



Wheel-Trans Transformation Program 2020 Update

Date: July 14, 2020
To: TTC Board
From: Deputy Chief Executive Officer, Operations

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 to the TTC Board in May 2019. The report outlines accomplishments, impacts and next steps, including operationalization of Family of Services (FOS), introduction of Travel Training, documentation of policies, updates to the Customer Handbook and rollout of new technology. This report also provides an update to the comprehensive review of cross-border Wheel-Trans service for riders travelling outside and into the city of Toronto.

Recommendations

It is recommended that:

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

Financial Summary

The Wheel-Trans Transformation Program includes a wide range of activities ranging from technology and infrastructure investments to various service improvements, and as such, funding has been approved in both the TTC's 10-year Capital Plan and Operating Budget to implement this program.

A total of \$49.8 million in capital funding has been approved for the technology and infrastructure investments. With life to date spending of \$17.3 million, the 2020-2029 Capital Budget and Plan, approved by City Council on February 19, 2020, includes \$32.5 million under program 3.9 Buildings and Structures, Wheel-Trans Transformation Program. The Wheel-Trans Transformation Program formed part of the list of projects approved for the Federal Public Transportation Infrastructure Fund (PTIF) funding program, with the receipt of \$9.8 million in PTIF funding.

Any adjustments to capital requirements that emerge will be included in the 2021-2030 Capital Budget and Plan for the Board's consideration as part of the 2021 Capital

Budget process. The Wheel-Trans Transformation Program is expected to be on target with the Estimated Final Cost of \$49.8 million.

The 2020 Wheel-Trans Operating Budget includes \$0.7 million to support operational initiatives that are part of the Wheel-Trans Transformation Program, including customer re-registrations, the travel training program, public events and customer communications. Preliminary estimates for the continuation of these activities, as well as conditional trip matching, are currently projected at \$0.4 million for 2021 but will be further refined for the 2021 Budget process, but can be funded from Wheel Trans base operating budget.

There is no additional financial impact from the cross-border travel initiative as there is no change in the boundary service model at this time. As outlined in Appendix 13 of this report, sensitivity analysis undertaken for the October 2019, report to the Board on cross border travel, determined that it was not cost effective to expand cross-border service.

The Interim 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 Advisory Committee on Accessible Transit (ACAT), to ensure the Wheel-Trans 10-Year Strategy transformation is carried out in a manner that is accessible and inclusive.

Work with regional service providers also continues for the purpose of ensuring the elimination of barriers for cross-border travel. A guiding principle of the AODA is to provide equitable access to services. The TTC wants to ensure that entering into a cost-share agreement is done equitably with all neighbouring regional service providers so that a consistent service level is available for all Wheel-Trans customers. All regional transit providers are committed to improving transfer locations ensuring they are safe and secure and support all transfers, including Family of Services. This has been a priority for all accessible service providers through the work being done in the GTHA Specialized Transit Working Group.

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.

[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.

[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%20389.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%20389.pdf)

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)

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)

May 2019 TTC Board Report – “Wheel-Trans 10-Year Strategy Update”:
[https://www.ttc.ca/About the TTC/Commission reports and information/Commission meetings/2019/May 8/Reports/7 Wheel-Trans 10 Year Strategy May 2019 Update.pdf](https://www.ttc.ca/About%20the%20TTC/Commission%20reports%20and%20information/Commission%20meetings/2019/May%208/Reports/7%20Wheel-Trans%2010%20Year%20Strategy%20May%202019%20Update.pdf)

May 2019 TTC Board Report – 2019-2023 TTC Multi-Year Accessibility Plan, which includes several Wheel-Trans 10-Year Strategy as objectives:
[https://www.ttc.ca/About the TTC/Commission reports and information/Commission meetings/2019/May 8/Reports/6 2019-2023 TTC Multiyear Accessibility Plan.pdf](https://www.ttc.ca/About%20the%20TTC/Commission%20reports%20and%20information/Commission%20meetings/2019/May%208/Reports/6%202019-2023%20TTC%20Multiyear%20Accessibility%20Plan.pdf)

The TTC Board, at its meeting on October 24, 2019, received the Wheel-Trans Cross-Border Travel Study and adopted the following recommendations:

[https://www.ttc.ca/About the TTC/Commission reports and information/Commission meetings/2019/October 24/Reports/8 Wheel Trans Cross Border Travel Study.pdf](https://www.ttc.ca/About%20the%20TTC/Commission%20reports%20and%20information/Commission%20meetings/2019/October%2024/Reports/8%20Wheel%20Trans%20Cross%20Border%20Travel%20Study.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 2026. Benefit realization will be achieved in conjunction with broader accessibility investments as they are completed; namely, the new accessible streetcars that replaced the remaining inaccessible surface vehicles (completed in 2019) and the Easier Access Program Phase III, which will render all TTC subway stations accessible by 2025.

Comments

The Wheel-Trans Transformation Program (WTP)

The WTP 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 six new customer-centric policies (appendix 8) [Q4 2019];
- Updated the Wheel-Trans Customer Handbook (appendix 3) [Q4 2019];
- Held annual public update meetings, on May 30 at St Paul's Bloor Street and July 23 at Metro Hall, to report on the progress of the 10-Year Strategy. Both were available via live streaming. Wheel-Trans customers and the public were invited to engage and provide customer input [Q2-Q3 2019];
- Provided program updates at ACAT meetings, subcommittee review [Q1-Q4 2019];
- Operationalized a Travel Training Program for Wheel-Trans customers interested in using accessible buses, streetcars and subways [Q1-Q4 2019]. More than 400 customers have received training to date;
- Introduced new technology and leveraged the TTC's standard Customer Relationship Management system to deliver mass e-mail updates [Q4 2019];
- Expanded Pro-Master fleet of vehicles to full complement of 128 [Q1-Q4 2019];
- Family of Services – Continued the process of FOS expansion and have now identified 67 surface routes (bus and streetcar) with 389 customer transfer stops to transfer customers to and from the conventional TTC system (appendix 2) [Q1-Q4 2019];
- Full Trip Diversion – The customer survey was run again from January to March 2020; 23.5% of customers indicated that they travelled entirely on the conventional TTC system [Q1 2020];
- Observed an increase in customer travel pattern behaviour in 2020 with a 5% increase in number of rides provided versus 2019 [Q1 2020];
- However, due to COVID-19, Wheel-Trans ridership decreased dramatically. Currently, as of week 27, ridership levels are approximately 80% below budgeted amounts [Q2-Q3 2020];
- Accessibility for Ontarians with Disabilities Act (AODA) sensitivity training delivered to 100% of frontline Operators [Q1-Q4 2019].

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

- Family of Services (FOS)
 - Additional 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 to 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) has been finalized and the customer re-registration process is well underway. More than 4,000

customers voluntarily re-registered at a rate of approximately 200 per month;

- Conditional trip matching
 - Originally the introduction of this initiative was planned for the summer of 2020. However, due to the impact of the COVID-19 pandemic, our timeline has been delayed. Customer surveys, along with guidance from Toronto Public Health, will inform the timing of a move to Conditional Trip Matching. This will be evaluated in Q4 2020. The goal of Conditional Trip Matching is 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
 - Commenced the process to obtain overflow support for peak volumes to ensure that response times for customers are always within the established standard (less than three minutes).
- The mobile application will be launched, along with Phase 2 of the scheduling system redesign;
- Nine additional Access Hub locations with 14 shelters will be in operation.

The above accomplishments, impacts and goals will be shared at our upcoming public meetings where the public will be provided the latest information and given the opportunity to provide feedback on important topics, such as customer re-registration and conditional trip matching.

- In order to safely update our customers on the Wheel-Trans 10-Year Strategy, our 2020 annual public consultation will be held virtually. A presentation providing an update on the Wheel-Trans transformation will be posted online on July 27, 2020. Customers will be notified of the virtual consultation through an e-mail blast and a message posted on the Self-Booking website and will have until August 3, 2020 to submit their questions, concerns or feedback. Customers will be encouraged to provide feedback to our Senior Community Liaison through phone or e-mail channels. All collected feedback will be consolidated and shared with senior management and may inform future policy changes and consultations. A consultation report detailing consultation methods and customer feedback will be posted online in September 2020.

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

Cross-Border Travel Initiatives

The TTC continues to engage neighbouring regional transit providers in discussions to explore the feasibility of a cost-neutral agreement among all service providers as well as to identify fair and equitable ways to provide cross-border travel services. Ensuring that transfer points are safe and secure and minimizing wait times has been the priority of all service providers and is the mandate of the GTHA Specialized Transit Working Group.

As requested by the Board in October 2019, many cross-boundary transit options were evaluated to improve cross-boundary travel customer experiences. It has been determined that an extended boundary service model would not be a viable option. This model is not cost-neutral and it reduces each service provider's ability to maintain service efficiencies achieved through ride sharing and FOS, thereby decreasing current passenger-per-hour efficiencies while increasing costs. The Board Report of October stated that the annual cost implications would be approximately \$142,000, \$245,000 and \$767,000 for an expansion of service area to 3 km, 5 km and 10 km beyond the Toronto border. These costs do not include scheduling system upgrades, additional labour resources, an increase in trip requests resulting from added convenience of an expanded service area as well as deadheading costs. Without a cost share agreement with Peel and York Regions, costs for an extended boundary would be prohibitive as this represents 80 percent of the cross boundary trips (Appendix 13).

Regional transit providers have remained focused on improving transfer points and reducing wait times, which supports improving the FOS travel model that incorporates accessible conventional transit services into the trips provided to customers registered for accessible services.

With FOS, regional trips can now incorporate all modes of accessible services by all service providers. Prior to the COVID-19 pandemic, wait times at cross-boundary transfer points had been reduced by 25%. Post COVID-19 pandemic onset, the number of cross-boundary trips has decreased by 95%, and all trips are closely monitored and managed to ensure minimal wait times.

The TTC, regional transit providers and the GTHA Specialized Transit Working Group have been working towards, or have completed, the following:

- Engaged the University of Toronto in discussions around expansion and enhancement of the transit terminal at the Scarborough Campus for regional transfers and FOS transfer between the TTC and Durham Regional Transit.
- Utilized the TTC Access Hubs as cross-border transfer locations during the pandemic – an invaluable asset due to the closure of several transfer locations.
- Enhanced scheduling and dispatching software so that an integrated approach to cross-border travel is possible.
- A regional video on cross-border travel that will be funded by the Province of Ontario. Preliminary work on this initiative is complete, with filming to occur post COVID-19.
- Developed how-to guides on accessible travel within the GTHA. The guides are available in print and online for all regional transit providers and in an accessible format for customers.
- Collaborated with Accessible Committees, including ACAT, and the GTHA Accessible Advisory Committees in order to address customer needs in a consistent manner.
- Delivered cross-border travel workshops and training sessions for service providers dispatching staff, with the objective of providing seamless service experiences.

- Made travel training sessions available to customers. This training also incorporates ~~in~~ cross-border travel training.

The TTC is committed to maintaining active partnerships with regional GTHA specialized transit service providers in furthering our common objectives of reducing wait times and improving transfer locations in support of the continued collaborative approach to develop new and innovative ways to provide a fair and equitable service to all customers requesting cross-border travel to and from the city of Toronto.

Next Update

Significant work was completed to advance the Wheel-Trans 10-Year Strategy in 2019 and will continue through 2020 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 and Cross-Border initiatives in Q2 2021, which will cover:

- Status of Family of Services and Access Hub rollout;
- Impacts on customers and operations related to conditional trip matching, re-registration and other policy changes;
- Status of the technology modernization efforts; and
- Collaboration initiatives to improve cross-border travel.

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Attachments

- Appendix 1 – Eligibility Definitions
- Appendix 2 – Family of Services (FOS)
- Appendix 3 – Customer Handbook
- Appendix 4 – A New Customer Experience
- Appendix 5 – Travel Training
- Appendix 6 – Changes to Eligibility
- Appendix 7 – Access Hubs
- Appendix 8 – Wheel-Trans Policy Updates
- Appendix 9 – Community Bus Enhancements
- Appendix 10 – Fleet Replacement
- Appendix 11 – Technology Modernization
- Appendix 12 – Reservations, Scheduling and Dispatch System Upgrade Project
- Appendix 13 – Cross Border Travel – Excerpt from October 2019 Board Report

Appendix 1 – Eligibility Definitions

In accordance with the Accessibility for Ontarians with Disabilities Act (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).

Appendix 2 - Family of Services

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 (FOS), it involves inter-modal trip bookings and travel by customers between Wheel-Trans service 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 who qualified with conditional eligibility for Wheel-Trans service, (e.g. can use the conventional TTC service when their conditions related to physical, sensory, cognitive or mental health disabilities are not present) 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 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 1) work through any challenges or impediments related to service integration and delivery and 2) 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 Pilot Routes

84 Sheppard W
85 Sheppard E
95 York Mills
29 Dufferin
97 Yonge

List of Accessible Stations in 2018

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			

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 definitely proved successful in meeting the first of the three objectives listed above, but fell a little short in gaining support from employees of the overall benefit of FOS to them or to the customers they assisted. Some employees (Operators, Reservationists, Customer Service, Dispatch and Service Support) struggled with the concept of moving away from the delivery of a door-to-door service to one whereby 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. It is anticipated 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, it was 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 (small group engagement, supported with emails and hard copy materials), as no one medium alone is sufficient to capture the attention of all internal and external stakeholders.

2. Training

One of the major challenges experienced during the FOS pilot was that the current scheduling and dispatch system was not capable of booking and scheduling multi-regional or FOS (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 utilize different types of conventional service bus stops to determine which better supported integration with Wheel-Trans service. For example, 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 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' behaviors/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 Family of Service 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 utilized for FOS transfers.

Conditional Trip Matching based on Customer Eligibility

With the implementation of Phase 2 of the IT Wheel-Trans Scheduling & Dispatch project in June of 2020, the Self Booking website will be upgraded and allow customers with conditional eligibility to be assigned a FOS trip when their condition is not present. However, given the restrictions of operating Wheel-Trans during the COVID-19 Pandemic (e.g. one passenger per ride), it is anticipated that the earliest this feature could be turned on would be in the beginning of Q4 2020 or Q1 2021.

Re-registration of Customers registered for service pre-Jan 1, 2017

As detailed in Recommendation 4 of the September 2016 board report update and in order to comply with AODA requirements, the eligibility review strategy for the migration of existing customers (registered prior to January 1, 2017) has been finalized and the customer re-registration process is well underway with over 5,000 customers voluntarily re-registering at a rate of approximately 200 per month.

FOS Route Expansion Strategy

Waves	Start Date	Finish Date	Estimated total stops (not counting Subway)	Connecting Subway Stops	Number of Routes
1	15-Jan-17	30-Apr-17	45	11	5
2	30-Apr-18	30-Mar-19	64	25	14
3	4 Feb. 2019	26-Aug-19	65	16	10
4	29 Apr. 2019	26-Aug-19	60	17	13
5	22 Jul. 2019	26-Aug-20	153	23	25
6	15-Jan-20	16-Dec-20	92	11	16
7+	1-Jun-20	31-Dec-20	Unknown		

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 the accessible streetcar network. As well, as subway stations become accessible, they are added to the FOS 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 (through Customer Service inquiries, Annual Public meetings, and through ACAT) 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 at subway stations. In addition, we will continue to offer Travel Training to support customers as they transition onto the conventional system. Training options include remote training over the phone, small group sessions at accessible subway stations, or customized 1:1 route training. Various training options allows for customers to select the training and learning style that meets their individual needs (see Appendix 5 for more details).
- **Automated multi-modal trip-booking is required.** The TTC introduced an automated booking tool, the Self-Booking Website in December 2018 which was further upgraded in June 2020.
- **Customers are choosing to change their travel habits as we make it easier to travel on all modes.** A fall 2018 survey and a winter 2019 survey both indicate that Wheel-Trans customers are self-selecting to take a fully diverted trip (no Wheel-Trans component). A winter 2020 survey was cut short by the pandemic but results from prior to the pandemic indicated more customers were self-selecting.

Appendix 3 – 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 physically 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. 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 touches on the following topics:

- Overview of Wheel-Trans
- Eligibility
- Accessibility (FOS, 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 4 - 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!

There are now a total of 20 customer-facing policies that have been implemented. Each policy was designed in consultation with the Advisory Committee on 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 completed in 2019.

TTC Wheel-Trans has started 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 (see Appendix 1), a new application for service, and new application and appeal processes. In order to apply these changes to existing customers from prior to the effective date, a migration plan has been developed which we call Re-registration. This detailed process to re-register these customers was developed while working closely with key stakeholders, including ACAT and the 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 2020, 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 FOS trip if they prefer.

Providing a FOS trip as the only option for conditionally eligible customers, only when their condition is not present, will be a major change for those customers. To assist with this transition, the TTC has operationalized a Travel Training Program for our customers that will provide one-on-one training of our conventional system.

Appendix 5 - 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 included Information Sessions, Vehicle Exploration events, and personalized one-on-one training. 14 Information Sessions were held across the city, which included customers attending an in-class presentation about how to safely and independently navigate TTC's accessible network. Three Vehicle Exploration's were held, which involved customers participating in an interactive presentation on-board a conventional bus or low-floor streetcar, allowing for the exploration of the vehicle and its features within a controlled environment. Lastly, customers were also able to receive personalized one-on-one training, where a customer is accompanied and guided by a travel trainer on a route of their choice, up to 4 times. One-on-one training is structured based on the needs of the individual customer, and allows the customer to develop safe travel skills, independence, confidence, and building of familiarity with the TTC network. Throughout the 2018 pilot a total of 251 customers participated in some capacity, with 50 of those customers completing one-on-one training. The pilot was proven to be successful and continued on into 2019.

Throughout 2019 the Travel Training Program evolved and became more refined. The year 2019 included one Information Session, two Vehicle Exploration events, the continued offering of customized one-on-one training, but also small group training sessions called Station Orientation Days. A Station Orientation Day is an event held at an accessible TTC subway station with all three vehicular modes, and includes customers participating in a one-hour training session in small groups. The training sessions provide customers with on-site training, and gives an overview of how to use TTC's accessible network. Seven Station Orientation Day events were held at various stations around the city between June- Dec 2019. At the conclusion of 2019, a total of 388 customers had participated in some capacity, with 176 of those customers completing one-on-one training or attending a Station Orientation Day. Many efforts were made to increase program awareness, and resulted in a total of 1145 customers expressing interest to date.

On March 25th 2020, during the COVID -19 pandemic, Travel Training was adapted in order to offer customers training remotely. Customers were able to schedule a 1:1 phone call with the TTC's Travel Trainer directly, and be taken through a presentation including TTC conventional accessibility, travel using FOS, and safe and independent travel techniques. For customers that had access to the internet, the information was shared via email which provided customers with the information and accompanying visuals. The information sent through email was available in several formats, including PDF, PowerPoint, Microsoft Word, and Microsoft Word: text only.

By early June 2020, 80 customers had participated in remote training sessions.

Travel Training Handbook

The Travel Training Handbook is an information filled instructional guide for customers with disabilities on how to use the TTC's conventional network. The handbook describes the various accessibility features found throughout the TTC system, and provides instructions and helpful travel tips to assist customers with varying disabilities and needs. The Travel Training Handbook is used as a supplemental resource for customers with disabilities to be able to travel on the TTC to the best of their abilities, safely and independently.

A hard copy of the Travel Training Handbook is given to customers during any in-person travel training session, can be requested through Wheel-Trans Customer Service, and can be found online via the following link:

https://www.ttc.ca/TTC_Accessibility/Easier_access_on_the_TTC/Handbook_for_Accessible_Travel.jsp. The Travel Training Handbook is in the process of being updated, with a new version being printed and available in 2020.

The Travel Training Handbook touches on the following topics:

- How to plan an accessible trip (Triplinx, Google Maps, TTC Customer Information)
- Understanding maps, signage and wayfinding features
- Resources with up-to-date service information (Lift Line, e-alerts, social media, Next Vehicle)
- Accessibility features on board TTC conventional vehicles and in stations (ramps, elevators, emergency buttons, DWA, internal/external announcements, etc)
- How the different operators and staff can provide assistance throughout a customer's trip
- Priority seating and boarding/disembarking (with or without a mobility device)
- Fare payment, PRESTO, and proof of payment
- Emergency procedures and handling the unexpected (closures, turn backs, service changes)

Travel Training Brochure

The Travel Training Brochure is used to create program awareness and to encourage conditionally eligible customers to participate if needing assistance with travel using the FOS. The brochure describes the Travel Training Program, including the various training options, the skills that can be learned, and the benefits to using conventional transit. Also included in the brochure are testimonials from previous customers that have participated. The Travel Training Brochure is included in the Wheel-Trans Welcome Package for conditionally eligible customers, and shared with Wheel-Trans customers that attend a functional assessment or an appeal.

In addition to the Travel Training Brochure as form of customer recruitment, other strategies include travel training posters on board Wheel-Trans vehicles as well as on conventional vehicles, announcements on Wheel-Trans self booking website and message on the phone lines, information included in the Wheel-Trans customer eligibility letters, program updates and testimonials included in the Wheel-Trans Access Newsletter, and training offer included in Environics surveys.

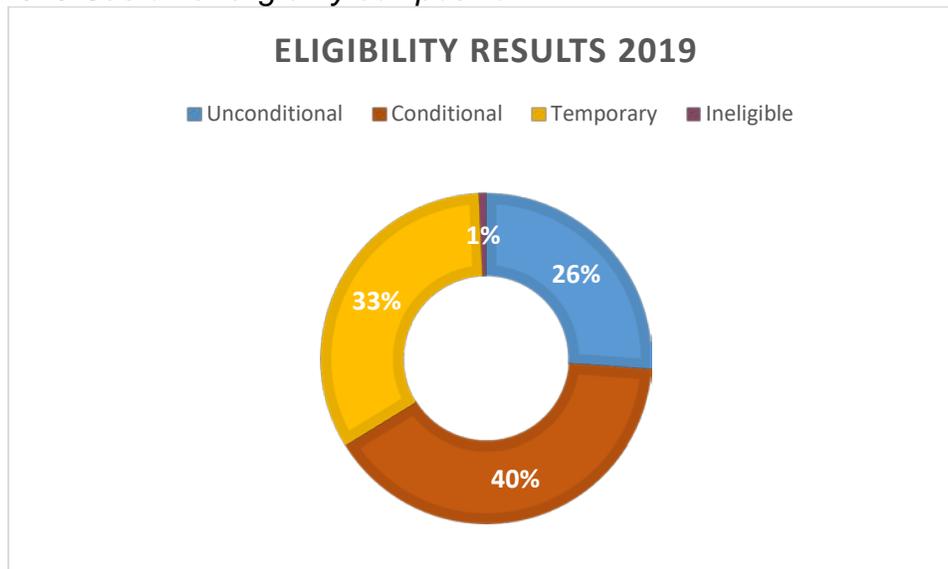
Appendix 6 - Changes to Eligibility

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 (over an 8 week period in June and July 2016, the TTC held 40 meetings with 55 organizations/agencies representing individuals who may be impacted by the eligibility changes), 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. The number of applications received and processed in 2019 was 11,429. We were able to process 100% of applications within the 14-day timeframe mandated by the *AODA*. The majority of customers who applied were granted conditional eligibility (Figure 1).

Figure 1: 2019 Customer eligibility composition



This graph shows the percentage of customers split into the 4 eligibility categories: Unconditional 26%, Conditional 40%, Temporary 33%, Ineligible 1%

Appendix 7 - 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 2). The first Access Hub was successfully installed at the Meadowvale location (Meadowvale Rd. and Sheppard Ave. E.) in Q1 2018 with another installed in 2019 at Humber College North Campus. 14 additional Access Hubs will be deployed in 2020 at 9 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.

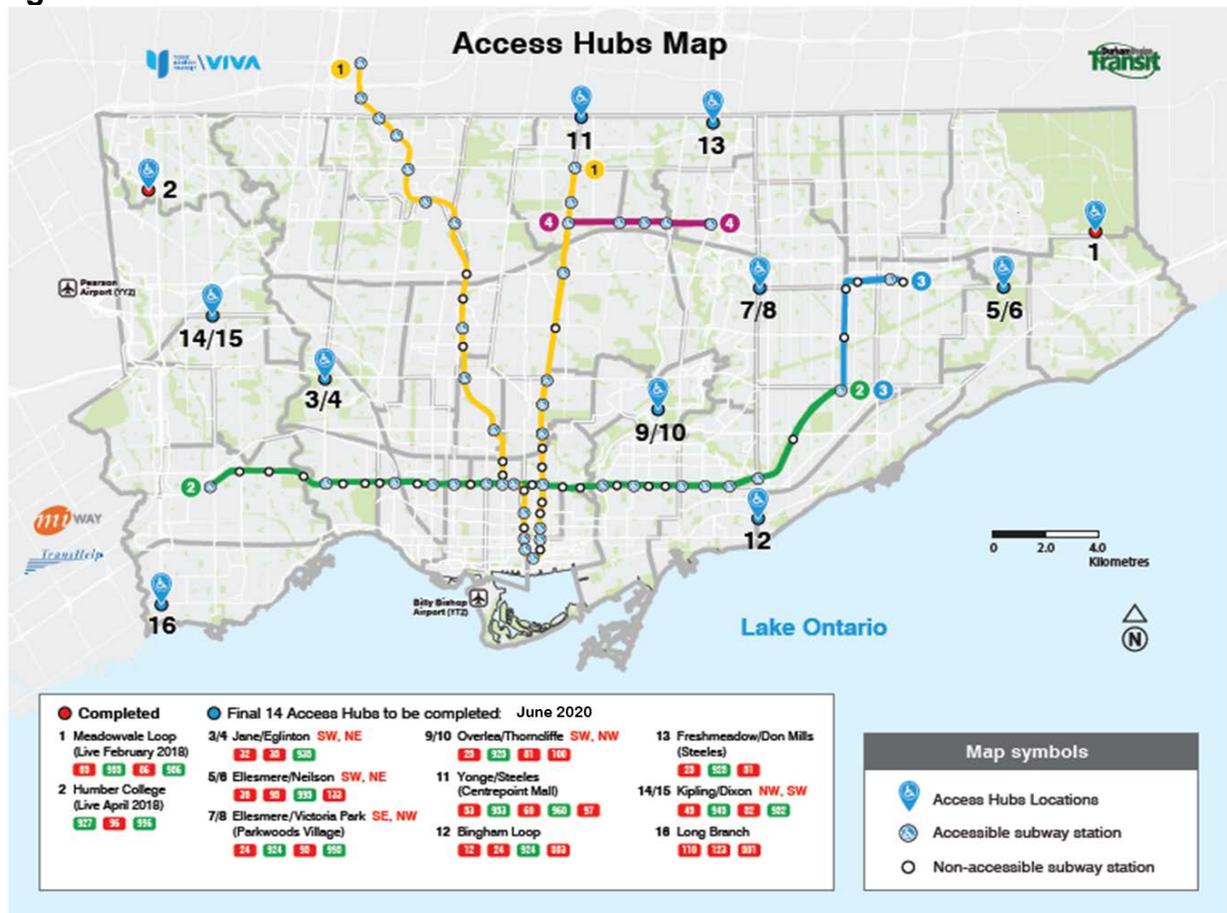
Figure 2: Access Hubs



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.

Figure 3: Access Hub locations



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	June 2020
Access Hubs Site 5 (Victoria Park & Ellesmere SE) Go Live	June 2020
Access Hubs Site 6 (Neilson & Ellesmere SW) Go live	June 2020
Access Hubs Site 7 (Neilson & Ellesmere NE) Go live	June 2020

Activity	Date
Access Hubs Site 8 & 9 (Overlea & Thorncliffe NW, SW) Go live	June 2020
Access Hubs Site 10 (Jane & Wilson NE) Go live	Cancelled
Access Hubs Site 11 (Jane & Wilson SW) Go live	On Hold
Access Hubs Site 12 (Bingham Loop) Go Live	May 2020
Access Hubs Site 13 (Long Branch Loop) Go Live	June 2020
Access Hubs Site 14 (Yonge & Steeles SW) Go Live	June 2020
Access Hubs Site 15 (Freshmeadow & Don Mills NE) Go Live	June 2020
Access Hubs Site 16 & 17 (Kipling & Dixon NW, SW) Go live	May 2020
Access Hubs Site 18 (Victoria Park & Ellesmere NW) Go Live	June 2020

Appendix 8 – Wheel-Trans Policy Updates

A total of 20 policies have been updated and published, 4 are highlighted below.

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.

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 20 Updated Wheel-Trans Policies

1. Code of Conduct
2. Door-to-Door
3. Travelling using Mobility Aids & Assistive Devices
4. Late Cancellation/No Show Policy
5. Vehicle Exception
6. Carry-on Items
7. Environmental Sensitivity
8. Support Person
9. Companion
10. Service Animals & Pets
11. Severe Weather
12. Service Disruption & Irregular Operations
13. Food & Beverage
14. Lost & Found
15. DNLU (Do not Leave Unattended) Policy (2019)
16. Family of Service Travel (2019)
17. Fare Payment (2019)
18. Cross Border Travel (2019)
19. Traveling with Children or Infants (2019)
20. Layover and Multiple Stop (2019)

Appendix 9 - 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 Stantec 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. 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 was presented to the Board in December 2019 as part of the TTC's 5-Year Service Plan & 10-Year Outlook. Based on the assessment, the Board approved service modifications to the 400 Lawrence Manor, 402 Parkdale, 404 East York and 405 Etobicoke Community Bus Routes. Implementation of these changes has been delayed due to the ongoing COVID-19 pandemic, but are tentatively planned for September 2020. A second phase of community bus changes is planned for future years once key Wheel-Trans changes such as conditional trip matching, customer re-registration, and trip-booking system upgrades are fully implemented.

Appendix 10 - 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 2019, 128 Pro Master vehicles are in service. These mini-buses are smaller, more fuel efficient and can easily access more destinations (Figure 4).

Figure 4: 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 11 - 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. **Customer Relationship Management (CRM) System**

The TTC successfully launched Phase 1 of the CRM roll-out for Wheel-Trans that included the capability to deliver mass email updates. Phase 2 of the CRM roll-out for Wheel-Trans will enable automation of the customer application process. Anticipated for Q4 2020.

2. **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 Q4 2020 is a mobile app, as well as other expanded functionality to further improve the customer experience when booking and traveling.

Appendix 12 – Reservations, Scheduling and Dispatch System Upgrade Project

Project Background

The Wheel-Trans 10-Year Strategy was developed in response to the new legislative requirements of the AODA, recommendations provided by the City of Toronto Auditor General, and the resulting anticipated surge in demand for specialized transit services in the City of Toronto.

To meet the anticipated surge in demand for its service, in April 2017, the TTC introduced the FOS concept, a new service delivery model that allows Wheel-Trans customers to take intermodal trips combining specialized and conventional, fixed-route services.

The Wheel-Trans 10-Year Strategy set targets for FOS diversion of 10% in 2019, climbing to 50% in 2025.

The Wheel-Trans Scheduling & Dispatch (WTSD) project will deliver and support updated computer systems with various media channels, such as Website trip booking, Mobile Application with multi-modal trip planning (FOS), on-demand trip booking, dynamic scheduling, cross-boundary scheduling and an Interactive Voice Response (IVR) touch tone telephone system.

The upgrading and adding of new media channels will provide real-time information to customers, communication of door to door vehicle arrival times, service alerts and vehicle location. In addition, conventional operations of subways and surface fixed-route vehicles and systems will also be integrated and used to provide information to customers. The system will be able to identify and re-route FOS trips during service disruptions.

This system will create the opportunity for customers to make independent choices as to how they book their trips and how they communicate with TTC Wheel-Trans using their channel of choice: website, mobile device, contact centre, online chat and Interactive Voice Response (IVR).

Project Time Lines

Phase 1 - Completed December 9, 2018

Phase 2 – 2nd Quarter 2020

Phase 3 - 1st Quarter 2021

Phase 4 – 3rd Quarter 2021

Phase 1 Summary

Phase 1 focused on enhancing the current customer trip booking website functionality to include easier and simpler navigation with the ability to book FOS trips as an option. The system currently supports 500 FOS trips per day.

Customer benefits:

- Improved ability to do their own trip planning, rather than having to rely on a booking agent
- No longer have to wait for a reservationist to book a FOS trip
- Ability to book FOS trips anytime at their convenience and available 24/7
- Faster and quicker way to book trips, review, update and/or cancel existing bookings
- Map view – customers are able to see a map when looking up addresses
- More user-friendly. Customers can:
 - View their trip history up to 18 months
 - Change their own website password

Phase 2 Update:

This Phase will improve the current Website with a redesign of the trip booking page and provide immediate trip booking results if available of regular trip requests. A new channel mobile smartphone application will be introduced. Changes will also be made to the Dispatch and Scheduling systems to allow for improved management of FOS trips during service events and disruptions.

The system will be expanded by adding 23 more conventional routes and be able to support 3,000 FOS trips/day.

The system will be upgraded to allow for Conditional Trip Matching and book trips for customers who are only approved for FOS.

Customer benefits:

- Updated website trip booking page
- Able to receive immediate trip results for regular bookings
- Ability to book monthly regular trips
- Receive e-mail notifications
- Book trips using a Mobile Application
- View Trip History on Mobile Application
- View, cancel or modify upcoming trips on the Mobile Application
- See Vehicle location arriving to pick them up in real-time (Pilot of Buses Only)
- Receive service alerts
- Receive E-mail messages
- Receive phone “Call Ahead” when vehicle is within 10 mins
- Receive a phone call if customer has been “No-Showed”
- Ability to re-set passwords

Training

Employee Training provided to all affected employees on new features.

Customer Communications

Customer Help Pages and videos are currently being updated and created by Marketing and Customer Experience.

Phase 3 Update:

Phase 3 will continue to expand FOS trips with more stops to support more transfers between fixed routes, and more defined eligibility conditions to improve trip matching as well as other software improvements.

The initiatives include:

- More FOS routes will be available to customers.
- Expanded Conditional trip matching
- Cross Boundary transfers scheduled at time of booking
- Customers will be able to use conventional transit for more than one leg of their FOS trip.
- Real-time service updates will be available via SMS in addition to mobile application and email notifications.
- Option to set up notifications and edit communication preferences over the phone and on the website.
- Dashboard Reporting with Visual for Dispatch Centre

Customer benefits

- More connections between conventional services
- Users can book more complex FOS trips
- Improved FOS solutions provide

Phase 4:

The focus of this phase is scheduling optimization, whereby trips will be based on real-time vehicle availability. This will allow for Wheel-Trans to be more efficient, which will result in more trip availability for customers and make room for spontaneous, same day bookings.

Enhancements include:

- customers will be able to choose to make their real-time location/position available to WT Dispatchers
- Mobile and website alerts will be updated to provide customers with the projected vehicle arrival time at their location
- if the vehicle will be late, an alert will be provided to WT Dispatchers to allow them to determine if changes to schedules are required.

In addition, the improved, integrated Customer Relationship Management software will support online customer applications and allow Customer Service agents to better service customers, as they will now be able to access detailed and specific information about the customer's trip and their disability from one source. As well, customers will be able to communicate directly with a reservationist via online chat on both the website and mobile application.

Phase 4 will continue to expand FOS trips with more stops to support more transfers between fixed routes.

Customer benefits:

- Expand FOS trips capability
- More conventional routes and stops added
- Ability to be more interactive with the mobile application & website through a Chat tool
- More trip availability and spontaneity

Appendix 13 – Cross Border Travel – Excerpt from October 2019 Board Report

Sensitivity Analysis (Cost Implications to Wheel-Trans)

A sensitivity analysis was conducted to understand the impact of an increased number of cross-border trips as a result of expanding the Wheel-Trans service area border (3 km, 5 km and 10 km from the Toronto border) as well as changes to the Wheel-Trans vehicle and contracted vehicle split which is approximately 80% contractor and 20% Wheel-Trans vehicles for trips to and from transfer points. The split is 85% contractor and 15% Wheel-Trans vehicles for trips that occur between the Toronto border and 1 km beyond the border. The results are identified below.

A number of scenarios were evaluated in terms of average (weighted) cost per km, ranging from 15%/85% to a 50%/50% contractor and Wheel-Trans vehicle split. Additionally, a growth in trip demand was considered from no change to a 15% growth in demand due to increasing the service area. The highlighted costs reflect no change in trip demand and a vehicle split of 20% Wheel-Trans and 80% contractor. **Notably, the increased cost due to the increased trip demand only calculates the additional cost to deliver these trips over the border- not accounting for the additional distance Wheel-Trans will travel within Toronto, which would add additional costs depending on where trips are requested to or from.**

This analysis indicates how the cost implications can increase if the vehicle splits were to change or trip demand were to grow as a result of expanding the service area. In the worst-case scenario where an even split of Wheel-Trans and contracted vehicles are considered with a trip growth of 15%, the annual cost implications would be approximately \$142,000, \$245,000 and \$767,000 for a 3 km, 5 km and 10 km service area expansion beyond the Toronto border.

Weighted average cost per km (WT/contractor vehicle split)							
Increase in trips due to policy changes		\$3.45 (15%/85%)	\$3.64 (20%/80%)	\$3.83 (25%/75%)	\$4.02 (30%/70%)	\$4.40 (40%/60%)	4.78 (50%/50%)
	3KM (no change)	\$67,572	\$75,513	\$83,455	\$91,396	\$107,278	\$123,161
	3KM + 5%	\$70,951	\$79,289	\$87,627	\$95,966	\$112,642	\$129,319
	3KM +7%	\$72,302	\$80,799	\$89,296	\$97,793	\$114,788	\$131,782
	3KM +10%	\$74,329	\$83,065	\$91,800	\$100,535	\$118,006	\$135,477
	3KM +15%	\$77,708	\$86,840	\$95,973	\$105,105	\$123,370	\$141,635
	5KM (no change)	\$116,678	\$130,390	\$144,103	\$157,815	\$185,240	\$212,664
	5KM + 5%	\$122,512	\$136,910	\$151,308	\$165,706	\$194,502	\$223,298
	5KM +7%	\$124,845	\$139,518	\$154,190	\$168,862	\$198,207	\$227,551
	5KM +10%	\$128,346	\$143,429	\$158,513	\$173,597	\$203,764	\$233,931
	5KM +15%	\$134,180	\$149,949	\$165,718	\$181,487	\$213,026	\$244,564
	10KM (no change)	\$366,040	\$409,058	\$452,076	\$495,095	\$581,131	\$667,167
	10KM + 5%	\$384,342	\$429,511	\$474,680	\$519,849	\$610,188	\$700,526
	10KM +7%	\$391,663	\$437,692	\$483,722	\$529,751	\$621,810	\$713,869
10KM +10%	\$402,644	\$449,964	\$497,284	\$544,604	\$639,244	\$733,884	
10KM +15%	\$420,946	\$470,417	\$519,888	\$569,359	\$668,301	\$767,242	
Weighted average cost per km (WT/contractor vehicle split)							
Increase in trips due to policy changes		\$3.45 (15%/85%)	\$3.64 (20%/80%)	\$3.83 (25%/75%)	\$4.02 (30%/70%)	\$4.40 (40%/60%)	4.78 (50%/50%)
	3KM (no change)	\$67,572	\$75,513	\$83,455	\$91,396	\$107,278	\$123,161
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10KM +15%	\$420,946	\$470,417	\$519,888	\$569,359	\$668,301	\$767,242	

Sensitivity analysis for the cost implications of a Wheel-Trans cross-border policy change- considering changes in trip demand and cost per km (due to Wheel-Trans/ contractor vehicle splits)