small number of stops with LED screens. The TTC should follow through on plans to provide SMS Text Next Vehicle information to all bus stops. The central system already exists, and extending the program is a low-cost effort, merely involving

adding stickers with unique numbers to each stop. In addition, the TTC should expand the installation of Next Vehicle Arrival screens at the busiest TTC surface stops so that 5% of all stops have the screens by 2018.

32. Centrally controlled verbal delay announcements on buses.

The TTC is currently considering a replacement for the CIS system which provides data and voice communications between buses, streetcars and TTC's bus/streetcar divisions as well as Transit Control and is used for emergency communications and as a route management tool. It is essential that this system has the capacity to manage headway-based service and offer improved communications with riders and operators.

ATU believes that among other elements to be included in the new CIS system, it should allow for centrally-controlled verbal public delay announcements on buses.

33. Completing the Video Information Screen rollout on subway station platforms and entrances.

Screens at entrances to stations, in bus bays and on platforms are provided free as part of the advertising contract, but the TTC has not taken full advantage of this, and has not added them to all stations, meaning some passengers lack access to subway and next vehicle updates. ATU believes that the completion of the installation of screens should be completed



A mini-life extension for streetcars slated for decommissioning but still in good shape could cost-effectively address the shortage of streetcars that causes extreme overcrowding.



quickly and that the information delivery to these screens needs to be improved, as they often do not include information on major system disruptions.

34. A commitment to customer service along with the PRESTO roll-out.

GTA transit customers are increasingly served by the reloadable Presto fare card, an automated and integrated fare payment system. This technology can be a benefit to those who have had to wait in line to pay for rides, and pay for multiple fares on multiple systems. Fare collectors should become customer service representatives who explain the system and provide support. TTC plans must ensure that customers are not abandoned simply because they do not have a card.

35. The creation of a TTC Emergency Response Corp.

During emergencies, like the unscheduled shut down of the subway, tens of thousands of passengers find themselves looking for alternatives. ATU proposes to create a corps of retired TTC employees who have maintained their basic training and a commitment to the TTC, and who are willing to help out on short notice to help improve customer service.

36. Speeding up plans to install real-time escalator and elevator monitoring systems in all stations by the end of 2015.

Many people with mobility restrictions use the conventional system, but rely on escalators and elevators to make their trip possible. This info, if made part of the existing e-alert systems, would make it easier for riders to

know when there was an outage. This system would replace manual updates and out-of-date information and allow for better tracking and presentation of information around outages. One of the main advantages of these alerts would be to allow TTC to more quickly send out repair crews and get them working more quickly than currently, therefore reducing the downtime of escalators and elevators and the associated inconvenience.

37. Creating a better Airport Rocket.

Even with the new air-rail link to the airport coming online in 2015, the Airport 192 Rocket should be further improved. A change or fare vending machine should be placed near the stop at the airport as many travelers arrive without these. As well, WiFi should be introduced onboard. There should also be a branding upgrade and new signage at the airport to make sure more people are aware of their transit options into the city.

Section 7 Making Riders Feel They Matter

ATU RECOMMENDS:

38. Speeding up WiFi installation on the subway network.

Today's younger riders, especially Millennials, partially choose transit because it allows them to access their smartphones and tablets. While installation of new service is dependent on the cell phone carriers' participation, the Commission should move quickly to get WiFi installed in all stations.

39. Enhancing the Station Finish Program and Restarting Station Modernization.

Station tiles, ceiling panels and terrazzo flooring, among other elements, are in need of repair and refurbishment. The existing small program that is in place to do this needs to be expanded. In addition, the Commission must ensure that older stations are renovated on a regular basis to bring them up to modern transit standards. The TTC should work to restart the Station Modernization Program cancelled in 2011 and expand refurbishment efforts.

40. Creating partnerships with car and bike sharing networks.

Increasingly people are thinking of mobility in the way Montreal does – as a “transportation cocktail”, made up of multiple ingredients. To many riders, transit also means cycling, walking or taking a car. The TTC should look for ways to team up with car-sharing companies and the Toronto Parking Authority’s Bike Sharing program.

41. Developing a better Online Trip Planner.

The TTC trip planner allows people to chart their route, but the TTC should move to the 2.0 version like other cities (e.g. Berlin) and include real-time trip information, based on the Next Vehicle information systems currently in place.

42. Offering better Open Data.

The TTC should strike an Open Data Committee that includes app-builders and



transit advocates. The purpose would be to examine what additional data can be cost-effectively provided through the City’s Open Data protocols to allow for further development of online tools.

43. Peak-Hour Demand Management.

Cities like Melbourne have used price strategies to shift small numbers of passengers to the shoulder periods of rush hour. Other cities have worked with employers to shift the hours of operations slightly, sometime only by 30 minutes. Because rush hour service is the most expensive, millions of dollars could be saved by shifting even 1% of the peak hour ridership. The TTC should expand efforts to shift small numbers of riders to “shoulder” service periods (just before and just after peak hours), where more capacity exists.

44. Discussions with GO on Better Service Integration.

GO and TTC should work together to improve the use of GO lines as trunk service lines to move people faster and cost effectively around Toronto. The ATU believes that more work needs to be done on integrating service offered by the the TTC, GO Transit and other regional providers to improve mobility in Toronto.

45. Restarting the Metropass Affinity Program.

The Metropass Affinity Program initiated over 5 years ago has not seen the expansion originally envisioned. This program’s objective – to reward loyal riders by offering discounts and other benefits through a network of partners – has not been achieved. Breathing

new life into this program would help grow the transit-oriented constituency at little cost and a renewed effort to expand the program should begin.

46. *Installing a shelter where possible to any stop serving more than 100 people per day.*

On days when freezing winds chill the city, or in driving rain, taking transit can feel punishing. The TTC should work with the City's street furniture program and recommit to the TTC's 2009 decision to provide a shelter to any stop serving more than 100 customers per day.

Section 8 Keeping the System Running: State of Good Repair

ATU RECOMMENDS

47. *An activist Chair to work with other transit agencies to promote investment in transit.*

The Chair of the TTC needs to work more intensely with other transit agencies to further this critical national agenda.

48. *A concerted push for increased provincial capital funding.*

The Mayor and Council should continue to pressure the Province to increase its contribution to the base capital of the TTC as the current capital contributions cover less than 15% of the capital budget, far less than the 50% of the base capital budget that the province covered in the 1990's.

ATU recommends an interim target of 33% provincial funding of the base capital program be established.

49. *Clarification in budgeting.*

The Commission needs to more clearly differentiate between state-of-good-repair (SOGR), upgrades made for legislative or safety reasons, new capacity enhancement requirements, and expansion programs to make it clear how much and why specific funding is required. The SOGR backlog should only include those programs that are specifically to repair or rehabilitate Commission vehicles and property. Other backlogs, including those for safety upgrades and legislative requirements should also be published.

50. *Collaboration to campaign for more capital funds.*

The ATU, civil society groups, and the business community should organize to lobby for more capital funds in a way similar to what was done for transit expansion. The last few years has shown that new funding can be secured with perseverance.

51. *Prioritizing state of good repair.*

Major expansion plans utilizing City debt funding should not proceed until the majority of the basic SOGR backlog is dealt with.

52. *A clear statement of needs.*

There has to be an adequate representation of the financial needs of the Commission for sound planning to take place. As such, within the 10 year capital window, the following



Tighter integration between the TTC and GO Transit will make the entire Greater Toronto-Hamilton Area more productive.

additions should be made: funds for the acquisition (if not construction) of the next Wheel-Trans Facility, allocation for the first phase of a new bus garage (after McNicoll), and resources to allow for the acquisition of property for the next subway carhouse. Adding these would ensure that, even if funding is currently unavailable, a discussion can begin on how to finance them.

53. Factoring in bus conversions.

A new budget line should be added for the conversion of the Orion VII Hybrids, between 2014-2018, to clean diesel instead of retiring these buses. Additional budget lines should be added for other mini-life extension programs to keep buses and streetcars slated for retirement on the road to allow for the adding of needed

service in the next few years before new buses can be procured.

54. Returning postponed budget items to the Capital Plan.

Items removed from the capital budget at the request of the City (to bring the TTC budget closer to an appearance of being funded for City debt management purposes) should be re-instated. The following two projects, for example, are critical to ongoing basic operations, and to meeting legislative requirements: the start of McNicoll garage construction needs to be advanced, and funding for the Easier Access III elevator and station accessibility program has to be re-instated to ensure the TTC continues to become more accessible.

Section 9 TTC Accessibility: It's In Everyone's Interest

ATU RECOMMENDS:

55. The TTC should commit to a higher standard of elevator and escalator maintenance to increase their reliability.

It is important that increased resources are dedicated to preventive maintenance to keep elevators and escalators in better working order to insure that the system remains accessible to people with mobility challenges.

56. A guarantee of 1.5-hour Wheel-Trans service by 2016.

Users of the conventional system are served by a system that allows them to carry out their day-today activities with flexibility. The same should apply to Wheel-Trans riders. At a minimum, Wheel-Trans riders should be guaranteed travel options within 90 minutes of booking a trip by 2016.

57. That external pre-boarding announcements be in place by 2017.

TTC vehicles currently feature automated announcements advising customers of the next stop information. The ATU supports plans that are currently in place to include, by 2017, a similar system outside the vehicle that will advise customers of information about the vehicle before they board.



58. Continued TTC and City advocacy to ensure provincial funding for full compliance with Integrated Accessibility Standards Regulation (IASR).

In addition to the requirements of the Accessibility for Ontarians with Disability Act for 2025, the province has established earlier service standards that must be met by transit systems. Unfortunately no new funding resources have been made available. The ATU recommends that the Province provide the means to meet its own requirements and that the TTC Chair take an active role in advocating this.

Section 10 Building the TTC of the Future

ATU RECOMMENDS:

59. Subcontracting to the TTC.

Metrolinx should work with the consortium taking responsibility for delivering the Eglinton LRT to subcontract maintenance to the TTC. As well, a study should be initiated in the interim to determine the costs of this arrangement so the debate about the future of such arrangements will be well informed.

60. A careful accounting of the fare split.

We urge that that the TTC and Metrolinx jointly contract a third party to do an analysis in the next 18 months of how fare revenue will be split between the consortium and TTC. This would allow time for a thorough discussion, noting that over several decades, if the



Full system accessibility is not only the right thing to do, it's a legal requirement that must be achieved within a decade under the Accessibility for Ontarians with Disability Act. Earlier service standards under the Integrated Accessibility Standards Regulation should be funded by the province.

formula is not right, this could result in a multi-hundred million cost to TTC riders and Toronto taxpayers.

61. A push for completion of the Eglinton LRT.

The City needs to actively engage in discussions with the Province to secure funds to complete the Eglinton LRT, recognizing its importance to the connectivity of transit, and to the expansion of affordable transit to the airport.

62. The establishment of an implementation committee.

The Chair of the Commission needs to convene an LRT implementation committee, including two or three Commissioners, a representative of the Mayor's office, Metrolinx,

the City Manager's Office, and the CEO of the TTC, to meet at least monthly to monitor preparations for the start of construction both of the Finch and Sheppard LRT. Further, we urge that the CEO of the Commission report to the Commission with an update at every Commission meeting.

63. The Consideration of Sheppard and Finch LRT extensions.

In preparation for the restarting of the Sheppard and Finch LRTs construction the Commission should consider the benefits of proposed extensions of these lines including the extension of the Sheppard LRT down Morningside to UTSC and the Finch LRT extension to the airport.



The treasure that is Toronto's waterfront can only be fully realized through significant investments in more transit to the east of downtown.

64. Awaiting the completion of the studies before a decision is made.

Council and the Commission should refrain from further discussion on the replacement options for the Scarborough SRT until the studies are complete on the subway proposal, and the LRT options can be accurately compared.

65. Putting Scarborough Malvern back in the picture.

Scarborough Malvern LRT construction should be considered at the same time as replacement options for the Scarborough SRT, to ensure that a plan is adopted that provides the highest quality of transit for the most number of people in Scarborough.

66. Seeking new land for a subway carhouse.

While studies continue on a relief line connecting the east part of the city to the downtown, we urge the TTC to immediately begin preparations to acquire land necessary for a new subway carhouse, noting that this process will be difficult and take time.

67. That the stakeholder committee recommendations be the basis for good transit in the new communities along, and adjacent to, Queens Quay East.

The ATU supports the recommendations of Waterfront Toronto's stakeholder committee and feel this is the best way to ensure that new rapid transit is constructed on Queens Quay East. These recommendations are to match

the design and form of the right-of-way being rebuilt for the Harbourfront streetcar line to the west, and to use the limited funds to start building the base of the LRT, despite funds not currently available for the full completion of the line.

PRIVATIZING PUBLIC TRANSIT HAS FAILED EVERYWHERE

Some people think turning over all or part of the TTC to private, for profit companies would make it run more efficiently and at a lower cost. They should do their homework. Transit privatization and so-called “public-private partnerships” have been tried around the world. It’s never worked, anywhere. And it won’t work here.



Sponsored by the Public Transit Coalition, a non-partisan organization devoted to safe, reliable and affordable public transit for all Torontonians.

Get the facts at KeepTTCPublic.ca



In London, England, a public-private partnership to refurbish the subway system was a financial disaster for taxpayers.



In Melbourne, Australia, a city much like Toronto, private operation of the transit system has been a nightmare for commuters.



In Vancouver, Canada, a public-private partnership on a new transit line failed to deliver as promised and still requires huge taxpayer subsidies.

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ATU Local 113 has investigated the issue of transit privatization for many years. Dozens of cities around the world have experimented with privately-owned and operated transit and in nearly every case, the results have been disappointing at best, sometimes financially disastrous. The main reason: public transit cannot be run at a profit unless you cut services, raise fares, squeeze employees or get large taxpayer subsidies, often all four. The above TTC subway ad is taken from the union's 2010 campaign against the idea of privatizing the TTC. Another part of the campaign was a compelling 15-minute video, narrated by Canadian Actor Eric Peterson (Street Legal, Billy Bishop, Corner Gas) that detailed the failure of privatization or “public-private partnerships” (P3s) in London, Melbourne, Auckland and Vancouver. The video is available on YouTube. Search: Keep TTC Public.

“[O]ur transit systems should be responding with...urgency to dangerous levels of atmospheric carbon. Rather than allowing subways and bus fares to rise while service erodes, we need to be lowering prices and expanding service – regardless of the cost.”

NAOMI KLEIN
This Changes Everything
2014